

Scoring level	Environmental risk level	Social and ethical risk level	Environmental opportunity level	Social and ethical opportunity level	Procurement spend level (entire spend – whole life cycle)	Value (whole life) of initiative relative to total procurement spend
1	<p>Low to medium use of renewable resources or low use of non-renewable resources. Non-hazardous waste produced and recycled, or small amounts disposed of as inert waste. Notable but minor environmental impact, negligible but widespread. For example, temporary disturbance or minor damage to habitat of common species only. Minimal reputational risk.</p>	<p>Supply chains fully mapped with no use of global supply chains. Largely mechanised and automated production. Zero scope for enhancing force protection. No breach of policy or legislation including the application of UK employment laws throughout the entire supply chain. No risk potential for reputational impact. No requirement for enhancing skills and training within the procurement category.</p>	<p>The nature of the PSS is benign (including manufacture, through life and disposal) or possible enhancements to environmental performance have been exhausted to current best technologically possible solution. All relevant organisational objectives have been met.</p>	<p>All possible enhancements to social and ethical performance have been exploited or due to the nature of the PSS there are no opportunities to enhance well-being, force protection, training and skills, or other ethical issues such as animal welfare, at any point within the lifecycle. All relevant organisational objectives have been met.</p>	< £50k	> 50% cost
2	<p>Moderate to large use of renewable resources, moderate use of non-renewable resources. Notable non-hazardous waste disposal, hazardous waste (in Scotland, special waste) recycled, small amounts of hazardous waste disposal. Environmental impact limited to a small area, or widespread impact with no or minimal lasting damage. For example, permanent damage to habitat of common species only. Low reputational risk – local press interest.</p>	<p>Supply chains fully mapped with global supply chains known to meet requirements of ILO core conventions. Largely mechanised and automated production. Scope for enhancing force protection is negligible. No breach of policy or legislation including the application of UK employment laws throughout the entire supply chain. Remote risk of reputational impact. Limited or no requirement for enhancing skills and training within the procurement category.</p>	<p>Small and limited potential improvements in environmental performance (reduced fuel and other resources, hazardous material reduction, consumables reduction, modularity in design etc.). Some scope to meet the objectives of the organisation and wider Government objectives relating to international environmental and climate agreements.</p>	<p>Limited potential for small improvements in social and ethical performance (force protection, ethical trade, workforce skills, diversity, ex-forces employment, policy cascade through supply chain etc.). Some scope to meet the objectives of the organisation and wider Government objectives such as ILO core conventions and addressing skills shortages.</p>	£50k - £200k	20 – 50% cost

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3	<p>Significant use of non-renewable resources, limited use of toxic substances. Notable amount of hazardous waste produced. Notable lasting environmental damage. For example, destruction of habitat of common species or temporary damage to habitat of endangered species. Moderate risk of reputational damage – environmental NGO and national press interest.</p>	<p>Scope of supply chain known to include global supply chain(s) involving countries with human rights issues, although not known if these issues are directly relevant to the PSS. Supplier base is limited and category skills shortages may occur without training investment. High risk of legislative and policy breaches including ILO conventions, some risk of reputational damage.</p>	<p>Some scope for embedding multiple environmental performance improvements into the procurement process (reduced fuel and other resources, hazardous material reduction, consumables reduction, modularity in design etc.). Ability to include wider objectives of the organisation and wider Government objectives relating to international environmental and climate agreements.</p>	<p>Some scope for embedding multiple social and ethical performance improvements (force protection, ethical trade, workforce skills, diversity, ex-forces employment, policy cascade through supply chain etc.). Ability to include wider objectives of the organisation and wider Government objectives such as ILO core conventions and addressing skills shortages.</p>	<p>£200k - £500k</p>	<p>10 - 20% cost</p>
4	<p>Large scale use of non-renewable resources, significant use of toxic substances. Large amount of hazardous waste produced. Large scale environmental damage with national significance, e.g. release of gases contributing to acid rain (NOx, SOx), or permanent damage to habitat of endangered species. Major risk of reputational damage - environmental NGO and international press interest.</p>	<p>Skills shortages will occur if training does not attract investment through the contract, known human rights and communities' impacts within supply chain, known breach of legislation and policy, reputational damage anticipated. Minor threat to the security of supply - this may be due to legal action on suppliers as a result of not meeting labour standards which then reduces their ability to continue to supply. This disruption can affect the supply of critical goods or services and the need to identify alternative suppliers at short notice, resulting in additional time and costs.</p>	<p>Good scope for embedding multiple environmental performance improvements into the procurement process (reduced fuel and other resources, hazardous material reduction, consumables reduction, modularity in design, end of life take back, leased options etc.). Direct relevance and necessity to include a range of organisational objectives and wider Government objectives.</p>	<p>Good scope for embedding multiple social and ethical performance improvements (force protection, ethical trade, workforce skills, diversity, ex-forces employment, policy cascade through supply chain etc.). Direct relevance and necessity to include a range of organisational objectives and wider Government objectives such as ILO core conventions and addressing skills shortages.</p>	<p>£500k - £1m</p>	<p>Up to 10% cost</p>

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5	Large scale use of scarce resources or toxic resources e.g. use of heavy metals. Very large amount of hazardous waste produced. Severe widespread irreversible environmental damage of international significance e.g. large scale release of greenhouse gases, release of ozone depleting substances or destruction of habitat of endangered species. Reputational damage anticipated - environmental NGOs, international press interest and Parliamentary issue.	Known issue relating to conflict minerals, child labour and human rights, directly contravening UK and international policy and legislation. Threat to the security of supply - this may be due to legal action on suppliers as a result of not meeting labour standards which then reduces their ability to continue to supply. This disruption can affect the supply of critical goods or services and the need to identify alternative suppliers at short notice, resulting in additional time and costs.	Excellent scope for embedding multiple environmental performance improvements into the procurement process (significant reductions in fuel and other resources, hazardous material reduction, consumables reduction, modularity in design, end of life take back, leased options etc.). Necessity to include a range of organisational objectives and wider Government objectives. Potential for project to be held up as exemplar procurement exercise.	Excellent scope for embedding multiple social and ethical performance improvements (force protection, ethical trade, workforce skills, diversity, ex-forces employment, policy cascade through supply chain etc.). Necessity to include a range of organisational objectives and wider Government objectives. Potential for project to be held up as an exemplar procurement exercise.	£1m - £5m	Minor/trivial cost
6					£5 - £10m	Minor/trivial saving
7					£10 - £20m	Up to 10% saving
8					£20m - £50m	10 – 20% saving
9					£50m - £100m	20 - 50% saving
10					> £100m	> 50% saving