



The Global Standard for Procurement and Supply

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Leading global excellence in procurement and supply

Segment 11.5 Leading Ethical and Responsible Practice in Procurement and Supply

Level: Professional

Theme: Ethics

Knowledge: Will know and understand	Capabilities: Will be able to
The use, application and leadership of ethical codes in procurement and supply	Influence a culture of commitment to the achievement of ethical codes and practices in the organisation's supply chains
Techniques for stakeholder mapping including primary, secondary and key stakeholder classifications	Analyse stakeholders and develop plans to establish ethical priorities and behaviours in the organisation's supply chains
Techniques for mapping suppliers and high risk tiers of the supply chain to gauge associated ethical sourcing risks	Devise matrices to assess the likelihood of risks of noncompliance in ethical and sustainable sourcing and the importance to the organisation of other relevant commercial and technical criteria, and encourage their application by colleagues and stakeholders

Knowledge: Will know and understand

Capabilities: Will be able to

The main regulations that impact on the employment of people in supply chains such as those concerning:

- Discrimination, equality and diversity
- Employee redundancy and dismissal
- Working time and staff payment
- International labour codes
- Health and safety in the workplace
- Minimum wage
- Other country-specific employment issues

Ensure compliance with legislation and regulations affecting the employment of people and offer advice when there are concerns about noncompliance

Ethical practices and standards that apply to global supply chains

Encourage and lead commitment to achieve ethical practices and standards that apply to global supply chains taking appropriate actions in the event of identifying any breaches by stakeholders

The use of audits and other systems for performance measurement applied by purchasers

Collaborate with other purchasers to drive out duplication of effort and to focus on streamlining audit processes, the collation and analysis of data and any remedial actions to be taken

The sources of conflict that can effect ethical practices between stakeholders and suppliers

Steer the procurement and supply chain function through ethical and sustainable procurement difficulties and challenges, including conflict within the organisation and with its supply chains that can affect ethical practices

Knowledge: Will know and understand

Capabilities: Will be able to

Initiatives and policies created by leading bodies, such as:

- CIPS
- Tradecraft
- Walk Free Foundation,
- United Nations
- International Labour Organisation
- Unseen
- Anti-Slavery International

Act as a champion of change to promote the highest standards of ethical practice

The use of communication plans to identify and eradicate bribery, corruption and fraud in all procurement and supply activity

Influence internal and external stakeholders and develop a culture to take actions to eradicate bribery, corruption and fraud

Standards to support corporate social responsibility (CSR) and sustainable procurement in the supply chain

Lead and influence internal and external stakeholders to apply standards that support CSR and sustainable procurement (ISO 14000, ISO 26000, ISO 20400) and identify and report any alleged breach of standards, taking appropriate actions

The concept and impact of Modern Slavery on procurement and supply activity

Lead and influence internal and external stakeholders on knowledge and adoption of modern slavery standards (e.g. UK Modern Slavery Act (2015) or equivalent international legislation or standards), identifying any alleged breach of standards and taking appropriate actions

Related CIPS Knowledge Links

[Sustainable and Ethical Procurement - http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Sustainability/Sustainable-and-Ethical-](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Sustainability/Sustainable-and-Ethical-)

Procurement/

Risk Analysis and Management - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Risk-mitigation/Risk-Analysis-and-Management1/>

Diligent Procurement - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Risk-mitigation/Diligent-Procurement/>

Stakeholders - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Stakeholders/>

Collaborative Working - <https://www.cips.org/knowledge/procurement-topics-and-skills/efficiency/collaborative-working/>

Business Process Re-engineering (BPR) - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Continuous-Improvement/Business-Process-Re-engineering-BPR/>

Value Generation - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Efficiency/Value-Generation1/>

Data Analysis/Business Intelligence - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Understand-Need---Market-and-options-assessment/Data-Analysis--Business-Intelligence/>

Leadership and Promotion of Procurement and Supply Management - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Leadership-and-Promotion-of-Procurement-and-Supply-Management1/>