

# Unlocking the corporate value of ethical procurement

Kier Transportation was keen to bring its code of ethics to life in procurement to boost its social value, environmental sustainability, reputation and resilience. Achieving CIPS Corporate Ethics certification reinforced the businesses commitment to consistently high ethical standards. More than this, it triggered new perspectives, confidence and practices in an area increasingly critical to the bottom line.

“

Bringing this new knowledge into the business gives us a kind of toolkit in our back pocket that means we will be better able to predict and plan for challenges across the broad range of ethical issues the training covers.”

**Caroline Hinchcliffe**  
Supply Chain Director,  
Kier Transportation

 **CASE STUDY**  
**CORPORATE**  
**ETHICS**



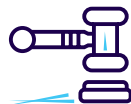


## Missing jigsaw piece

Kier Transportation, part of the Kier Group, designs, builds and maintains road, rail, aviation and port infrastructure. Working at the heart of major infrastructure projects across the UK, the business is renowned for its focus on the wellbeing of its people, the environment and the communities it works in.

Growing pressure from clients to become ever-more sustainable and ethical, combined with its own desire to engage and innovate more with suppliers, set the business thinking. How could it build on its strong values, corporate governance and code of ethics to propel ethical procurement forward and unlock its business benefits?

CIPS Corporate Ethics was seen as 'the missing piece of the jigsaw'. The piece of work that would, for example, get the commercial team thinking about the carbon used in getting products to sites. That would promote understanding of supply chains down to the lowest tier. And that would enable everyone to be alive to signs of everything from conflicts of interest to modern slavery.



## Surprising considerations

Fifty strategic and contract procurers were nominated to take the Corporate Ethics e-learning and test. These cover environmental procurement, human rights and fraud, bribery and corruption and can be undertaken any time before a chosen deadline.

The procurers were very positive about the information and insights they gained into how products and services can be purchased in a way that minimises negative social and environmental impacts and maximises positive impacts.

Many expressed their surprise at the breadth of topics that come under the ethics banner. The learning highlights that ethical procurement is not just about things close to home like sourcing products for projects locally and reducing energy consumption. It also brings home the many unseen issues that require proactive thinking and new knowledge, such as the provenance of alternative fuels the industry is increasingly being encouraged to use.

As well as their learning and certificates, the Group came away with the heightened awareness critical to ensuring ethical considerations stay front of mind every day.

# The benefits for Kier Transportation

**Kier Transportation says that achieving the CIPS Corporate Ethics certification and Ethics Mark is enabling it to:**

- Enhance its reputation for ethical procurement and supply practices among existing and potential suppliers, partners and customers
- Reduce risks by increasing understanding and resilience of supply chains
- Prevent reputational damage caused by malpractice or ethical lapses
- Increase visibility of the procurement function and understanding of the intrinsic value it brings to the organisation
- Demonstrate respect and awareness of international standards against criminal conduct such as bribery and human rights abuse
- Have a cohort of procurers trained in ethical sourcing and supplier management who can cascade their knowledge to others



## Chain reactions

For the organisation Corporate Ethics certification provided two ways to publicly demonstrate its achievement: use of the CIPS Ethics Mark and inclusion in CIPS international Corporate Ethics Register.

Kier Transportation says its new learning has already been helpful in two areas and Kier Group is now working towards the CIPS Corporate Ethics certification. For Kier Transportation, it brought to the forefront the need to map entire supply chains and better prepare for problems related to the availability of certain materials and energy. What the business learned also backed up the scope and detail of its recently-introduced sustainable sourcing strategy.

Almost immediately, Kier Transportation went on to make another commitment to procurement growth with CIPS. Through the Procurement Excellence Programme, the business is now embarking on a journey of continuous performance evaluation, optimisation and recognition.

“

We designed the CIPS Corporate Ethics assessment and award for organisations that want to do more than simply write an ethics statement but for whom creating their own training would be a big ask.”

**Kirsty Shelton**  
Business Development  
Manager, CIPS

**52%**

### In FY23, across Kier...

We had a net subcontractor spend of **c.£1.78bn**  
**52%** of our revenue was subcontracted to the supply chain  
and **c.69%** of our subcontract spend was with SMEs

**21,000**

**Kier Transportation**  
maintains 21,000 kilometres  
of local authority and  
strategic roads

- Improve identification and readiness for challenges in areas not previously associated with ethics
- Improve operational efficiency and create value for stakeholders
- Instil pride in employees who value working for an ethically-orientated company.





## CIPS Corporate Ethics certification:

- Demonstrate your commitment to ethical procurement and supply practices, by achieving the CIPS Corporate Ethics Mark.
- Strengthen your reputation by publicly demonstrating your commitment to ethical procurement and supply practices.
- Safeguard your organisation from potential supply chain malpractice and ensure the knowledge on ethical procurement and supply remains current.
- Demonstrate respect and awareness of international standards against criminal conduct, including bribery, corruption, fraud and human rights abuse.
- Increase employee confidence through the knowledge they are conducting their work in a consistently ethical manner.
- Achieve public recognition from CIPS via an internationally published listing on the CIPS Corporate Ethics Register.
- Receive CIPS Corporate Ethics Mark which you can use in your own literature and demonstrate your commitment.



Scan the QR code for more information

**Want to see how we can develop your procurement and supply team?**

Get in touch with us:  
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