

A GUIDE TO SUSTAINABLE PROCUREMENT

A practical guide to making more sustainable supplier decisions, influencing your ecosystem, and reducing environmental impact through everyday decisions across venues, festivals and screen organisations.



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Why procurement matters?

Every buying decision touches people and the planet, influencing how materials move through the world. To reduce the negative impacts of what we buy, we want to move towards a **circular economy** - a system where materials are kept in **circulation** for as long as possible through processes such as maintenance, reuse, refurbishment, remanufacture, recycling and composting. Reusing and adapting materials to extend the life of products reduces our reliance on the extraction of new resources.

Making sustainable procurement decisions isn't just about recyclable packaging, but about considering the full social and environmental impact of a product or service throughout its life cycle. What materials were used to make this product? Who made it, and were they paid fairly? How far did it travel to reach me? The way we choose to spend our money - and what we are willing to pay more for - sends a powerful signal through supply chains, influencing the ethical and environmental decisions made by suppliers, manufacturers, and retailers far beyond a single purchase.

Greening your procurement practices is an opportunity to understand and influence your local ecosystem, build on strong partnerships, streamline decision making processes, and disseminate responsibility for climate action across more members of staff. It is rarely about finding a 'perfectly sustainable supplier', but ultimately understanding the role our buying decisions can positively impact our local ecosystem.

Sustainable Procurement Matrix

Before diving into the checklist, here are four lenses to use when assessing for 'sustainability':

People	Who makes this, and are they treated fairly? Who benefits from this product being sold, and who loses out? Ethical procurement considers wages, working conditions, and community impact across the whole supply chain.	- Real Living Wage - Fair labour - Local employment - Diversity & inclusion
Planet	What is the environmental cost of this product? This includes carbon emissions, energy sources, water use, biodiversity impact, and land use, across the full life cycle of the product or service.	- Carbon footprint - Travel emissions - Renewable energy - Water use - Biodiversity

Circularity	Where does it go when you are finished with it? Circular procurement keeps materials in use for as long as possible, through repair, reuse, rental, and responsible end-of-life.	- Reuse & repair - Take-back schemes - Recycled content - Product life cycle - Rental & sharing
Accountability	Can this supplier back up its claims? Strong suppliers are transparent about where they are and where they are headed.	- Third-party verified - Transparent reporting - Reduction targets

There is a lot to keep in mind when finding and evaluating new suppliers, and there is no such thing as the perfect supplier. This guide will support you in figuring out where to focus your efforts to maximise impact, and work collectively towards building strong, local, ethical supplier ecosystems.

Julie's Bicycles' [guide to sustainable materials and waste](#) outlines the materials choice hierarchy:

1. Avoid unnecessary materials use or purchases
2. Hire or borrow materials
3. Use reclaimed, repurposed or recycled materials
4. Choose low impact materials; natural or organic; sourced with care for nature and human rights; non air-freighted; energy and resource efficient; non-polluting and non-harmful to human health in use; made or supplied by companies with strong environmental and ethical credentials
5. Choose materials which can be returned, repaired, reused, or recycled at the end of their use
6. Avoid or limit high impact materials; virgin materials; materials which contain toxic or polluting chemicals or substances e.g. PVC, solvents; fossil-fuel based materials (notably single-use plastics); materials which generate hazardous waste at the end of their use.

Where to start: prioritising procurement areas

With limited time and capacity, you don't need to apply this checklist to every single purchase every staff member is making at once. Before assessing individual suppliers, it's worth stepping back and asking which areas of your procurement are worth tackling first based on impact. A useful way to do this is to score spend categories against the questions below - the categories that score the highest across several of these can become your starting points.

We suggest scoring each of your spend categories 1-5 against each question, then total the scores. The two or three categories with the highest totals are where to focus your first supplier conversations, questionnaires, or contract reviews, rather than trying to overhaul everything at once.

Question	Why it matters	Score
Is this a high-spend area?	Bigger budgets mean bigger leverage with suppliers, and small improvements translate into larger absolute impact.	Low spend 1- 5 High spend
Does this have a high environmental impact?	Focuses effort where it reduces the most harm, not just where it's easiest to act.	Low impact 1-5 high impact
Is this high-profile or reputationally visible?	Public-facing choices (catering, print, signage) build visible momentum, credibility, and buy-in from staff and audiences.	Low visibility 1-5 high visibility
How easily can we influence or control this?	Be realistic about leverage: a long-term single-supplier utility contract may be harder to shift than a discretionary order you place every month.	Hard 1-5 Easy
Is there potential to do something bold, new, or collaborative here?	Some areas may not be your biggest spend, but offer a chance to pilot something innovative, build a case study, or partner with peer organisations.	Lowlift 1-5 Exciting

Procurement Decision Journey

Stage 1: Before you start

Before approaching a supplier, take stock of what you actually know and what the decision is really about. Good procurement starts with good questions, asked of yourself first. This stage slows you down in the right way, helping you avoid defaulting to familiar choices without thinking about their impact and assessing if you may need to reorganise how you operate to implement more sustainable choices.

Do I actually need this?

- Do you even need this thing at all?
- Could this need be met by reuse, rental or sharing instead of a new purchase?
- Is this a one-off or a recurring spend that justifies deeper review?
- Have I mapped where this spend sits in terms of environmental and social impact?

Do I know my landscape?

- Do I know my current supplier's sustainability position, even informally?
- Could my existing relationship with them be built on to influence change?
- Are there local or lower-impact alternatives worth investigating?
- Have peer organisations got advice or options?

Stage 2: Self-reflection

Some sustainable choices need staff training, signage, or process change to actually work.

What systems might you need to change internally to change your buying decisions to be more sustainable?

For example, switching to re-usable cups over single use isn't simply a procurement decision but also requires changes in signage, staff training and customer engagement - however it has a huge potential for impact, both reducing costs and waste. A venue with a 2,000 capacity running three shows per week may use over 686,400 single-use cups at a cost of £41,184 each year. You can read more on how to implement re-usable cups for [indoor events](#) and for [outdoor events](#), as well as reducing plastic more generally [here](#).

[Metal Culture](#) reflected on how their journey to sustainable procurement was realising that projects needed to factor in more time to avoid last-minute spending, which often resulted in having to use inefficient and unethical online corporations and fast delivery options. This gave more time to shop locally and source suppliers with green credentials - "Allowing for longer project planning stages, meaning we can factor in a negotiation stage and the potential for waiting longer for a delivery."

In the [BFI FAN Green Hour on Sustainable Procurement](#), Natasha Padbury (Office & Sustainability Manager, Depot Cinema) and Simon Curtis (Chair, Greater Manchester Arts Sustainability Team), discuss how to implement ethical, low-carbon procurement processes, and the organisational demands and benefits of responsible sourcing.

Stage 3: Evaluating a supplier

When assessing a supplier, go beyond price and quality. Whether you are renewing a contract, comparing options or onboarding a new system, use these questions to build a picture across all four lenses - what information you can gather using the Sustainable Procurement Matrix. You don't need perfect answers, but engagement with the questions is the biggest green flag.

Planet	- Do they have a published sustainability police or measurable reduction target? - Can they provide emissions data or a carbon footprint estimate for their operations? - Are their energy sources renewable, and is that claim backed by generation, not just certificates? - Are materials, packaging or products responsibly sourced? - Are they local to you?
People	- Do they pay the real living wage to all staff, including contractors? - Do the profits of this business stay and circulate locally, or are they extracted by a larger corporation? - Is their supply chain transparent? Can they name key upstream suppliers? - Is there a recognised ethical trading or labour standards policy in place?
Circularity	- Is there a take-back, repair, or if not, at least an end of life policy for products or equipment? - Are products designed for longevity, modularity or repairability? - Is rental, sharing or refurbishment available as an alternative to new purchase? - Are they using sustainable materials (e.g. recycled paper for print materials, reusable glass and cardboard over plastic containers for food and beverage suppliers)?
Accountability	- Are sustainability claims specific and third-party verified - not just self declared? - Is there evidence of improvement over time?

Top tip - check suppliers' sustainability information

You can also refer to this [list of suppliers](#) that have voluntarily added their sustainability credentials, so that you can easily access how they are getting on with sustainability. This information is updated by the suppliers themselves, and includes contractors and organisations across technical services and equipment, cleaning services, seating solutions, food, drink and more.

Stage 4: Build the relationship

You do not need to switch suppliers to make progress - often the most impactful thing you can do is ask better questions of those you have already worked with. This stage is about creating ongoing dialogue and building strong relationships of support, signalling what matters and shifting practice over time rather than a single transaction.

Opening the conversation:

- Have you raised sustainability as a topic before, even informally?
- Have you been specific about what your values are as an organisation?
- Have you shared examples of what good looks like - standards, benchmarks or peer cases?

Building it into processes:

- Have you included sustainability as a criterion in your procurement or contract review processes?
- Have you set any expectations or requested improvements for the next contract period?
- Have you acknowledged any progress the supplier has made, however small?

Using collective power:

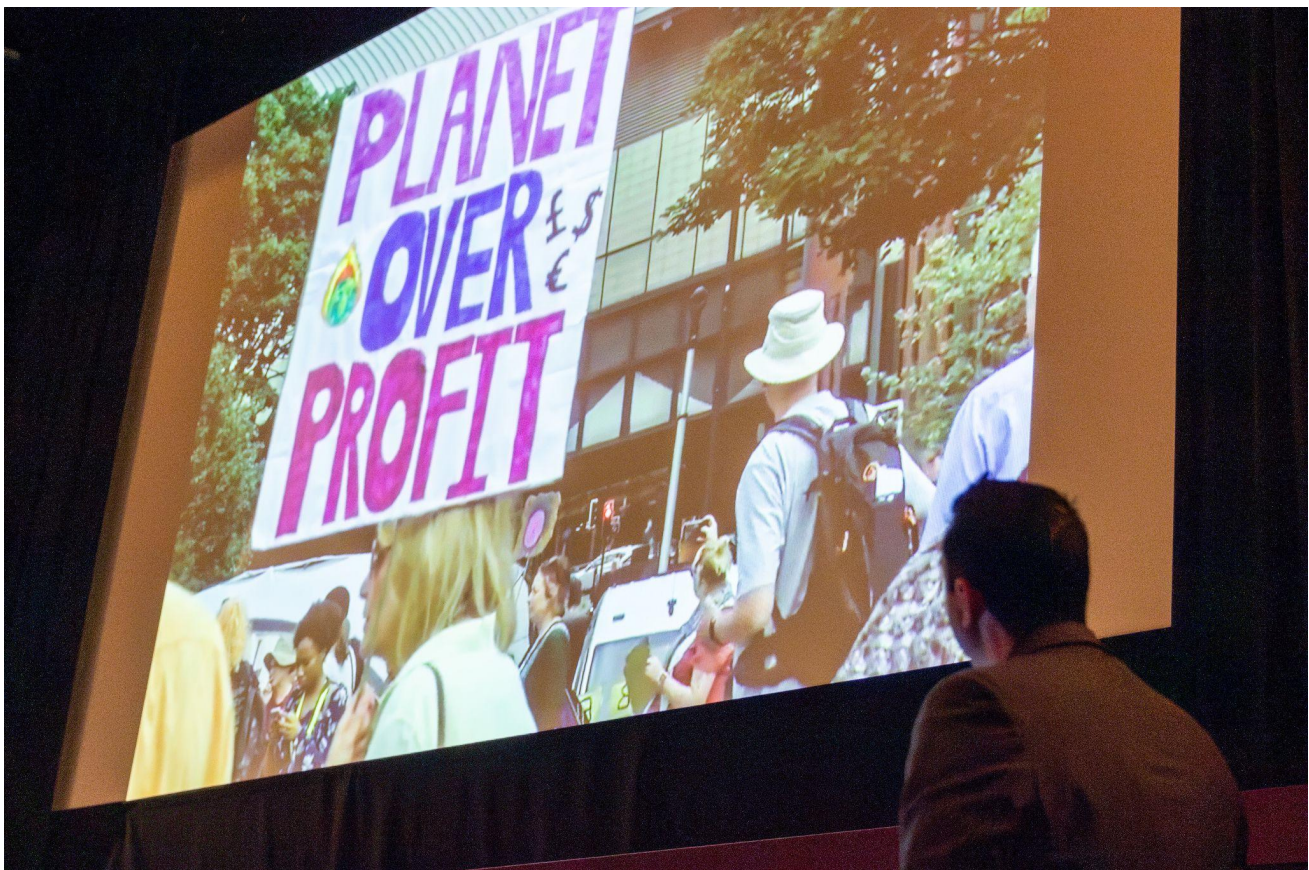
- Have you shared learnings or supplier feedback with peer organisations in your networks?
- Are there opportunities to coordinate purchasing with other organisations to increase leverage?
- Have you offered an exploratory workshop or shared resources with other organisations to increase leverage?

Check point - Red flags

These are signals to pause and ask more rigorous questions. Greenwashing is rarely deliberate dishonesty; often it is a lack of rigour, or an assumption that vague language will pass - this can be an open door for deepening action.

- Vague claims: 'eco-friendly', 'green', 'sustainable', with no data, targets, or verification behind them
- Carbon offsetting presented as the primary climate strategy, with no reduction pathway alongside it

- 'Local' sourcing with no geographic definition, traceability, or named producers
- Compostable or 'eco' packaging with no explanation of how and where it is processed
- Certifications used as a shorthand with no understanding of what they actually cover or exclude
- No engagement or willingness to discuss sustainability when the question is raised
- A static sustainability claim with no evidence of improvement over time
- Presenting sustainability as an 'add-on' to differentiate from the competition and upsell to clients/consumers.



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8 supplier cards: Key questions to ask suppliers

Every category of spend has its own version of "green," and its own version of greenwashing. These eight cards translate the four lenses above into practical, ready-to-use questions for the areas most organisations buy from regularly. Dip into whichever card matches the conversation you're having.

	Ask	Green signals	Watch out for	Further information
Food	Is food locally sourced or seasonal? Are plant-based options prioritised? How is food waste managed? Are reusable systems in place?	Named local producers; Seasonal menus; Plant-forward menus; Food waste diversion and composting	"Eco packaging" but disposable everything; "Local" with no detail; Heavy meat-based catering	More detailed breakdown and checklist for sustainable food procurement. The impact of our food choices. Webinar on creative food solutions.
Tech, IT, Equipment	Are refurbished devices available? Is there a repair policy? What happens at the end of life? Can equipment be rented/shared? Are materials reusable?	Refurbished hardware; Take-back schemes; Long warranties; Modular systems; Local hire companies; Reuse networks	Planned obsolescence; Short upgrade cycles; Single-event purchases; Cheap short-life equipment	Sustainable Screen Hub Digital & Technology Information Site
Beverages	Are drinks locally produced? What packaging formats are used? Is draught prioritised over cans/bottles?	Refillable kegs; Local breweries; Glass collection systems	Excessive branded packaging; "Artisan" branding without sustainability detail	Sustainable Screen Hub Food & Drink Information Site
Pensions	Are ethical fund options available? Can the ethical fund	Fossil-fuel-free options; Ethical options;	ESG branding without detail	Sustainable Screen Hubs

	be made the default option?	Transparent and accessible investment reporting		Money and Finance section.
Marketing	Are materials printed on recycled or FSC-certified sticks? Is digital first an option? Is the printer local? What inks are used?	FSC or PEFC certified paper; Vegetable and soy based inks; Local print suppliers; Print-on-demand to avoid overruns	Uncertified imported paper; Recycled claims without certification; Excessive print runs No digital alternative offered	Read more on closed loop printing.
Software	Do you publish a sustainability or environmental policy? Where are your data centres located, and what energy do they run on? Do you have a net zero or carbon reduction target? What steps are you taking now to meet net zero? Is there a non-profit or cultural sector pricing tier? Can unused licences be paused or scaled down? What is your data retention and deletion policy?	Published Scope 1, 2 and 3 emissions reporting; Flexible licensing (pay for what you use); Long software support cycles, no forced upgrades; Open source or self-hostable options available; Non-profit or cultural sector pricing	Carbon neutral via offsets with no reduction strategy; Opaque data centre locations or energy sourcing; Forced annual upgrades or deliberate feature deprecation; Locked-in contracts with no flexibility on scale; Bundled features you do not use, inflating footprint and cost	The Green Web Foundation - Tools and research on green hosting, renewable-powered infrastructure and digital sustainability. Sustainable Web Design - Accessible guidance on low-impact websites, digital services and procurement questions.

Influencing through auditing

A supplier questionnaire can be both a data-collection exercise for your organisation and a thoughtful signal around ethical decision-making. It can indicate that sustainability is a growing priority in how you spend money, and that you expect it to be part of the conversation. It is, in effect, a soft green rider. It also gives you something valuable: a map of where your supply chain actually stands. With responses in hand, you have material to negotiate with, build on, and return to over time.

While this formal dating gathering can be capacity heavy and is more suitable for larger organisations, there are ways every organisation can gather information and influence their suppliers, down to informal conversations with a few key suppliers you work closely with.

Step 1: Draft and send the questionnaire

A short, friendly form accompanied by a covering note explaining your priorities and pointing to useful resources. Including:

- A brief explanation of why you are asking: your organisation's commitment to reducing Scope 3 emissions and building more ethical supply chains
- Reassurance that this is information-gathering and not a test
- Introduction to key terms and signposting to support and resources: links to resources like the SME Climate Hub, Make My Money Matter, or Living Wage Foundation, Julie's Bicycle Sustainable Screen Resource, framed as helpful, not prescriptive
- A note that you will share anonymised findings, making clear this is a collective effort, not just you.

Don't use a tone that feels like an audit exercise - the goal is understanding and dialogue towards improvement. Long questions, jargon without explanation and implications that you will switch suppliers will foreclose the conversation before it's even started.

A draft questionnaire can be found in the Appendix.

Step 2: Map the responses

Even partial answers reveal where suppliers are confident, where they are vague, and where there are gaps worth following up on. This is an opening for conversation and understanding where it needs most focus, attention, support and collaboration.

Step 3: Use it to negotiate

Responses become a basis for conversations, asking suppliers to improve, committing together to targets, or factoring answers into future decisions.

Step 4: Return to it annually

Sending it each year tracks progress, keeps sustainability visible, and shows suppliers you are serious – not just curious.

Red flags: how to spot greenwashing

Greenwashing is when an organisation makes environmental or social claims that are vague, exaggerated, unverified, or misleading - overstating what they do, obscuring what they do not, or using the language of sustainability as marketing rather than accountability. It is important to be aware of greenwashing, which is not always deliberate, but results from pressure to 'seem' sustainable without systems or knowledge to back it up.

There are 6 common forms of greenwashing:

Hidden trade-off Highlighting one positive attribute while ignoring significant negatives elsewhere e.g. "recycled packaging" on a product with a damaging supply chain.	No proof Claims that cannot be verified, no data or third part audit. "We care about the environment" with nothing behind it.	Vagueness Undefined or unmeasurable terms: "eco-friendly", "natural", "green", too broad to hold anyone to account.
False labels Invented logos or self-declared badges that look like third-party certifications but carry no independent verification or standard.	Irrelevance Technically true claims that distract from larger issues e.g. "CFC-free" on a product where CFCs have been banned for decades.	Lesser of evils "The most sustainable option in this category", where the category itself is inherently harm.

Clear intentions and honest reflections are much better than an inflated green achievements - honesty builds credibility, a strong baseline you can improve from, and genuine relationships with suppliers based on trust and collective solving of collective problems. Stating plainly "we are working on this and struggling with this" is much more reliable and useful than inflated claims which damage an entire sector's reporting and make it harder to distinguish genuine progress. Even so, applying a bit of pressure to organisations that claim to be sustainable without any information to back it up, can remind them that this is something customers care about and are attentive towards.

Further reading: [WWF Guide to greenwashing - breakdown of key terms](#)

Certifications can be useful indicators to assess a supplier's sustainability. However, it's important to do due diligence that the certification is actually relevant to the goods procured - some suppliers will list certifications but when asked, they can't always tell you what they mean or

how the certification supports product/service delivery. The list below shows some key certifications, what they cover, what to watch out for and alternative questions you might want to ask your supplier.

Certification	Category	What it covers	Watch out for	Better question to ask
B Corp Issued by B Lab UK	Holistic	Governance, workers, community, environment, and customers, with all five pillars scored. Minimum 80/200. Legal governing documents must be amended. Recertified every 3 years.	Very thorough but scores vary widely (81-175). Covers the business, not specific products. Certification does not mean perfection.	What is your B Corp score, and which pillars are strongest? When is recertification due?
Living Wage Foundation Issued by Living Wage Foundation	People	Real Living Wage (£12.60/hr; £13.85 London) paid to all staff including regular contractors. Updated annually. Publicly listed accredited employers.	Distinct from the lower government National Living Wage. Ask specifically about Real Living Wage accreditation.	Are you a Living Wage Foundation accredited employer? Does the commitment extend to sub-contractors?
Forest Stewardship Council (FSC)	Environmental	Responsible forestry for wood, paper, and packaging. Three tiers: FSC 100% (all certified), FSC Mix (some certified + controlled wood), FSC Recycled. Third-party audited with chain of custody.	FSC Mix allows non-certified content. FSC 100% is the stronger claim. PEFC is a competing standard. Both are legitimate but FSC has stricter social criteria.	Which FSC tier applies? Can you provide the certification code?
Fairtrade Fairtrade Foundation (UK)	People	Minimum price floors, Fairtrade Premium for community investment, labour rights and environmental standards. Covers specific commodities: coffee, tea, cocoa, bananas, cotton, flowers, gold. Audited by FLOCERT.	Applies to the certified ingredient, not the whole company or product range. Does not fully address carbon, packaging, or supply chain beyond the farm.	Which specific products carry the Fairtrade mark? What percentage of your overall spend is Fairtrade certified?

Rainforest Alliance International, UK market	Environmental	Sustainable agriculture and forestry: ecosystem protection, climate resilience, human rights, and livelihoods. Graduated scoring model (not binary pass/fail). Common on tea, coffee, cocoa, and bananas.	2020 merger with UTZ created a new standard some consider weaker. The frog logo does not guarantee 100% certified content. Historically less rigorous on social standards than Fairtrade.	What percentage of the certified ingredient is Rainforest Alliance certified? Is this the post-2020 standard?
Soil Association Organic Soil Association Certification Ltd	Environmental	No synthetic pesticides or fertilisers, no routine antibiotics, higher animal welfare, GMO-free, soil health focus. Standards often exceed the UK/EU organic legal baseline. Also certifies textiles via GOTS. Annual inspections.	Organic does not automatically mean low carbon, some products travel long distances. Does not address wages or fair pay.	Is this Soil Association certified, or certified to another organic standard? Is the certification held at farm and processor level?
GOTS Global Organic Textile Standard	Holistic	At least 95% organic fibre ("organic" label) or 70% ("made with organic"). Restricted chemical processing, wastewater treatment, and social criteria including no forced/child labour, freedom of association. Full supply chain certification required.	Does not cover carbon footprint from transport. The 70% threshold is lower than many assume. "Organic cotton" without GOTS does not guarantee responsible processing.	Is this GOTS certified to the 95% or 70% level? Is certification held at fibre, fabric, and finished garment stage?
ISO 14001 UKAS-accredited bodies (BSI, SGS, Bureau Veritas)	Environmental	Framework for identifying, managing, and continuously improving environmental impacts. Sets requirements for the management system: planning, action, review, improvement. Annual surveillance audits; full recertification every 3 years.	An organisation can hold ISO 14001 and still have a large carbon footprint. It tells you they have a process – not how good their performance is.	What specific environmental objectives are set within your ISO 14001 system? Can you share recent environmental performance data?
REGOs Ofgem (UK energy)	Environmental	One certificate issued per MWh of eligible renewable electricity generated. Suppliers buy REGOs to back	REGOs are cheap and do not drive new renewable generation. The	Are you REGO-backed only, or do you have a Power

regulator)		"green" tariff claims. Used in Scope 2 reporting by many organisations. Certificates are publicly searchable in the REGO register.	green certificate and the actual electrons are decoupled. One of the most common forms of energy greenwashing in the UK.	Purchase Agreement with a specific generator? Do you support additionality - funding new renewable capacity?
EN 13432 / OK Compost TÜV Austria; European standard	Circularity	Packaging must biodegrade and disintegrate under industrial composting conditions within a set timeframe, leaving no harmful residues. OK Compost Home is a separate, stricter certification for ambient home composting.	Industrial compostability is useless without the infrastructure. Most UK local authorities do not collect compostable packaging in food waste streams - it ends up in landfill or contaminates recycling.	Is this industrial or home compostable? What collection and processing route exists at our venues? Is reusable an option instead?

Greening finances

Most organisations spend considerable effort reducing the environmental impact of their operations, but the money sitting in bank accounts and pension funds can quietly undermine all of that work, funding the very industries driving the climate crisis. [Make My Money Matter](#) shows that changing your pension has 21x more impact than any lifestyle change. For an average UK pension pot of £30,000, switching to a sustainable fund could save around 19 tonnes of carbon a year.

Greening your finances is one of the highest-impact, lowest-effort changes an organisation can make. It does not require new suppliers, new processes, or significant time, but simply requires asking where your money goes and making different choices about that, in many cases, in a single conversation or online form.

When you deposit money with a bank, that bank uses it to make loans, finance projects, and invest in companies. The UK's largest high street banks continue to pour billions into fossil fuel expansion every year. For example, Barclays provided £26 billion in fossil fuel financing in 2024, the largest of any European bank, and among the top four globally for absolute increase year-on-year (Banking on Climate Chaos, 2025).

Bank.Green has built a free league table of 103 UK financial institutions, rated from "Great" to "Worst" based on fossil fuel financing, transparency, and climate policies. Visit [bank.green](#) to see where your current bank sits before switching.

Further reading: [detailed breakdown of how to green your finances and pensions in Julie's Bicycle Sustainable Screen Hubs Money and Finance section](#).

Case studies

Changing our procurement strategies isn't always straightforward but there are plenty of great case studies to learn from, including:

The journey to selecting more sustainable suppliers with Metal Culture

Depot Cinemas approach to procurement

For inspiration on how to get started, you can also check out [BFI Sustainable Screen Hub](#) on Julie's Bicycle's website. Created with and for the film and screen sector, this hub provides sector-specific guidance on environmental sustainability, including specialist reports, case studies and carbon reporting tools.

Appendix

1. Draft supplier questionnaire:

We are working to better understand and reduce the environmental and social impact of our supply chain. This short questionnaire helps us build a picture of where our suppliers are, identify areas to work on together, and track progress over time.

We are not evaluating you against a pass/fail standard. Honest answers, even where things are still in progress, are more useful to us than polished ones. We will share aggregated, anonymised findings with our networks. If any of these questions raise areas you would like support on, we are happy to share resources.

Climate & Environment

- Does your organisation have a climate action plan or net zero commitment?
 - If yes, what is your target year, and what does it cover?
- Do you measure your carbon footprint or greenhouse gas emissions?
 - If yes, which scopes are included? If not, are there plans to?
- What is your primary energy source, and is any of it from renewable generation?

People and Fair Pay

- Do you pay the Real Living Wage to all staff, including subcontractors?
 - If not, are there plans to become accredited?
- Do you have a policy on ethical trading or labour standards in your own supply chain?

Operations and Supply Chain

- Where are your main operations based and where are your primary suppliers located?
Approximate regions are fine we are trying to understand transport emissions
- Do you have any sustainability or ethical certifications?

Circularity and Waste

- Do you have a policy on packaging reduction, waste diversion or circular use of materials?
- Are repair, take-back and end-of-life schemes available for your products?

Looking ahead

- Is there anything you are currently working on that you would like us to know about or any area where you would welcome support or resources?

In performance and events industries, a rider sets out what a performer or organisation requires from partners. A green rider does the same for sustainability: setting expectations, creating accountability, and establishing values as part of a working relationship. Sending this questionnaire is an informal version of this process. It communicates that you have priorities around ethical procurement, that you expect to discuss them, and that your relationship with suppliers will increasingly reflect those priorities.

This approach combines information gathering with opening doors for longer term collaboration and support and becomes a living part of how you manage supplier relationships. As your confidence grows, the questionnaire can evolve into something more formal: minimum standards, preferred supplier criteria, or contract language

Additional references:

- Ethical Sourcing - A Small Business Guide
<https://www.fsb.org.uk/resources/article/ethical-sourcing-a-small-business-guide-MCTXJS4KLD75FE3MQWGO6BBH5K54>
- Procurement and Supply:
<https://www.oxfordcollegeofprocurementandsupply.com/wp-content/uploads/2022/11/Sustainable-Procurement.pdf>

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