

Purchasing with Impact

The Purchasing and Contract Management Policy of The Hague University of Applied Sciences



let's change
YOU. US. THE WORLD.

Purchasing & Contract Management Team

DE HAAGSE
HOGESCHOOL

Purchasing with Impact

The Purchasing and Contract Management Policy of The Hague University of Applied Sciences

Prepared by

Purchasing & Contract Management Team

Date

Adopted minutes of Executive Board meeting 23 April 2024
cvb-24vs001491

Document type

Policy plan

Version

1.0

Introduction

Purchasing with impact. Obviously, a reference to our Strategic Plan 2023-2028, but above all, a statement of what we want to achieve with our purchasing: Positive impact on the quality, sustainability and continuity of our education, research and operations. Good cooperation with suppliers is increasingly important here. With purchasing spending of some 80 million a year, purchasing and contract management are important tools to achieve the goals in our Strategic Plan. The connection between purchasing and the organisational goals is well reflected in ambition 10 (sustainable and equitable operations) as well as the chapter 'How are we going to achieve this together?' as described in the Strategic Plan.

Through the Purchasing and Contract Management processes, The Hague University of Applied Sciences (hereinafter: THUAS) shapes its collaboration with suppliers. Our mission is to be a socially engaged and professional public client, contributing to the achievement of organisational goals through its purchasing and contract management.

Purchasing and tendering takes place in a dynamic environment. That is why THUAS is continuously implementing improvements in its purchasing chain (from Purchase-to-Pay), such as optimising processes, deploying modern and professional tooling, reducing administrative burdens and promoting Socially Responsible Contracting and Purchasing (SRCP).

This document further describes the mission and two strategic themes that apply to the Purchasing and Contract Management within THUAS, and thus also guides the continuous improvement approach in the P2P chain process.

We focus on two strategic themes. These are elaborated in chapters 2 and 3, and include:

1. Purchasing with impact

- How does THUAS contribute positively to the organisational goals in the areas of education, research, operations and sustainability through its purchasing?

2. Professional contracting

- What values does THUAS hold as principal?
- How does THUAS select and manage new suppliers?

We monitor our targets using various KPIs on these two themes.

Through good cooperation between all colleagues involved as well as with our suppliers, we will realise these goals in the coming years.

Contents

Chapter 1. Mission, core values and strategic themes.....	5
1.1 Our mission	5
1.2 Our core values	5
1.3 Our strategic purchasing themes	5
Chapter 2. Theme 1: Purchasing with impact.....	6
2.1 Leading by example	6
2.2 Embedding Corporate Responsible Contracting and Purchasing in the purchasing process	6
2.3 Connecting to the regular accountability cycle.....	7
2.4 Comparing via SustainaBul's benchmark	7
2.5 KPIs the area of SRCP	7
Chapter 3. Theme 2: Professional Contracting	9
3.1 ACTING WITH INTEGRITY AS CLIENT	9
3.2 ENSURING INDEPENDENCE AND REDUCING ADMINISTRATIVE BURDENS	9
3.3 POSSESS GOOD PRODUCT AND MARKET KNOWLEDGE	10
3.4 DETERMINE PROPER PURCHASING STRATEGY AND MOST PROPORTIONAL PURCHASING PROCEDURE	10
3.5 IMPLEMENTING PROFESSIONAL CONTRACT MANAGEMENT	10
3.6 THE ROLE OF TEAM PURCHASING & CONTRACT MANAGEMENT IN PROFESSIONAL CONTRACTING.....	11
3.7 KPIs ON PROFESSIONAL CONTRACTING	11
Annex 1 Overview with all KPIs	13
Annex 2 Management summary.....	16

Chapter 1. Mission, core values and strategic themes

1.1 Our mission

The Hague University of Applied Sciences profiles itself as a dependable and socially engaged public client. Through professional contracting, we challenge our suppliers to deliver their best performance and sustainable solutions at fair prices and within the financial frameworks of THUAS, thus adding maximum value to our education and research.

1.2 Our core values

We also apply THUAS' core values of *Curious, Connecting and Caring* in purchasing and contract management.

We are curious and engage with colleagues and market players to find most suitable solutions for our purchasing needs (*curious*).

We transparently shape fair cooperation with our suppliers, with a preference for long-term partnerships and, where relevant, in co-creation with education & research (*connecting*).

We take a conscious approach to the *sustainability and equity* impact of our purchasing. We therefore select and work with socially responsible suppliers and also position ourselves as a dependable and socially committed client (*caring*).

1.3 Our strategic purchasing themes

In the coming years, we will focus on the following strategic themes:

- 1) Purchasing with impact.
- 2) Professional contracting.

These two themes are further described in the following chapters. Based on the actions we deploy on these themes, purchasing and contract management makes an important contribution to the realisation of the strategic themes of the Strategic Plan's in the areas of quality of our education, co-creation and corporate social responsibility by THUAS.

Chapter 2. Theme 1: Purchasing with impact

We buy with impact by purchasing in a socially responsible way. Socially Responsible Contracting and Purchasing ('SRCP') means that THUAS makes a positive contribution to the realisation of several Sustainable Development Goals (SDGs) as mentioned in the Strategic Plan through its purchases.

THUAS therefore weighs social, environmental and economic impact in all its tenders when evaluating and selecting the winning bid(s). In line with the Strategic Plan, we want to collaborate with suppliers whose products and services contribute to:

- circular economy and a climate-neutral future;
- resilient and inclusive society with equal opportunities for all; and
- engaged and inclusive community at the university of applied sciences.

We also adopt a zero-tolerance approach with regards to racism and (internship) discrimination. The premise is that as an institute, we play a socially active role in combating racism and (internship) discrimination. This means that we will also use our purchasing and contract management policies to ensure that we avoid and break cooperation with discriminatory parties. There is no room for parties that discriminate.

2.1 Leading by example

THUAS has an exemplary role as principal. In the coming years, we will also take the most important steps towards fully sustainable operations ourselves. The Hague University of Applied Sciences has committed to zero residual waste by 2030 (zero waste) and zero emissions by 2040. Through SRCP, we contribute to these goals.

THUAS increases the impact of Socially Responsible Purchasing and Purchasing by properly aligning purchasing and contract management processes with other internal developments on sustainability, equity and inclusiveness, for example by seeking good collaboration with The Green Office and Strategic Hub.

In addition, THUAS as a client also influences entrepreneurs to bring about social change. By drawing up progressive requirements and wishes in tenders, THUAS aims to encourage suppliers to operate even more sustainably and to reward the very 'front runners' in the market by offering them extra opportunities.

2.2 Embedding Corporate Responsible Contracting and Purchasing in the purchasing process

The exact implementation of SRCP involves customisation for each tender. Socially Responsible Contracting and Purchasing starts with proper preparation of a tender. It is precisely in preparation that ambitious goals should be identified. That is why we use a structured purchasing process to make a proper assessment of how we will implement SRCP opportunities when preparing a tender.

To promote SRCP, the following actions are carried out in the purchasing process:

- Purchasing needs are assessed using the (R) Ladder of Lansink/the R10 model, aiming for the least environmental impact.
- In product and market analyses prior to a tender, an inventory is made of available companies/market players who, through policy, scores and/or certificates, have proven their commitment to promoting sustainability, diversity, inclusion, and combating (internship) discrimination.

- In product and market analyses prior to a tender, an inventory is made of which sustainable and/or innovative solutions are offered and which sustainability gains can be achieved compared to the current applications and solutions within the organisation.
- THUAS encourages engaging with market players, both before and during the tendering process, to seek new more sustainable solutions.
- In all European tenders, appropriate sustainability criteria are included in the tender documents and in the contract to be concluded, for example in the minimum requirements and assessment criteria. The website www.mvicriteria.nl provides good guidance in this regard.
- THUAS looks at total lifetime costs in its purchasing and not just the purchase price.

2.3 Connecting to the regular accountability cycle

In November 2022, the European Union adopted the *Corporate Sustainability Reporting Directive (CSRD)*. This new directive states that from 2024, increasingly more companies and organisation will be required to report on the impact of their activities on people and the environment. Although Higher Education Institutes are not directly within the scope, it is sensible for The Hague University of Applied Sciences to start preparing for this directive so that we can start collecting the necessary data and setting up the governance structure in good time. Monitoring and reporting on SRCP will (in due course) be embedded in these accountability processes under the CSRD.

2.4 Comparing via SustainaBul's benchmark

The student network Students for Tomorrow compiles the annual SustainaBul. With this ranking, Students for Tomorrow wants to contribute to making higher education more sustainable. An independent team of students from across the country assigns points to public and institute-submitted information to create the rankings. Socially responsible purchasing is one of the themes scored (item 15 Pianoo Purchasing Terms and Conditions). By implementing this purchasing policy, we aim to make our sustainable sourcing activities more visible and thus achieve a higher score on the SustainaBul. It also gives an indication of how developments at THUAS compare with other educational institutes.



2.5 KPIs the area of SRCP

To make SRCP progress measurable, we set the following KPIs;

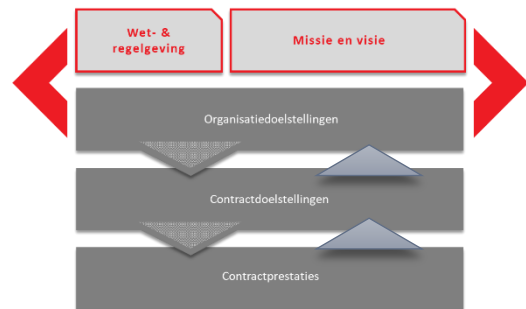
SRCP report	Way of monitoring/reporting	When + by whom
All <u>EU tenders</u> have both minimum requirements and (qualitative) evaluation criteria on at least one of THUAS SRCP themes (zero waste/mission zero, anti-discrimination and/or inclusiveness).	<p>In the trailer for decision-making in the Executive Board, an explanation is given for each tender about the implementation of SRCP (preliminary goals).</p> <p>The model (framework) agreements include a termination clause with regard to (internship) discrimination.</p> <p>Report twice a year on completed EU tenders (results afterwards).</p>	From 1 June 2024, First baseline measurement over 2023, then progress reports to Executive Board (EB) via Marap.

	Reporting by: Purchasing & Contract Management Team	
<p>For <u>all purchases</u> above €50,000, the suppliers to be used must have certification in the field of corporate social responsibility/sustainability.</p> <p>Unless there is no appropriate certification available, then the ‘comply or explain’ principle applies.</p> <p>Examples of certification;</p> <ul style="list-style-type: none"> - ISO 14001/2, PSO ladder (PSO30+), B-Corp, CSR performance ladder, Circular Performance Ladder and/or CO2 performance ladder / Climate Neutral Certification, BREEAM / LEED, Participant Manifesto Sustainable GWW and/or Sustainable Purchasing, MKI - FSC, TCO Certified, Fairtrade, Rain Forrest Alliance and/or On the way to Planet proof - Similar certification, though preferably with independent third-party inspection. 	<p>Reporting twice a year on certifications of deployed suppliers with spend > €50,000.</p> <p>For MOT assignments; Record in justification form when applying for INET number.</p> <p>Explaining why parties have been deployed,</p> <p>For EU contracts; include requirements upfront in tender document + afterwards at verification with winner.</p> <p>Reporting by: Purchasing & Contract Management Team</p>	<p>From 1 June 2024, First baseline measurement over 2023, then progress reports to EB (via Marap).</p>
<p>Continuous improvement of sustainability performance by product group.</p>	<p>First, a baseline measurement and inventory of opportunities by product group. Then follow up in phases, with product groups with greatest sustainability gains being picked up first.</p> <p>Reporting by: Purchasing & Contract Management Team</p>	<p>From 1 September 2024, First baseline measurement, then progress reports to EB (via Marap).</p>

Chapter 3. Theme 2: Professional Contracting

Professional Contracting involves executing the purchasing and contract management processes in an honest and businesslike manner so that our suppliers are selected and managed in a reliable and professional manner.

Purchasing and contract management efforts should contribute to the realisation of a clearly described (contract) objective and thus to organisational goals.



¹Contract objectives in perspective. Source CATS CM.

3.1 ACTING WITH INTEGRITY AS CLIENT

Integrity is an important quality characteristic of The Hague University of Applied Sciences. It presupposes a shared sense of ethics and clarity about our actions towards students, staff members and the outside world. The integrity policy of THUAS, can be found at: [integrity \(sharepoint.com\)](https://sharepoint.com)

Fair and honest purchasing and tendering starts with knowledge and compliance with relevant laws and regulations. The relevant laws and regulations concern in particular the most up-to-date version of the Dutch Public Procurement Act [*Aanbestedingswet*], including the Guide Proportionality. These regulations always apply to all our purchases. The relevant frameworks and guidelines have been translated within THUAS into the internal purchasing guidelines, the current version is available on intranet/Sharepoint. Compliance with this is guiding all our purchasing and tendering.

THUAS wants to do business only with entrepreneurs of integrity who do not engage in criminal, illegal - or morally questionable practices. Tenders are therefore subject to exclusion grounds on this issue and the 'Code of Conduct for Purchasing' is requested to check the integrity of bidders.

THUAS ensures that its purchasing processes involve fair and objective decision-making and legally valid representation. Suppliers must be confident that the agreements they enter into with us are legally valid. A transparent purchasing process contributes to this and gives suppliers confidence that they can work with us on good terms.

General principles of good governance

THUAS also observes the general principles of good governance, such as the principles of equality, justification and confidence, in its purchasing. The Sector Code of Good Governance for universities of applied sciences also applies.

3.2 ENSURING INDEPENDENCE AND REDUCING ADMINISTRATIVE BURDENS

THUAS does not consider excessive dependence on suppliers desirable. THUAS strives for sufficient independence from suppliers both before, during and after the contract period. We try to avoid a so-called vendor lock-in, where THUAS depends on only one supplier. Specifically for the IT sector, collaboration through SURF is an important tool to increase our negotiating position towards dominant market players.

Suppliers should also not become too dependent on THUAS for their turnover, as this could lead to an overly vulnerable business situation for the supplier (and thus indirectly for THUAS). When working together with (small) local or regional market players, this risk should be taken into account when (contractually) shaping the cooperation.

To reduce the administrative burden, THUAS aims to use national standards and uniform documents, unless a specific case does not allow for this. Standardisation helps to ensure that Entrepreneurs know where they stand and are not constantly confronted with different variants of similar documents nationwide, think of the UEA document and various SURF standards in the field of IT purchasing.

3.3 POSSESS GOOD PRODUCT AND MARKET KNOWLEDGE

To invite tenders properly, THUAS considers it important to know the market by conducting a product and/or market analysis. Tenders are therefore preceded by a product and market analysis, unless the effort required is not justified by the value or simplicity of the contract.

3.4 DETERMINE PROPER PURCHASING STRATEGY AND MOST PROPORTIONAL PURCHASING PROCEDURE

THUAS will determine its purchasing strategy and procedure for each tender. Depending on the size/value of a contract, the purchasing strategy will be worked out more or less extensively. Components of a purchasing strategy include:

- the way in which connection is sought with the strategic goals in the Strategic Plan;
- the interpretation of this purchasing policy, especially in the field of SRCP;
- the interpretation of other relevant policy themes, such as privacy and security (as in IT purchasing);
- the choice of whether or not to collaborate with third parties (such as SURF);
- value for money; and
- the choice qua type of purchasing procedure.

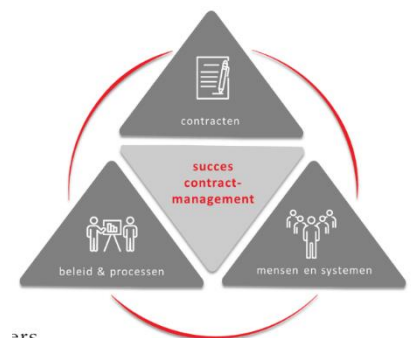
The choice of the most appropriate procedure largely depends on the estimated contract value. Based on the contract value, the document 'Purchasing Guidelines of THUAS' (available on intranet) provides clear guidelines on the purchasing procedure to be followed. These guidelines are derived from the Proportionality Guide.

3.5 IMPLEMENTING PROFESSIONAL CONTRACT MANAGEMENT

THUAS aims to adopt a uniform, organisation-wide contract management approach. This approach is based on CATS CM and focuses on effectively deploying available capacity on the providers with the most impact on the quality & continuity of our education and research. The suppliers with the greatest impact logically receive the most intensive form of contract management and thus the most focus on delivering good performance.

The unified and organisation-wide approach should lead to the following results;

1. All contracts are in the central contract management system.
 - This is how we know what contracts we have to provide services to staff members and students;
2. A contract owner, contract manager and decentralised contract manager have been assigned to all contracts. The contents of these three roles have been worked out separately, and (new) staff members who are going to fulfil one of these roles will receive explanations and guidance on the intended interpretation of this role.
 - This way we know who is internally responsible for steering on the contracts (governance) and who has what roles and responsibilities in it;



2 Three success factors for contract management. Source: CATS CM

3. All contracts are categorised according to their impact on the organisation and degree of contract management intensity. In terms of intensity, we use three categories, intensive, medium and minimal.
 - High-impact contracts (logically) receive an intensive form of contract management and the most support from the central contract management team.
 - In this way, we ensure that the most effort goes to those contracts that contribute most to improving our education and research.

3.6 THE ROLE OF TEAM PURCHASING & CONTRACT MANAGEMENT IN PROFESSIONAL CONTRACTING

The Purchasing and Contract Management Team advises and supports colleagues with the aim of lawful and efficient purchasing and effective design and management of our contract management processes. Through good coordination with all stakeholders and input of specific knowledge, the Purchasing and Contract Management Team contributes to achieving the objectives of this purchasing policy.

The purchasing advisers in the team are facilitators in the implementation of the Purchasing Process and take ownership to ensure the purchasing process runs as smoothly as possible for large (European) tenders, considering relevant regulations. In addition, the Purchasing and Contract Management Team monitors and identifies discrepancies or irregularities within the purchasing process. To this end, they make, among other things, a periodic spend analysis showing the legality of spending by supplier. In case of irregularities, this is signalled to the client, concern control (B&C) and possibly the EB.

The staff members of InkoopNet (part of Service B&C) receive and review all purchase order requests from the organisation. In case of doubt about correctness and/or legitimacy of purchase orders, they are submitted to one of the purchasing consultants for additional verification and advice.

The central contract managers in the team advise and support colleagues in shaping and managing relationships with suppliers. Together with the contract owners and decentralised contract managers (DCM), conscious choices are made, and substance is given to (the intensity of) contract management. A key tenet of the contract management methodology used is clear differentiation between distinct roles and responsibilities and that all staff members involved take ownership of their part of the tasks to be performed.

3.7 KPIs ON PROFESSIONAL CONTRACTING

KPIs on professional contracting	Way of monitoring/reporting	When + by whom
Every contract worth > €10,000; 1. To be recorded in the contract management system. 2. Has a contract owner (CO), a contract manager (CM) and a Decentralised Contract Manager (DCM) 3. Is categorised by 'intensity' in terms of contract management commitment.	Ad. 2) Report from Proquro on those designated by role. Ad. 3) Report from Proquro on degree of CM intensity by contract. Ad. 4) Report from Proquro on necessity + presence of processor agreement. Reporting by: Purchasing & Contract Management Team	From 1 June 2024 First baseline measurement over 2023/2024 to EB. Then quarterly reports to MTs of Services/Faculty.

4. Is supplemented by a processor agreement if personal data is exchanged.		
Contracts with intensity 'intensive' are evaluated by the DCM at least twice every 12 months using a contract evaluation sheet, including the status of the intended contract targets.	Report from Proquero and/or inquire with DCM about last evaluation moment + performance delivered by supplier. Reporting by: Purchasing & Contract Management Team	Quarterly reports on status of intensive contracts to Services/Faculty MTs.
All IT contracting parties have at least relevant certification in the areas of privacy, security and continuity.	Report from Proquero signalling the presence or absence of necessary certification <i>(Still to be set up in terms of reporting)</i> Reporting by: Purchasing & Contract Management Team	From 1 June 2024 First baseline measurement over 2023/2024 to EB. Thereafter once a year report/audit on new contracts + sample on already ongoing intensive contracts (possibly in collaboration with SURF).
All staff members with the role of DCM attended training on the uniform CM approach within THUAS, e.g. based on CATS CM.	All staff members with the role of DCM attended the training, preferably registered through THUAS' LMS. Reporting by: Purchasing & Contract Management Team	Completed no later than Q4 2024
All contracting parties in the field of Hired Personnel and/or Self-employed have relevant certification and/or required registrations (Chamber of Commerce, Placement of Personnel by Intermediaries Act [WAADIE], Certificate of Conduct) to indicate quality and correct working relationships.	Reporting from Proquero or Netive with signalling on presence or absence of necessary certifications. <i>(Still to be set up in terms of reporting)</i> Reporting by: Purchasing & Contract Management Team i.c.w. HRM Resourcing	From 1.1.2025 First baseline measurement on 2024 to EB. Thereafter once a year reporting/audit on new contracts.

Annex 1 Overview with all KPIs

KPIs theme 1: Purchasing with impact

SRCP report	Way of monitoring/reporting	When + by whom
<p>All EU tenders have both minimum requirements and (qualitative) evaluation criteria on at least one of THUAS SRCP themes (zero waste / mission zero, anti-discrimination and/or inclusiveness).</p>	<p>In the trailer for decision-making in the Executive Board, an explanation is given for each tender about the implementation of SRCP (goals beforehand).</p> <p>The model (framework) agreements include a termination clause with regard to (internship) discrimination.</p> <p>Report twice a year on completed EU tenders (results afterwards).</p> <p>Reporting by: Purchasing & Contract Management Team</p>	<p>From 1 June 2024, First baseline measurement over 2023, then progress reports to EB (via Marap).</p>
<p>For <u>all purchases</u> above €50,000, the suppliers to be used must have certification in the field of corporate social responsibility/sustainability.</p> <p>Unless there is no appropriate certification available, then the ‘comply or explain’ principle applies.</p> <p>Examples of certification;</p> <ul style="list-style-type: none"> - ISO 14001/2, PSO ladder (PSO30+), B-Corp, CSR performance ladder, Circular Performance Ladder and/or CO2 performance ladder / Climate Neutral Certification, BREEAM / LEED, Participant 	<p>Reporting twice a year on certifications of deployed suppliers with spend > €50,000.</p> <p>For MOT assignments; Record in justification form when applying for INET number.</p> <p>Explaining why parties have been deployed,</p> <p>For EU contracts; include requirements upfront in tender document + afterwards at verification with winner.</p> <p>Reporting by: Purchasing & Contract Management Team</p>	<p>From 1 June 2024, First baseline measurement over 2023, then progress reports to EB (via Marap).</p>

<p>Manifesto Sustainable GWW and/or Sustainable Purchasing, MKI</p> <ul style="list-style-type: none"> - FSC, TCO Certified, Fairtrade, Rain Forrest Alliance and/or On the way to Planet proof - Similar certification, though preferably with independent third-party inspection. 		
<p>Continuous improvement of sustainability performance by product group.</p>	<p>First, a baseline measurement and inventory of opportunities by product group. Then follow up in phases, with product groups with greatest sustainability gains being picked up first.</p> <p>Reporting by: Purchasing & Contract Management Team</p>	<p>From 1 September 2024, First baseline measurement, then progress reports to EB (via Marap).</p>

KPIs theme 2: professional contracting

KPIs on professional contracting	Way of monitoring/reporting	When + by whom
<p>Every contract worth > €10,000;</p> <ol style="list-style-type: none"> To be recorded in the contract management system. Has a contract owner (CO), a contract manager (CM) and a Decentralised Contract Manager (DCM) Is categorised by 'intensity' in terms of contract management commitment. Is supplemented by a processor agreement if personal data is exchanged. 	<p>Ad. 2) Report from Proquro on those designated by role.</p> <p>Ad. 3) Report from Proquro on degree of CM intensity by contract.</p> <p>Ad. 4) Report from Proquro on necessity + presence of processor agreement.</p> <p>Reporting by: Purchasing & Contract Management Team</p>	<p>From 1 June 2024 First baseline measurement over 2023/2024 to EB.</p> <p>Then quarterly reports to MTs of Services/Faculty.</p>
<p>Contracts with intensity 'intensive' are evaluated by the DCM at least twice every 12 months using a contract evaluation sheet,</p>	<p>Report from Proquro and/or inquire with DCMer about last evaluation moment + performance delivered by supplier.</p>	<p>Quarterly reports on status of intensive contracts to Services/Faculty MTs.</p>

including the status of the intended contract targets.	Reporting by: Purchasing & Contract Management Team	
All IT contracting parties have at least relevant certification in the areas of privacy, security and continuity.	Report from Proquro signalling the presence or absence of necessary certification <i>(Still to be set up in terms of reporting)</i> Reporting by: Purchasing & Contract Management Team	From 1 June 2024 First baseline measurement over 2023/2024 to EB. Thereafter once a year report/audit on new contracts + sample on already ongoing intensive contracts (possibly in collaboration with SURF).
All staff members with the role of DCM attended training on the uniform CM approach within THUAS, e.g. based on CATS CM.	All staff members with the role of DCM attended the training, preferably registered through THUAS' LMS. Reporting by: Purchasing & Contract Management Team	Completed no later than Q4 2024
All contracting parties in the field of Hired Personnel and/or Self-employed have relevant certification and/or required registrations (Chamber of Commerce, Placement of Personnel by Intermediaries Act [WAADIE], Certificate of Conduct) to indicate quality and correct working relationships.	Reporting from Proquro or Netive with signalling on presence or absence of necessary certifications. <i>(Still to be set up in terms of reporting)</i> Reporting by: Purchasing & Contract Management Team i.c.w. HRM Resourcing	From 1.1.2025 First baseline measurement on 2024 to EB. Thereafter once a year reporting/audit on new contracts.

Annex 2 Management summary

The Hague University of Applied Sciences aims to be a socially engaged and professional client. Getting purchasing and contract management right is essential here. Suppliers are increasingly decisive in achieving our ambitions in education, research and operations.

Based on our vision and approach to professional contracting, we challenge our suppliers to deliver their best performance at fair prices to add maximum value to our operations, education and research. Professional contracting is expressed in particular by implementing a good contract management approach. Naturally, we are also a client of integrity, observing relevant regulations and limiting administrative burdens.

THUAS emphasises the following two strategic themes in this purchasing policy;

1) Purchasing with impact, contributing to the achievement of THUAS' objectives.

As an educational institute, THUAS has a role in addressing important social and societal issues in various ways. We do this by setting an example and taking steps towards fully sustainable operations. This is reflected, among others, in ambition 10 of the Strategic Plan 2023-2028. Purchasing and contract management are important tools here. Through its purchasing, THUAS aims to contribute to improving the quality and continuity of our education and research, but also to our sustainability goals such as Mission Zero, Zero Waste and promoting just and inclusive societies. THUAS will therefore set minimum requirements and evaluation criteria in terms of sustainability and/or corporate social responsibility in every major tender. In addition, in terms of approach, we align with existing certifications and national initiatives such as the Manifesto for Socially Responsible Contracting and Purchasing (SRCP).

2) Being a professional client so that we are known in the market as a reliable and socially committed client that suppliers enjoy working with.

THUAS aims to be a professional client. Professionalism means dealing with (potential) suppliers in a fair and businesslike manner. We invest in our knowledge of the Works, Supplies and Services to be purchased, market conditions and relevant laws and regulations. Reliability as a Principal also comes to the fore by acting with integrity and applying the general principles from the Public Procurement Act and good governance in all our purchases and tendering activities.

Professional contracting consists of various components and tasks, such as transparent decision-making, clear division of tasks and roles, adequate risk management and good supplier performance measurement based on predefined KPIs. A structured execution of the contract management process is a prerequisite for this and therefore one of the spearheads in implementing this theme.

To monitor the achievement of our goals on these two strategic themes, several KPIs have been drawn up. These can be found in Chapters 2 and 3 and in Annex 1.