

The State of Social Procurement in Australia and New Zealand 2021

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For the insights report and resources generated by the project partners from this research, see <https://www.cips.org/australia-new-zealand/the-state-of-social-procurement/>

Executive summary

The power of procurement to generate positive social impacts is gaining traction. This report presents the first comprehensive analysis of the state of social procurement in Australia and New Zealand from the perspective of procurers. Commissioned by IPA Personnel Services in partnership with the Chartered Institute of Procurement and Supply (CIPS), Social Traders and Ākina Foundation, and undertaken by the Centre for Social Impact Swinburne, project findings are based on a survey of 179 procurement professionals and social procurement champions across all sectors in both countries. The research finds that:

- Social procurement is occurring within all sectors in the Oceania region, with survey participants predicting future growth in this activity due to customer expectations and policy imperatives;
- The majority of organisations socially procuring do not have specific spending targets and more than one third do not have specified social impact goals;
- The most common social impacts organisations seek to generate through social procurement are the employment and inclusion of disadvantaged people, employment of local people, and local economic and community development;
- Among those procurers that target specific ‘for benefit’ suppliers, the most common targeted suppliers were Indigenous or Māori and Pasifika owned businesses; local and/or small businesses; and social enterprises;
- Major drivers of social procurement include organisational values, government policies and legislation, customer expectations, and a desire to improve corporate or public profiles;
- Major internal challenges to socially procuring include lack of social procurement experience in the organisation generally, competing organisational objectives, and resource commitments;
- Major external challenges to socially procuring include lack of relevant suppliers and relevant suppliers' capacity to deliver at scale; and
- Nearly one third of respondents reported that the effects of COVID-19 had increased their organisational commitment to social procurement.

Recommendations

1. That all organisations active in social procurement consider establishing and tracking their spending targets and social value priorities.
2. That governments, relevant intermediaries and lead suppliers engage with ‘for benefit’ suppliers to increase their capacity to supply and ensure procurement instruments and practices are fit for working with diverse suppliers and supply chains.
3. That professional procurement networks consider and advocate for the workforce training and development necessary for successful social procurement.
4. That professional procurement networks consider and support the development of organisational technology and information systems that allow for integration of social procurement with other procurement goals.
5. That relevant intermediaries work with governments to increase awareness across sectors of social procurement opportunities, expectations and requirements.
6. That the State of Social Procurement in Australia and New Zealand study be repeated to track changes in sentiment and practice over time.
7. That further research including perspectives of social procurement suppliers and the outcomes and impacts of social procurement be undertaken in future analyses of the state of social procurement.

1.0 Introduction

The power of procurement to generate positive social impacts is gaining traction. Yet, little has been documented about the current practices, opportunities and challenges of social procurement generally, or in the Oceania region in particular. This report presents the first comprehensive analysis of the state of social procurement¹ in Australia and New Zealand from the perspective of procurers.

Social procurement can be defined as using purchasing power to create social value above and beyond the goods, services, or works being procured. In Australia, social procurement is being stimulated by corporate organisations, and by growing policy interest mandated, for example, by the Indigenous Procurement Policy (2020), and the Victorian Social Procurement Framework initiated in 2017. In New Zealand, policy development has been less targeted to date. However, commitments to public value including broader outcomes embedded in the New Zealand Government's procurement rules² enable social procurement, and there are multiple relevant initiatives at local government level, as well as evidence of significant corporate leadership by organisations such as SAP and activities involving intermediaries such as the Ākina Foundation and Amotai.

Available research evidence and practical experience suggest that procurement professionals play a significant role in the successful implementation of social procurement objectives, and that social procurement presents significant workforce challenges – and new opportunities – within the procurement profession. Broadly, social procurement requires the consideration of strategic as well as technical agendas in purchasing processes, and social procurement goals need to be effectively managed alongside other procurement priorities. This requires new knowledge, skillsets, attributes, and technological capabilities of procurement staff and their organisations.

2.0 Methodology

The purpose of this research is to understand the state of social procurement from the perspective of purchasers from all sectors (public, private for-profit, not for profit) across Australia and New Zealand. The findings are derived from an online survey of 179 procurement professionals and social procurement champions from organisations operating and procuring in these countries. In this report, we present all the descriptive findings from the survey. Findings from selective inferential tests – that is, statistical tests of relationships between different factors – are described in the report, and relevant tables are presented in Appendix C. Figure 1 presents a summary overview of the project methodology. Full details of the methodology are provided in Appendix A, and a copy of the survey is provided in Appendix B.

¹ Also referred to as inclusive or sustainable procurement.

² See <https://www.procurement.govt.nz/procurement/principles-charter-and-rules/government-procurement-rules/>

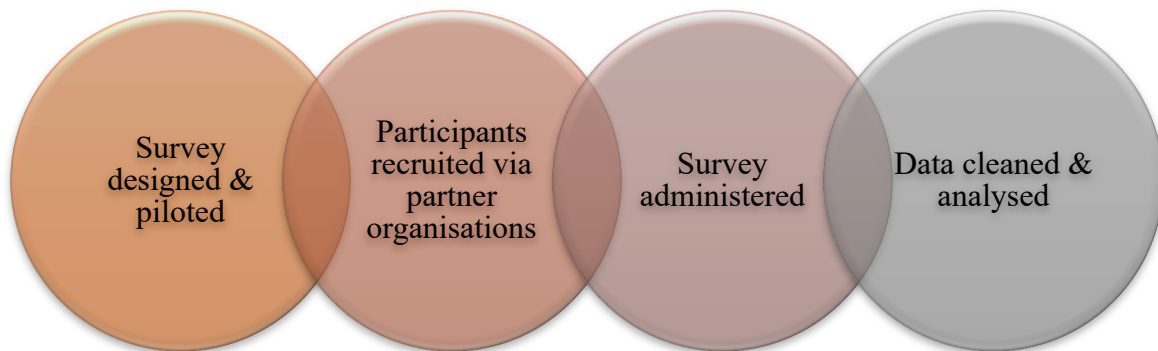


Figure 1. A schematic representation of the methodology

3.0 Findings

3.1. Characteristics of participating organisations and staff

249 people commenced the survey, with 179 (72%) completing it. Survey respondents represented organisations from all sectors, with the private for-profit sector the most prominent. Forty-seven percent of organisations were from the private for-profit sector, 41% from the public sector, and 12% were social economy organisations, which includes not for profits, cooperatives, mutuals and social enterprises.

Fifty-four percent of participating organisations operated in Australia, 22% in New Zealand and 24% in both Australia and New Zealand. They operated in 16 industries, with the dominant industries being government administration and defence (22%), construction (20%), and electricity, gas, water and waste services (19%). The organisations ranged in size, with 64% of organisations large, 20% medium and 16% small (see Figure 2).

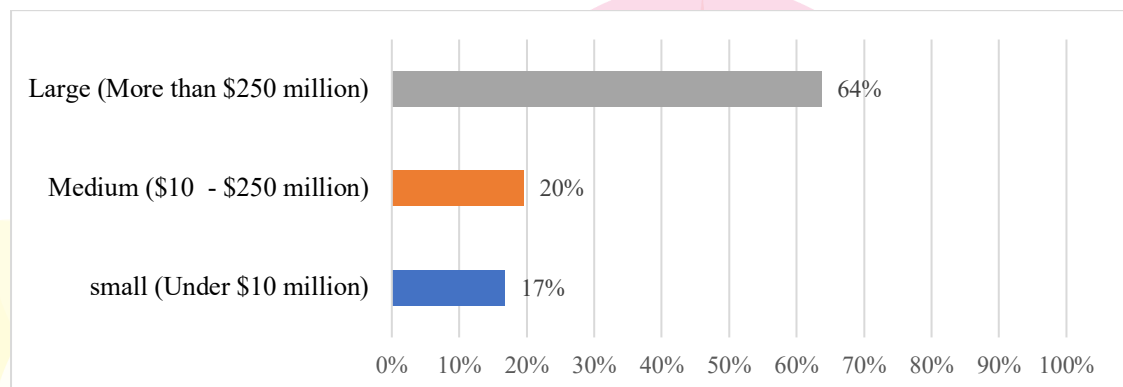


Figure 2. Percentage of organisations surveyed by size (based on annual turnover)

Fifty percent of participating organisations procured goods and services from Australia, 11% from New Zealand, and 39% from both Australia and New Zealand.³ The average annual procurement spend for participating organisations was \$496.2million AUD.

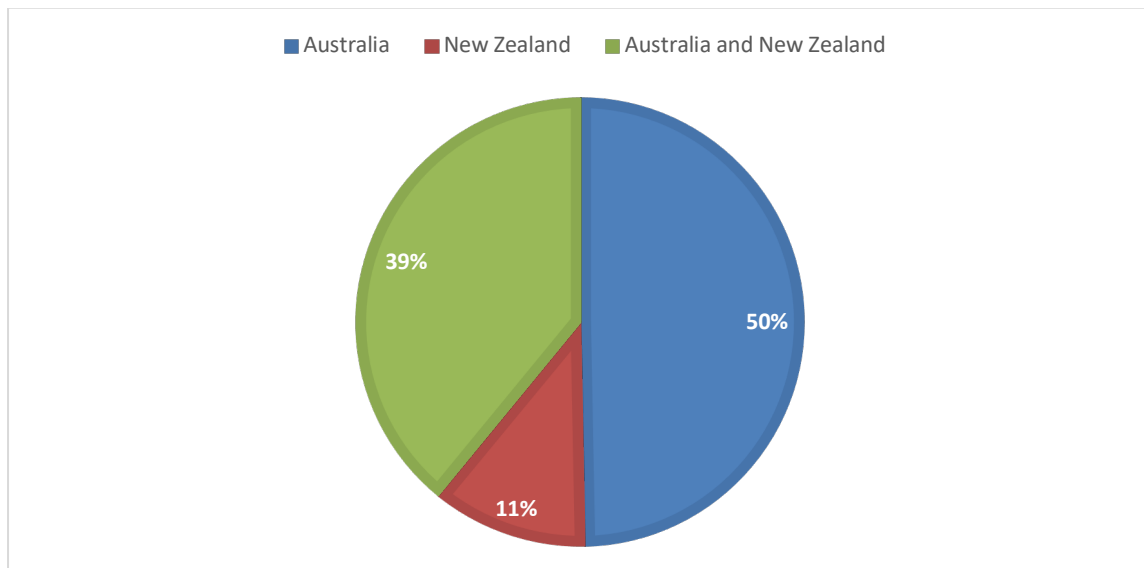


Figure 3. Countries in which participating organisations procure goods and services

People who completed the survey held a variety of professional roles. The largest group of respondents (40%) were managers, followed by operations staff (18%), social procurement leads (15%), directors (13%), and senior executives (12%).

3.2. Current social procurement practices

Seventy-four percent of participating organisations are currently engaged in social procurement. Among those that are not, the main reasons for not socially procuring included it not being a priority (49%); not being familiar with social procurement (20%); and other reasons (32%), including strategy under development, conflicts with other business priorities, and organisations having current skills gaps or implementation challenges. Inferential analysis shows that government agencies were more likely to engage in social procurement than private for-profit businesses (see Appendix C2.2 for details).

Among organisations that are socially procuring, the most senior sponsors of this activity were executive leadership (59%) and senior management (35%).

With regard to spending on social procurement as a proportion of overall procurement spend, 17% of organisations commit less than 0.5%, 15% commit between 0.5% and 1%, 15% commit between 1% and 3%, and 13% commit 3% or more (see Figure 4). There were no significant differences in social procurement spending commitments by organisational size (see Appendix C 3.1). A notable proportion of organisations (36%) do not track the proportion of their procurement spending targeted to social procurement activities (see Table 1).

³ Some participating organisations also procure from other countries. However, the focus of this research is limited to procurement within Australia and New Zealand.

Table 1: The proportion of organisational spending on social procurement

The proportion of overall procurement spend	Percentage of organisations
NA	3%
We don't track this	36%
We spend under 0.5%	17%
We spend 0.5% to under 1%	15%
We spend 1% - under 3%	15%
We spend 3% or more	13%

During their last full reporting year, 19% of organisations that socially procure met their targets, 10% exceeded their targets, and 5% did not meet their targets (see Figure 4). Sixty-four percent of participating organisations that socially procure did not have specific social procurement spending targets.

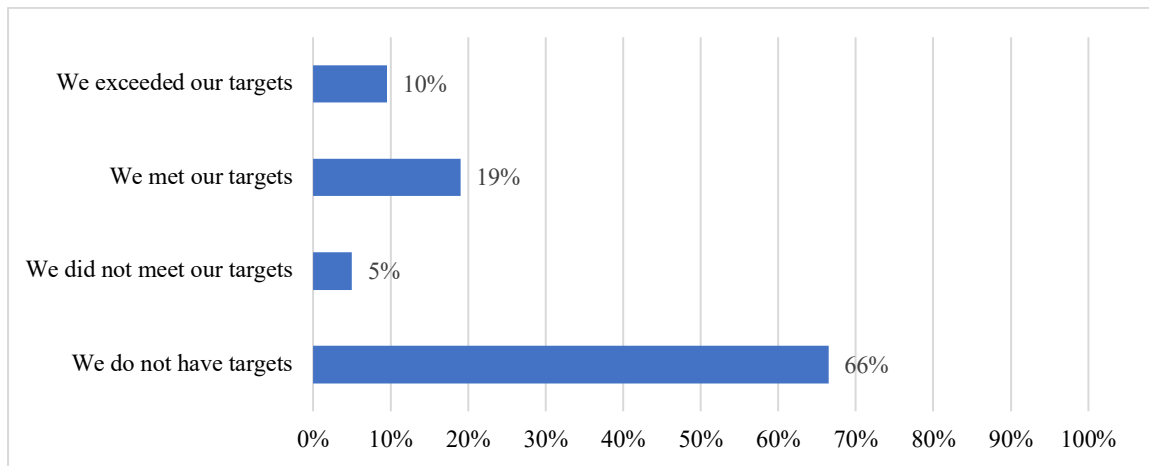


Figure 4. The alignment of social procurement spend with social procurement targets

Participating organisations socially procure a wide range of goods and services (see Figure 5). The most common goods and services that organisations reported socially procuring were: construction (44%); cleaning and facility management (37%); and accommodation and food services (31%).

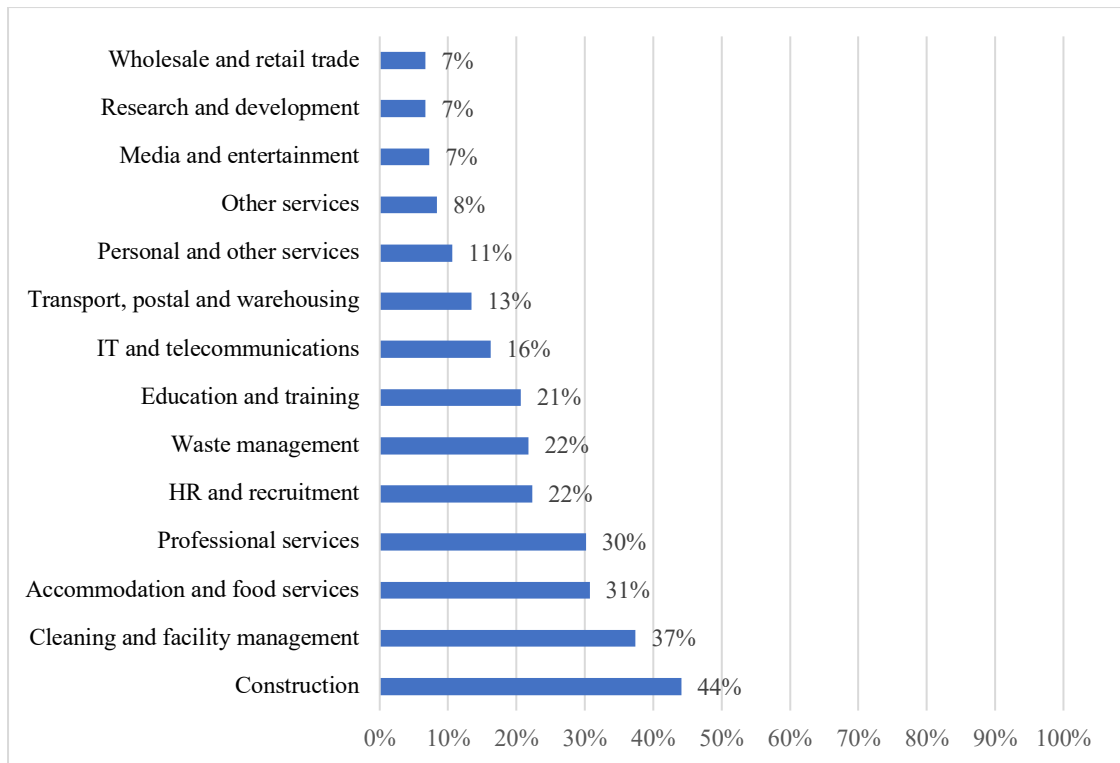


Figure 5. types of goods and services procured by participating organisations

The majority of participating organisations that are active in social procurement (51%) seek to generate specific social impacts through their social procurement activities, while 37% do not have specific social impact goals and 12% of respondents were unsure. Government agencies were significantly more likely to specify their social impact targets than organisations from other sectors (see Appendix C2.2).

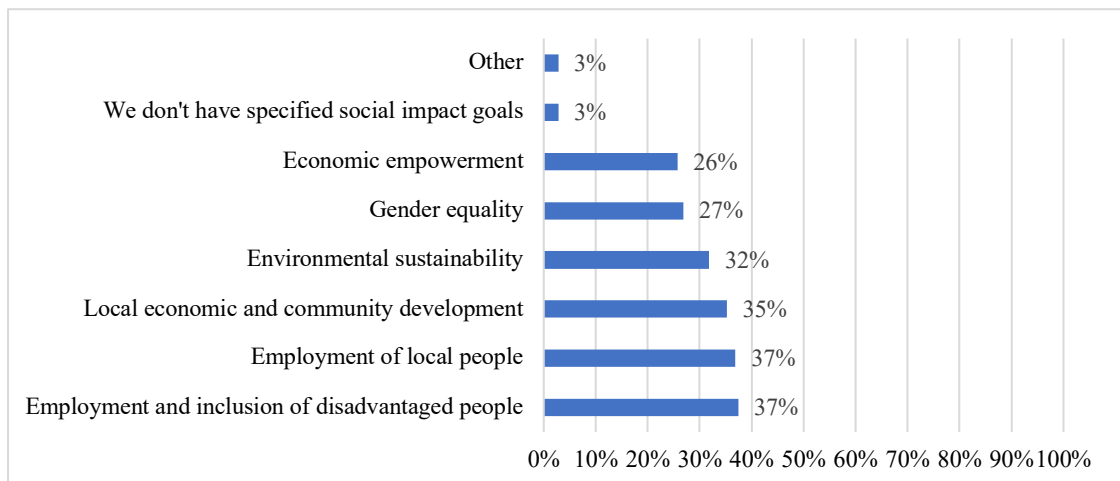


Figure 6. Types of social impact organisations seek to address through social procurement

The most common social impacts organisations seek to generate are: the employment and inclusion of disadvantaged people (37%); the employment of local people (37%); and local economic and community development (35%) (see Figure 6). Employment and inclusion of disadvantaged people was a significantly greater priority for Australian organisations than New Zealand organisations, possibly reflecting policy priorities in Australia (see Appendix C1.1).

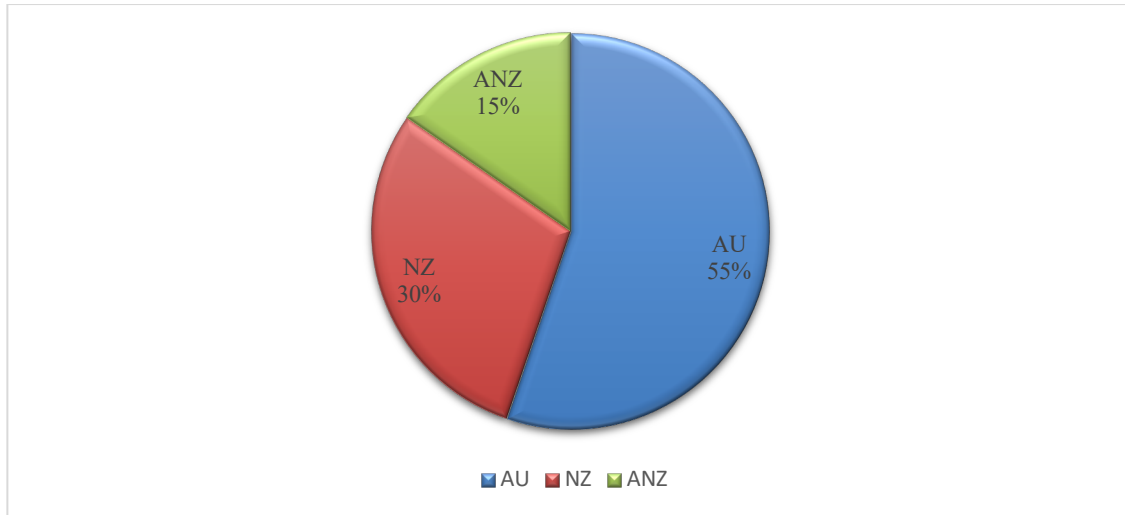


Figure 7. Impact priority - employment and inclusion of disadvantaged people by country of operation

Forty-six percent of participating organisations that socially procure purchase from specific supplier types. Among these, the most common targeted suppliers were Indigenous or Māori and Pasifika owned businesses (40%), local and/or small businesses (35%), and social enterprises (31%) (see Figure 8). There were no significant differences in supplier targets between Australian and New Zealand-based organisations. However, larger organisations were statistically more likely to prioritise Indigenous or Māori and Pasifika owned business and local and/or small business than smaller organisations (see Appendix C3.2).

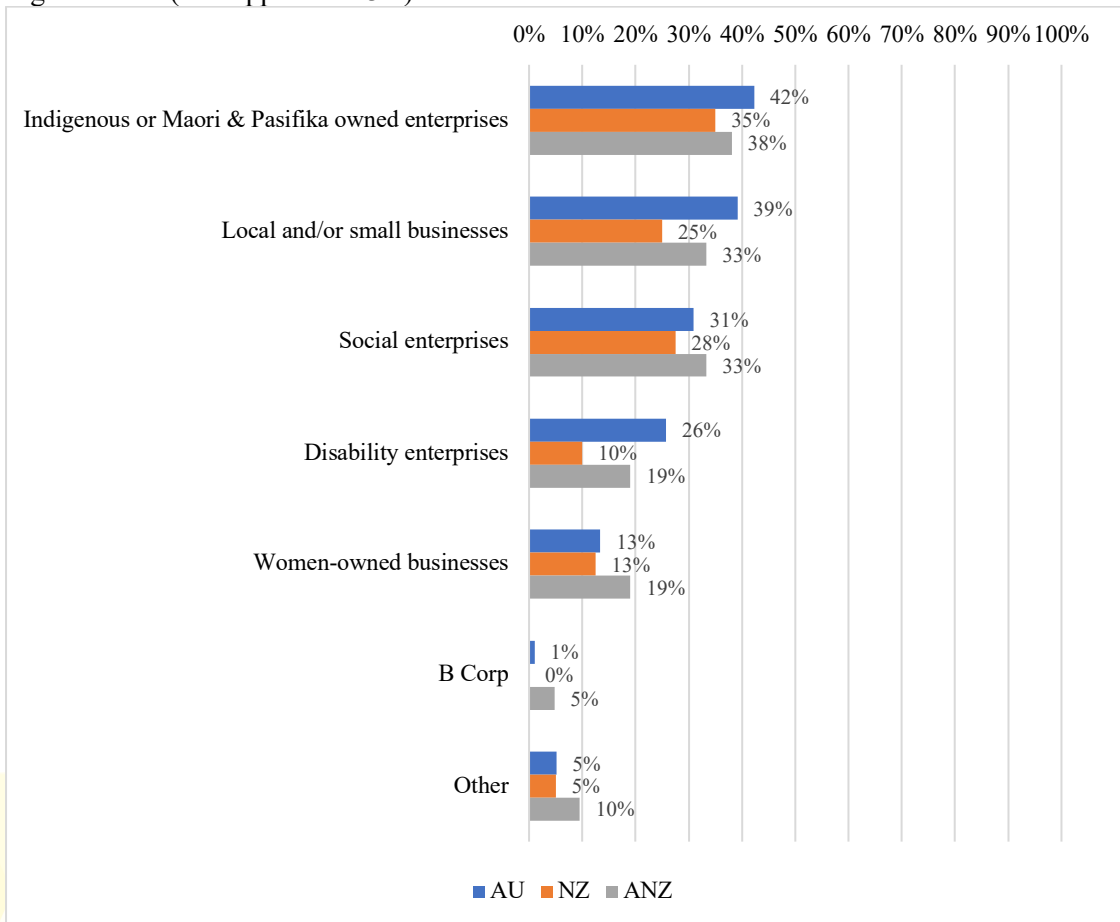


Figure 8. Types of 'for benefit' suppliers targeted in social procurement activities

3.3. Drivers and motivations for social procurement

A variety of factors influence social procurement practices. Organisational values were the most important factor, with 64% of respondents that socially procure identifying that this very much influences practice. This was followed by government policies and legislation (59%), customer expectations (45%) and a desire to improve corporate or public profile (44%) (see Figure 9). Government agencies were significantly more influenced by government policies and legislation, while private for-profit businesses were three times more influenced by government policies and legislation than social economy organisations. A desire to improve corporate or public profile was a stronger driver for the private for-profit sector than it was for government or social economy organisations (see Appendix C2.2).

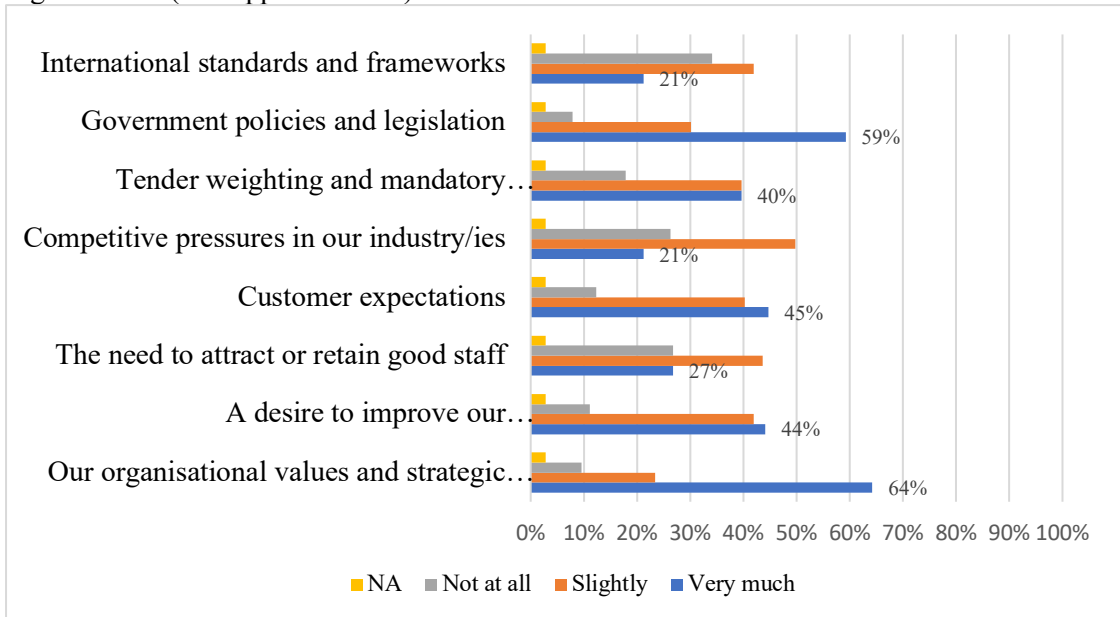


Figure 9. Factors that drive decisions about social procurement in organisations

The effects of the global COVID-19 pandemic on social procurement practices varied, with 58% of organisations reporting that COVID-19 had no effect on procurement commitments, while 30% reported that COVID-19 had increased organisational commitment to social procurement and 8% reported reduced organisational commitments to social procurement as a result of COVID-19 (see Figure 10). There were no significant differences in the reported effects of COVID-19 on social procurement practices in Australia and New Zealand.

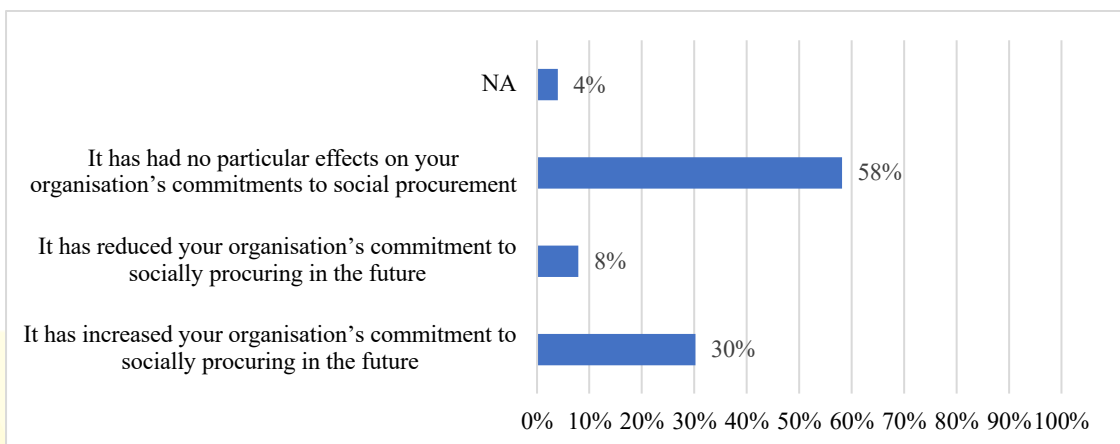


Figure 10. The impact of COVID-19 on organisations' commitment to social procurement

3.4. Current challenges to social procurement

Participants identified both internal and external challenges to undertaking social procurement. Internal challenges included: lack of social procurement experience in the organisation generally (51%); competing organisational objectives (45%); and resource commitments (37%) (see Figure 11). Resource commitment was significantly more likely to be an internal challenge for government departments than private for-profit businesses (see Appendix C2.1).

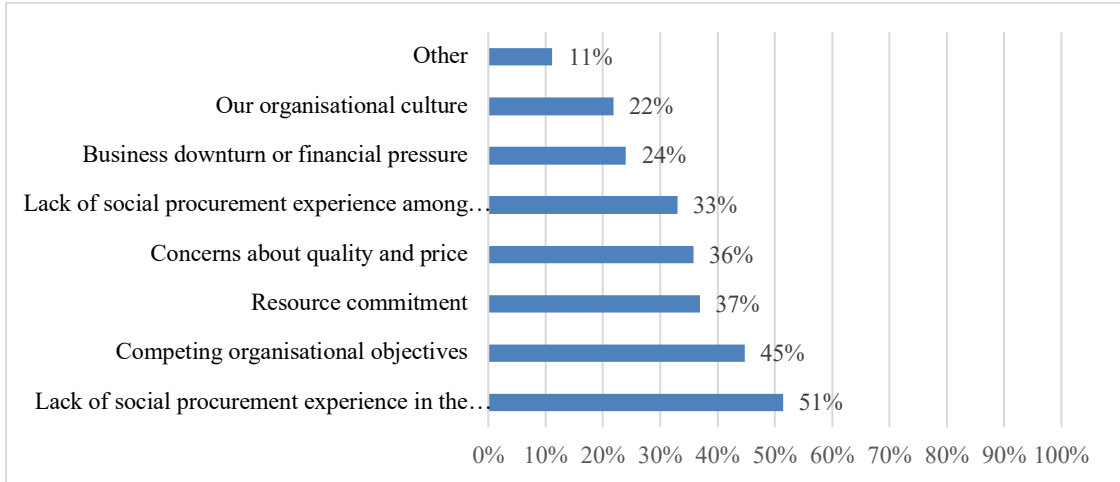


Figure 11. Internal organisational challenges to social procurement

The biggest external challenges to social procurement faced by participating organisations were: lack of relevant suppliers to meet our social procurement needs (53%); relevant suppliers' capacity to deliver at scale on quality and/or price (53%); and relevant suppliers' capacity to measure the social impacts organisations procure for (35%). Competing legal and regulatory requirements of procurement and challenges related to staff skills and workforce development were also identified (see Figure 12). There were no significant differences in external challenges reported by government, private for-profit and social economy organisations. Larger organisations were statistically more likely than smaller organisations to report as challenges lack of relevant suppliers to meet social procurement needs and relevant suppliers' capacity to deliver at scale on quality and/or price (see Appendix C3.1).

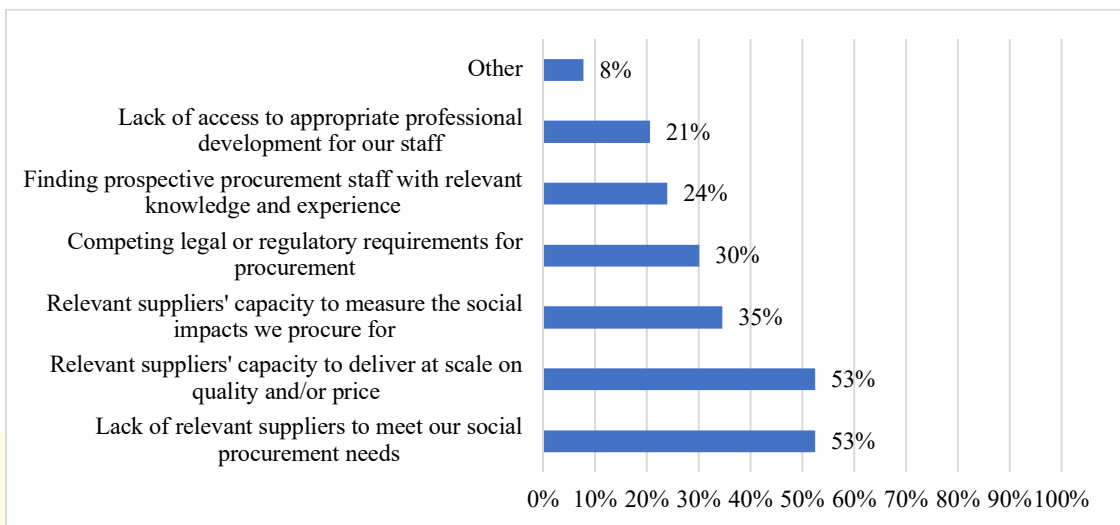


Figure 12. External challenges to social procurement

3.5. Working with intermediaries

Intermediary organisations operate in both Australia and New Zealand to develop the social procurement market by connecting up and enabling both buyers and suppliers. Among Australian-based organisations that participated in the survey, 52% were members of Supply Nation (with 9% not sure), 40% were affiliated with state-based Aboriginal or Indigenous chambers of commerce (16% not sure), and 30% were members of Social Traders (20% not sure). Among New Zealand-based organisations, 33% had an affiliation with Ākina Foundation (28% not sure) and 25% with Amotai (23% not sure). Organisations operating in both Australia and New Zealand were most frequently members of Supply Nation (38% with 19% not sure) and Social Traders (29% with 29% not sure) (see Table 2).

Table 2. Affiliation of organisations operating in Au, NZ and ANZ to intermediary organisations

Organisations	Do you have membership/affiliation?	AU based organisations	NZ based organisations	ANZ based organisations
Social Traders	Yes	30%	8%	28.57
	No	51%	68%	42.86
	Don't know	20%	25%	28.57
Supply Nation	Yes	52%	8%	38%
	No	39%	68%	43%
	Don't know	9%	25%	19%
Ākina Foundation/Fwd	Yes	1%	33%	17%
	No	71%	48%	55%
	Don't know	28%	20%	29%
State-based Aboriginal or Indigenous Chamber of Commerce	Yes	40%	0	10%
	No	43%	78%	57%
	Don't know	17%	23%	33%
Amotai	Yes	0	25%	2%
	No	70%	52%	64%
	Don't know	30%	23%	33%

3.6. The future for social procurement

Survey participants were asked about their views on the future of social procurement. On balance, people considered the future of social procurement to be strong. Eighty-six percent of respondents agreed that social procurement will become more important in the future because governments and customers will expect it, while 78% agreed social procurement will become more important in the future because it will contribute to organisations' reputations and/or bottom lines. Conversely, only 10% of respondents agreed social procurement will be unimportant in the future because price will drive procurement decisions, and 8% agreed social procurement will be unimportant in the future because it is too hard to implement (see Figure 13).

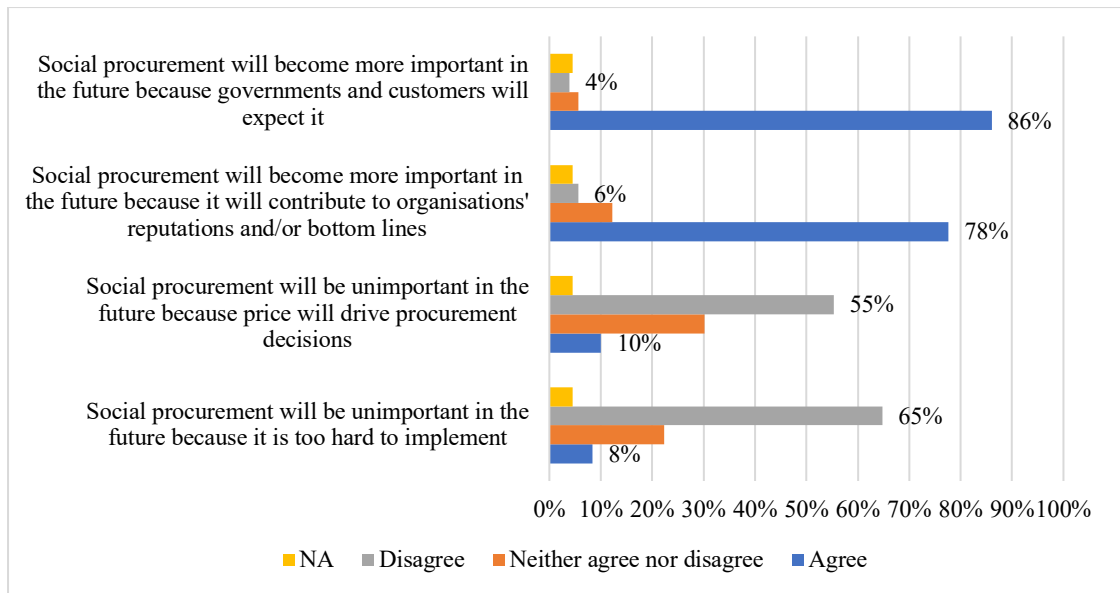


Figure 13. Social procurement attitudes of organisations

4.0 Discussion and recommendations

This first state of social procurement in Australia and New Zealand report finds positive sentiment for social procurement across sectors, with participating organisations largely predicting social procurement will grow in significance into the future.⁴

Across both Australia and New Zealand, social procurement is being used as a lever to generate social value, with developing markets for Indigenous and Māori and Pasifika-owned businesses a priority in both countries. Employment and local economic development are common areas of focus, although creating/supporting employment is emphasised as a goal more strongly in Australia, which may reflect public policy commitments in this country.

While there are clear priorities for social procurement among some organisations, it is notable that a substantial proportion of organisations have no specific social value targets and/or do not have targets for or track their social procurement spend. Past research has identified that the presence of targets is more likely to encourage social procurement activity⁵ and that lack of targets within public policies that seek to encourage social procurement weakens outcomes.⁶

The most commonly cited challenges for organisations seeking to socially procure related to the lack of (or lack of access to) sufficient or appropriate supply to meet procurement demands. Lack of organisational experience and senior commitment to social procurement can also be barriers. While

⁴ There is likely to be some bias in this sentiment because participants self-selected to participate in this study. Nevertheless, sentiment was similar across countries and sectors, suggesting consistency in perspectives.

⁵ J. Barraket & M. Loosemore (2018) Co-creating social value through cross-sector collaboration between social enterprises and the construction industry, *Construction Management and Economics*, 36:7, 394-408.

⁶ Cabinet Office (2015) Social value Act Review Report, The Cabinet Office, London, available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/403748/Social_Value_Act_review_report_150212.pdf (accessed 5 March 2021).

less emphasised in the data, lack of capacity to measure the social impacts of social procurement was also noted. Previous research has raised alarms about the limited focus on compliance and social impact measurement and reporting within social procurement activities,⁷ noting evidence of ‘gaming’ social procurement policies and potentially generating negative social impact where such gaming occurs.⁸

An emerging challenge – likely to be exacerbated if the future growth of social procurement that survey participants predict occurs – relates to workforce profile and professional development opportunities. The requirements of social procurement place new strategic demands on procurement professionals and these need to be addressed to ensure a future-ready workforce and organisational systems that can meet social procurement goals.

This study provides an important first snapshot of social procurement in Australia and New Zealand. However, the research is limited to the experiences of buyers and further insights about the state of social procurement now and in the future could be generated by understanding the experiences of ‘for benefit’ suppliers (such as Indigenous and Māori and Pasifika owned businesses and social enterprises) and their supply chain partners.

4.1. Recommendations

1. That all organisations active in social procurement consider establishing and tracking their spending targets and social value priorities.
2. That governments, relevant intermediaries and lead suppliers engage with ‘for benefit’ suppliers to increase their capacity to supply and ensure procurement instruments and practices are fit for working with diverse suppliers and supply chains.
3. That professional procurement networks consider and advocate for the workforce training and development necessary for successful social procurement.
4. That professional procurement networks consider and support the development of organisational technology and information systems that allow for integration of social procurement with other procurement goals.
5. That relevant intermediaries work with governments to increase awareness across sectors of social procurement opportunities, expectations and requirements.
6. That the State of Social Procurement in Australia and New Zealand study be repeated to track changes in sentiment and practice over time.
7. That further research including perspectives of social procurement suppliers and the outcomes and impacts of social procurement be undertaken in future analyses of the state of social procurement.

⁷ J. Barraket, R. Keast and C. Furneaux (2016) *Social Procurement and New Public Governance*. Routledge: Abingdon Oxon.

⁸ Collins, J. and Norman, H. (2018) Indigenous Entrepreneurship and Indigenous Employment in Australia, *Journal of Australian Political Economy*, 82, 149-70.

Appendices

Appendix A – details of methodology

Survey design and recruitment

The survey was designed by the research team with input from project partners. Survey questions covered current social procurement practices, challenges and opportunities for participating organisations, as well as canvassing peoples' views on future directions for social procurement. Where relevant and available, survey questions were adapted from existing studies and partner organisation research to support comparability of findings. The full survey is included in Appendix B.

The survey was piloted with 5 people and further refined for comprehension and length as a result of feedback from the pilot. The survey was then administered over a five-week period in November – December 2020. Partner organisations promoted the survey to their relevant stakeholders, and weekly reminders to participate were issued during the survey period.

Due to the method of recruitment, the final response rate cannot be provided. A total of 245 people commenced the survey. From this group, 176 completed the whole survey. Incomplete responses were retained if the participant had completed 85% of the survey leading to 3 additional responses being included. The final valid sample size was therefore 179. Valid responses include those from participants whose organisations were not practising social procurement; because of this, response rates to individual survey questions varied.

Data analysis

Survey data were cleaned to remove duplications and, where appropriate, recode 'other' responses. Descriptive statistical analysis was applied to show the frequencies and average aggregate responses to each survey question.

Inferential testing, using Fisher's exact and chi-squared tests of independence, and ordinal logistic regression was conducted with select responses to identify any significant differences in responses, particularly in relation to Australian and New Zealand practices, and in relation to organisational size and sector. The results of the inferential statistics are presented in Appendix C.

Fisher's exact and chi-squared tests of independence

Fisher's exact and chi-squared tests of independence are used to determine if a relationship exists between two categorical variables of two or more levels by evaluating whether the distribution of responses in one sample group differs from the distribution of responses in other sample groups. For example, we could use these tests if we wished to determine whether our sample of Australian or New Zealand organisations were engaged in a proportionally different level of social procurement as measured by two independent variables, country of operation and social procurement engagement (yes / no).

By using the observed and expected response frequencies, a test statistic and a p (probability) value are calculated which can be used to determine whether the relationship between the variables is statistically significant, that is to say that the sample groups have different underlying distributions. In this report a cut-off point of .05 has been employed where p values that are less than this are judged to be statistically significant. For a p value of .05, there is a 5% probability of observing a value as far or further from zero than the test statistic observed in the data, assuming the null hypothesis is true (i.e. there is no relationship between the variables). The smaller the p value the more unlikely the result if the null hypothesis is true.

Both Fisher's exact and chi-squared tests of independence are omnibus tests which return a single test result. When significant this indicates that the groups tested have different underlying response distributions but, in the case of more than two groups, does not reveal where the difference lies. To further test for this it is necessary to run a series of post-hoc tests where pairwise comparisons are made for each group. In this case, the p value is mathematically adjusted to account for the fact that multiple comparisons have been made and to reduce the likelihood of false positives.

One of the assumptions of the chi-squared test of independence is that the expected values are greater than five in at least 80% of the cell groups. When this assumption is violated Fisher's exact test can be used instead as it is more appropriate for small sample sizes.

Ordinal logistic regression

Ordinal logistic regression is an extension of binomial logistic regression that can be used when a response variable has three or more ordered categories (e.g. Disagree, Neither agree nor disagree, Agree). This response variable is predicted from one or more independent variables and these can be either categorical or continuous. Like the tests of independence, the influence of the predictors on the response variable is determined by a significance test. The test statistic (beta) in a logistic regression represent the change in log-odds when a predictor variable changes in value. These beta values can be exponentiated whereby they represent odds ratios of the probabilities of observing a response in a higher versus lower category of the response scale (or vice versa). An assumption of ordinal logistic regression is that the predicted change across response categories is proportional. That is, the odds of moving into a higher or lower response category is the same across all response categories, that is, for example, that the odds of changing from 'Disagree' to 'Neither agree nor disagree' and 'Neither agree nor disagree' and 'Agree' are the same.

Appendix B – Survey instrument

The State of Social Procurement in Australia & New Zealand

Start of Block: Consent

Social procurement means intentionally using procurement to generate positive social impact – such as employment for people experiencing disadvantage or opportunities led by people under-represented in the economy – beyond the goods and services being purchased. It is sometimes also referred to as ‘inclusive procurement’ or ‘sustainable procurement’. The Centre for Social Impact Swinburne has been commissioned by IPA Personnel Services Ltd in partnership with Chartered Institute of Procurement and Supply (CIPS), Social Traders and Ākina Foundation to canvass the current state of play of social procurement in Australia and New Zealand. You have been identified through the databases of these organisations as a potential participant due to your involvement in procurement strategy or operations in Australia and New Zealand. We are interested in hearing from you regardless of whether or not your organisation is currently active in social procurement.

The study is expected to generate insights about the state of social procurement in Australia and New Zealand and these insights will be publicly shared in a report. The results may also be used in academic publications and future research. This survey will take about 10 minutes to complete. It is completely anonymous and neither you nor your organisation will be identified. **If you complete the survey, you are indicating consent to have your survey response included in the analysis for this study.**

If you have any questions about this project, please contact the lead researcher Distinguished Prof Jo Barraket at jbarraket@swin.edu.au or the project manager, Dr Kiros Hiruy at khiruy@swin.edu.au or by phone on +61 3 9214 5901.

If you have concerns about the ethical conduct of this project, you can contact Swinburne’s Research Ethics Officer at resethics@swin.edu.au or by phone at +61 3 9214 5218.

By selecting "I consent", you are agreeing to the conditions described above.

- I consent to participating in this survey (1)

End of Block: Consent

Start of Block: Questions

Q1 Where does your organisation operate?

- Australia (1)
- New Zealand (2)
- Australia and New Zealand (3)

Q2 Where does your organisation **procure** goods and services?

- Australia (1)
- New Zealand (2)
- Australia and New Zealand (3)

Q3 What area of your organisation do you work in?

- HR (1)
- Procurement & Supply Chain (2)

- Operations (3)
- Finance (4)
- Corporate Affairs (5)
- Sustainability/Community Relations (6)
- Other [please describe] (7) _____

Q4 Which of the following best describes your current role?

- Senior Executive (1)
- Director (2)
- Manager (3)
- Operational (4)
- Social procurement lead (procurement only) (5)
- Other [please describe] (6) _____

Q5 What best describes the type of organisation you work in?

- Government department or statutory authority (1)
- Private sector business (2)
- Not for profit organisation (3)
- Other social economy organisation (eg cooperative, mutual, or social business) (4)

Q6 What is your organisation's annual turnover?

- Under \$2 million (1)
- \$2 million - \$10 million (2)
- >\$10 million - \$250 million (3)
- More than \$250 million (4)

Q7 What is your organisation's current annual procurement spend? If you don't know the exact amount, please give your best estimate in exact dollars (no cents). Please enter your answer in either Australian (AUD) or New Zealand (NZD) dollars.

- AUD (1) _____
- NZD (2) _____
- I don't know (3)

Q8 In what industry/ies does your organisation operate? Please select all that apply.

- Agriculture, forestry and fishing (1)

- Mining (2)
- Manufacturing (3)
- Electricity, gas, water and waste services (4)
- Construction (5)
- Accommodation, cafes, and restaurants (6)
- Transport, postal and warehousing (7)
- Communication services (8)
- Finance and insurance services (9)
- Property and business services (10)
- Professional, scientific and technical services (11)
- Administrative and support services (12)
- Government administration and defence (13)
- Education and training (14)
- Health care and social assistance (15)
- Arts and recreational services (16)
- Personal and other services (17)

Q9 Is your organisation engaged in social procurement? That is, does it intentionally use procurement to create social impact beyond the goods and services purchased?

- Yes (1)
- No (2)
- I don't know (3)

Skip To: Q10 If Is your organisation engaged in social procurement? That is, does it intentionally use procurement... = No

Skip To: Q11 If Is your organisation engaged in social procurement? That is, does it intentionally use procurement... = Yes

Skip To: End of Survey If Is your organisation engaged in social procurement? That is, does it intentionally use procuremen... = I don't know

Display This Question:

If Is your organisation engaged in social procurement? That is, does it intentionally use procuremen... = No

Q10 Why is your organisation currently not socially procuring?

- It is not a priority for us (1)
- It is too expensive or complicated to administer (2)
- We are not familiar with social procurement (3)
- Other [please describe] (4) *Display This Question:*

If Is your organisation engaged in social procurement? That is, does it intentionally use procuremen... = Yes

Q11 Who is the most senior sponsor of social procurement in your organisation?

- Board/CEO/Agency Head (1)
- Senior management (2)
- Operational staff (3)

Display This Question:

If Is your organisation engaged in social procurement? That is, does it intentionally use procuremen... = Yes

Q12 What are the most common areas in which your organisation typically socially procures? Please select all that apply.

- Construction, e.g. building, landscaping, (1)
- Transport, postal and warehousing (2)
- Professional services – e.g. consulting, executive recruitment, graphic design (3)
- Accommodation and food services, e.g. catering, accommodation, and hospitality, (4)
- Wholesale and retail trade (5)
- Education and training (6)
- Research and development (7)
- IT and telecommunications (8)
- Media and entertainment (9)

- Cleaning and facility management (10)
- Waste management (11)
- HR and recruitment (12)
- Personal and other services – e.g. parking and traffic services (13)
- Other services [please describe] (14)

Q13 In your last full reporting period what proportion of your overall procurement spend has been spent on social procurement? Please give your best estimate.

- Under 0.5% (1)
- 0.5% to under 1% (2)
- 1% - under 3% (3)
- 3% or more (4)
- We don't track this (5)

Q14 In your last full reporting period, how did your social procurement spend align with your social procurement targets?

- We do not have targets (1)
- We did not meet our targets (2)
- We met our targets (3)
- We exceeded our targets (4)

Q15 Does your organisation have memberships/formal affiliations with:

	Yes (1)	No (2)	I don't know (3)
Social Traders (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supply Nation (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ākina Foundation/Fwd (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State-based Aboriginal or Indigenous Chamber of Commerce (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amotai (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 Does your organisation target **specific suppliers** in its social procurement activities?

- Yes (1)
- No (2)
- I don't know (3)

Skip To: Q18 If Does your organisation target specific suppliers in its social procurement activities? = No

Skip To: Q18 If Does your organisation target specific suppliers in its social procurement activities? = I don't know

Display This Question:

If Does your organisation target specific suppliers in its social procurement activities? = Yes

Q17 What suppliers does your organisation target in its social procurement activities? Please select all that apply.

- Indigenous or Māori & Pasifika owned enterprises (2)
- Social enterprises (3)
- Local and/or small businesses (4)
- Disability enterprises (5)
- Women-owned businesses (6)
- Other [please describe] (7)

Q18 Does your organisation specify which **social impacts** it seeks to contribute to through social procurement?

- Yes (1)
- No (2)
- I don't know (3)

Skip To: Q20 If Does your organisation specify which social impacts it seeks to contribute to through social proc... = No

Skip To: Q20 If Does your organisation specify which social impacts it seeks to contribute to through social proc... = I don't know

Display This Question:

If Does your organisation specify which social impacts it seeks to contribute to through social proc... = Yes

Q19 What social impacts does your organisation seek to contribute to through social procurement? Please select all that apply.

- We don't have specified social impact goals (1)

- Economic empowerment (2)
- Employment and inclusion of disadvantaged people (3)
- Employment of local people (4)
- Gender equality (5)
- Local economic and community development (6)
- Environmental sustainability (7)
- Other [please describe] (8)

Q20 How much do the following influence your organisation’s social procurement practices?

	Very much (1)	Slightly (2)	Not at all (3)
International standards and frameworks (eg ISO ISO 20400, Sustainable Development Goals) (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Government policies and legislation (eg Indigenous Procurement Policy, Modern Slavery Act) (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tender weighting and mandatory requirements (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitive pressures in our industry/ies (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer expectations (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The need to attract or retain good staff (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A desire to improve our corporate/public profile (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organisational values and strategic goals (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q21 What are the biggest **internal** challenges your organisation faces in socially procuring? Please select all that apply.

- Competing organisational objectives (1)
- Our organisational culture (2)
- Lack of formal organisational targets for social procurement (3)

- Lack of fit for purpose procurement systems/technologies (4)
- Lack of social procurement experience in the organisation generally (5)
- Lack of social procurement experience among procurement staff (6)
- Limited senior commitment to social procurement (7)
- Limited ability or time to measure the social impacts of our spend (8)
- Business downturn or financial pressure (9)
- Concerns about quality and price (10)
- Resource commitment (11)
- Other [please describe] (12)

Q22 What are the biggest **external** challenges your organisation faces in socially procuring? Please select all that apply.

- Competing legal or regulatory requirements for procurement (1)
- Lack of relevant suppliers to meet our social procurement needs (2)
- Relevant suppliers' capacity to deliver at scale on quality and/or price (3)
- Relevant suppliers' capacity to measure the social impacts we procure for (4)
- Limited guidelines from governments and regulators on how to meet their social procurement expectations (5)
- Finding prospective procurement staff with relevant knowledge and experience (6)
- Lack of access to appropriate professional development for our staff (7)
- Limited professional networks and advice on best practice in social procurement (8)
- Other [please describe] (9)

Q23 Has COVID-19 had an effect on your organisation's commitment to social procurement?

- It has increased your organisation's commitment to socially procuring in the future (1)

- It has reduced your organisation’s commitment to socially procuring in the future (2)
- It has had no particular effects on your organisation’s commitments to social procurement (3)

Q24 Please indicate your response to the following statements

	Agree (1)	Neither agree nor disagree (2)	Disagree (3)
Social procurement will become more important in the future because governments and customers will expect it (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social procurement will become more important in the future because it will contribute to organisations’ reputations and/or bottom lines (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social procurement will be unimportant in the future because price will drive procurement decisions (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social procurement will be unimportant in the future because it is too hard to implement (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Questions

Appendix C – Results from inferential statistical tests

Survey items were examined to investigate group differences based on three factors:

- 1) Country of operation (Australian organisations, New Zealand organisations, and organisations that operate in both countries);
- 2) Organisational type (Government or statutory authority, private enterprise, and non-profit/other social economy organisation); and
- 3) Annual turnover (dichotomised into organisations with annual turnover of \$10 million or less and organisations with annual turnover greater than \$10 million).

Note that the large number of tests run inflate the likelihood of making a type 1 error (false positive). Therefore, these results are intended to be informative of areas that may be worthy of further investigation rather than a definitive statement of group differences.

Summary of differences based on country of operation

There were no significant differences found on senior support for social procurement in the organisation, social procurement spending, targeting of specific supplier types based on country of operation. Trans-Tasman organisations were significantly less likely to specify which social impacts they sought to contribute to compared to organisations that operated solely in Australia or New Zealand ($\chi^2 = 16.08$, $df = 2$, $p < .001$). In terms of impact goals, there were no significant differences found based on country of operation excepting that Australian organisations were significantly more likely to indicate that employment and inclusion of disadvantaged people was an impact goal than New Zealand organisations ($\chi^2 = 8.52$, $df = 2$, $p = .014$).

In regard to internal challenges faced by organisations, respondents from New Zealand organisations were significantly more likely to indicate a lack of social procurement experience among procurement staff than respondents from Australian organisations ($\chi^2 = 7.08$, $df = 2$, $p = .030$). For external challenges, respondents from New Zealand organisations were significantly more likely to indicate that limited guidelines from governments and regulators on how to meet their social procurement expectations and suppliers' capacity to measure their social impacts were more of an issue than trans-Tasman organisations (but not Australian organisations) ($\chi^2 = 7.31$, $df = 2$, $p = .025$, and $\chi^2 = 11.44$, $df = 2$, $p = .003$ respectively). These results are presented in full in Table C1.1 below. Additionally, trans-Tasman organisations were half as likely ($OR = 0.5$, $p = .045$) to have social procurement practices that were influenced by tender weighting and mandatory requirements compared to organisations that operate only in Australia. There was no significant difference in the proportion of procurement spend on social procurement based on country of operation. These models are presented in Table C1.2 below.

Summary of differences based on organisational type

Government departments and statutory authorities were significantly more likely to engage in social procurement than private sector businesses ($\chi^2 = 8.34$, $df = 2$, $p = .015$). In terms of targeting social procurement, government departments were significantly more likely to target Indigenous or Māori & Pasifika-owned enterprises compared to non-profit and other social economy organisations ($p = .004$). Government and statutory organisations were also significantly more likely to indicate that they targeted specific social impacts than both the private sector and non-profits ($\chi^2 = 13.03$, $df = 2$, $p = .001$). Resource commitment was significantly more likely to be considered an internal challenge for government departments than the private sector and non-profits ($\chi^2 = 18.36$, $df = 2$, $p < .001$). There were no significant differences based on organisational type for any of the external challenge items. There was no significant difference in the proportion of procurement spend on social procurement based on organisational type. These results can be seen in Table C2.1 below.

There was a raft of differences between organisational types in regard to factors that drive social procurement. Respondents from government departments were significantly more likely to indicate that social procurement was driven by government policies and legislation compared to respondents

from non-profits (OR = 8.03) and the private sector (OR = 2.43). Likewise, respondents from the private sector were also more likely to nominate this as a driver compared to respondents from non-profits (OR = 3.31). Tender weighting and mandatory requirements were significantly more likely to be a driver for government versus the private sector (OR = 2.29) and non-profits (OR = 3.43). In terms of competitive pressures, this was more likely to be nominated as a driver by respondents from the private sector than government departments (OR = 2.78) or non-profits (OR = 6.63). Likewise, in comparison to government departments the private sector was also more influenced by customer expectation (OR = 2.43), the need to attract or retain good staff (OR = 2.85), and a desire to improve their corporate profile (OR = 2.63) than government departments. In comparison to the non-profit sector, the private sector was more driven by a desire to improve their public profile (OR = 6.66) and by their organisational and strategic goals (OR = 3.29). These models are presented in Table C2.2 below.

Summary of differences based on annual turnover

There were no differences in organisational engagement in social procurement, in meeting social procurement spend targets, in the formal targeting of specific suppliers, or in specifying specific impacts based on annual turnover. However, respondents from organisations with higher annual turnover (more than \$10 million) were significantly more likely to nominate that indigenous or Māori & Pasifika owned enterprises ($p = .026$) and local/small business ($p = .038$) were a social procurement target than respondents from organisations with a lower turnover. Respondents from organisation with a higher turnover were significantly more likely to nominate competing organisational objectives ($\chi^2 = 7.25$, $df = 2$, $p = .007$), lack of fit for purpose procurement systems/technologies ($\chi^2 = 6.30$, $df = 2$, $p = .012$), lack of social procurement experience in the organisation generally ($\chi^2 = 4.25$, $df = 2$, $p = .03$), and concerns about quality and price ($\chi^2 = 5.74$, $df = 2$, $p = .016$) than respondents from organisations with lower turnover. Likewise, they were also significantly more likely to nominate the lack of relevant suppliers to meet their social procurement needs ($\chi^2 = 6.55$, $df = 2$, $p = .010$) and relevant suppliers' capacity to deliver at scale on quality and/or price as external challenges ($\chi^2 = 4.01$, $df = 2$, $p = .045$). These models can be seen in Table C3.1 below.

For factors that influence social procurement practices, higher turnover organisations were significantly more likely to be influenced by government policies and legislation (OR = 2.84), a desire to improve their corporate/public profile (OR = 2.43), and their organisational and strategic goals (OR = 2.46) compared to organisations with lower annual turnover. These models are presented in Table C3.2 below.

Table C1.1 Chi-squared and Fisher's exact test results by country of operation

Item set	Item	Test	Test statistic	p
Org Social Procurement	Is your organisation engaged in social procurement?	Chi-squared	6.86	.032 [†]
	Who is the most senior sponsor of social procurement in your organisation?	Chi-squared	3.36	.185
	How did your social procurement spend align with your social procurement targets?	Fisher's exact	-	.361
Targeting specific suppliers	Does your organisation target specific suppliers in its social procurement activities?	Chi-squared	3.14	.208
	Target - Indigenous or Māori & Pasifika owned enterprises	Fisher's exact	-	.254
	Target - Social enterprises	Chi-squared	2.29	.317
	Target - Local and/or small businesses	Fisher's exact	-	.923
	Target - Disability enterprises	Chi-squared	2.09	.351
	Target - Women-owned businesses	Chi-squared	1.81	.404
Specific impacts	Does your organisation specify which social impacts it seeks to contribute to through social procurement?	Chi-squared	16.08	<.001***
	We don't have specified social impact goals		-	1
	Economic empowerment		-	.604
	Employment and inclusion of disadvantaged people	Chi-squared	8.52	.014*
	Employment of local people	Chi-squared	3.15	.207
	Gender equality	Fisher's exact	-	.367
	Local economic and community development	Chi-squared	0.49	.781
	Environmental sustainability	Chi-squared	6.30	.043 [†]
Internal challenges	Competing organisational objectives	Chi-squared	2.62	.269
	Our organisational culture	Chi-squared	1.69	.429
	Lack of formal organisational targets for social procurement	Chi-squared	6.97	.031 [†]
	Lack of fit for purpose procurement systems/technologies	Chi-squared	2.21	.330
	Lack of social procurement experience in the organisation generally	Chi-squared	0.74	.690
	Lack of social procurement experience among procurement staff	Chi-squared	7.08	.029*
	Limited senior commitment to social procurement	Chi-squared	0.30	.858

	Limited ability or time to measure the social impacts of our spend	Chi-squared	3.74	.154
	Business downturn or financial pressure	Chi-squared	1.35	.509
	Concerns about quality and price	Chi-squared	2.87	.237
	Resource commitment	Chi-squared	5.50	.063
External challenges	Competing legal or regulatory requirements for procurement	Chi-squared	0.30	.860
	Lack of relevant suppliers to meet our social procurement needs	Chi-squared	3.93	.140
	Relevant suppliers' capacity to deliver at scale on quality and/or price	Chi-squared	0.49	.781
	Relevant suppliers' capacity to measure the social impacts we procure for	Chi-squared	7.31	.025*
	Limited guidelines from governments and regulators on how to meet their social procurement expectations	Chi-squared	11.44	.003**
	Finding prospective procurement staff with relevant knowledge and experience	Chi-squared	3.62	.164
	Lack of access to appropriate professional development for our staff	Chi-squared	0.27	.875
	Limited professional networks and advice on best practice in social procurement	Chi-squared	3.12	.209

Note: † = Pairwise post-hoc tests not significant, * = $p < .05$, ** = $p < .01$, *** = $p < .001$.

Table C1.2 Ordinal logistic regression models of influence items by country of operation

Model	term	OR	SE	p	95% CI Low	95% CI High
A desire to improve our corporate/public profile	New Zealand	1.34	0.36	0.407	0.67	2.71
	Australia and New Zealand	0.83	0.37	0.604	0.40	1.69
Competitive pressures in our industry/ies	New Zealand	1.19	0.35	0.625	0.59	2.38
	Australia and New Zealand	0.55	0.37	0.104	0.26	1.13
Customer expectations	New Zealand	1.55	0.35	0.212	0.78	3.09
	Australia and New Zealand	0.52	0.38	0.083	0.24	1.08
Government policies and legislation	New Zealand	1.46	0.38	0.313	0.69	3.06
	Australia and New Zealand	1.83	0.38	0.112	0.86	3.86
International standards and frameworks	New Zealand	1.12	0.34	0.738	0.58	2.19
	Australia and New Zealand	1.43	0.37	0.334	0.69	3.00
Our organisational values and strategic goals	New Zealand	0.96	0.39	0.923	0.44	2.03
	Australia and New Zealand	0.71	0.41	0.394	0.31	1.54
Tender weighting and mandatory requirements	New Zealand	1.51	0.36	0.251	0.75	3.05
	Australia and New Zealand	2.09	0.37	0.045	1.02	4.32
The need to attract or retain good staff	New Zealand	1.92	0.36	0.068	0.96	3.90
	Australia and New Zealand	0.94	0.35	0.863	0.47	1.88

Table C2.1 Chi-squared and Fisher's exact test results by organisational type

Item set	Item	Test	Test statistic	p
Org Social Procurement	Is your organisation engaged in social procurement?	Chi-squared	8.34	.015
	Who is the most senior sponsor of social procurement in your organisation?	Chi-squared	3.99	.135
	How did your social procurement spend align with your social procurement targets?	Fisher's exact	-	.375
Targeting specific suppliers	Does your organisation target specific suppliers in its social procurement activities?	Chi-squared	3.13	.209
	- Indigenous or Māori & Pasifika owned enterprises	Chi-squared		.004
	- Social enterprises	Chi-squared	0.48	.785
	- Local and/or small businesses	Chi-squared	3.69	.158
	- Disability enterprises	Fisher's exact	-	.644
	- Women-owned businesses	Chi-squared	4.84	.089
Specific impacts	Does your organisation specify which social impacts it seeks to contribute to through social procurement?	Chi-squared	13.04	.001
	- We don't have specified social impact goals	Fisher's exact	-	.617
	- Economic empowerment	Fisher's exact	-	.162
	- Employment and inclusion of disadvantaged people	Chi-squared	4.72	.094
	- Employment of local people	Chi-squared	2.26	.322
	- Gender equality	-	-	.457
	- Local economic and community development	Chi-squared	.163	.921
	- Environmental sustainability	Chi-squared	6.06	.048 [†]
Internal challenges	Competing organisational objectives	Chi-squared	4.93	.084
	Our organisational culture	Chi-squared	4.82	.090
	Lack of formal organisational targets for social procurement	Chi-squared	1.46	.481
	Lack of fit for purpose procurement systems/technologies	Chi-squared	5.41	.067
	Lack of social procurement experience in the organisation generally	Chi-squared	5.81	.055
	Lack of social procurement experience among procurement staff	Chi-squared	0.19	.906

	Limited senior commitment to social procurement	Chi-squared	2.17	.337
	Limited ability or time to measure the social impacts of our spend	Chi-squared	3.08	.213
	Business downturn or financial pressure	Chi-squared	4.18	.124
	Concerns about quality and price	Chi-squared	1.98	.372
	Resource commitment	Chi-squared	18.36	<.001
External challenges	Competing legal or regulatory requirements for procurement	Chi-squared	0.03	.983
	Lack of relevant suppliers to meet our social procurement needs	Chi-squared	2.34	.310
	Relevant suppliers' capacity to deliver at scale on quality and/or price	Chi-squared	3.56	.168
	Relevant suppliers' capacity to measure the social impacts we procure for	Chi-squared	2.45	.293
	Limited guidelines from governments and regulators on how to meet their social procurement expectations	Chi-squared	5.59	.061
	Finding prospective procurement staff with relevant knowledge and experience	Chi-squared	0.56	.741
	Lack of access to appropriate professional development for our staff	Chi-squared	0.28	.868
	Limited professional networks and advice on best practice in social procurement	Chi-squared	3.17	.205

Note: † = Pairwise post-hoc tests not significant, * = $p < .05$, ** = $p < .01$, *** = $p < .001$.

Table C2.2 Ordinal logistic regression models of influence items by country of operation

Model	term	OR	SE	p	95% CI Low	95% CI High
A desire to improve our corporate/public profile	Private sector business	0.74	0.30	0.327	0.41	1.34
	Non-profit/Other social economy	1.86	0.48	0.194	0.74	4.82
Competitive pressures in our industry/ies	Private sector business	2.43	0.35	0.011	1.24	2.43
	Non-profit/Other social economy	8.03	0.51	0.000	3.02	22.18
Customer expectations	Private sector business	2.29	0.31	0.008	1.25	4.25
	Non-profit/Other social economy	3.43	0.47	0.009	1.38	8.68
Government policies and legislation	Private sector business	0.36	0.32	0.002	0.19	0.67
	Non-profit/Other social economy	2.39	0.48	0.069	0.94	6.27
International standards and frameworks	Private sector business	0.41	0.32	0.005	0.22	0.76
	Non-profit/Other social economy	0.82	0.48	0.684	0.32	2.10
Our organisational values and strategic goals	Private sector business	0.35	0.31	0.001	0.19	0.65
	Non-profit/Other social economy	0.90	0.47	0.823	0.35	2.29
Tender weighting and mandatory requirements	Private sector business	0.38	0.32	0.003	0.20	0.71
	Non-profit/Other social economy	2.55	0.48	0.053	1.00	6.66
The need to attract or retain good staff	Private sector business	0.49	0.35	0.037	0.24	0.95
	Non-profit/Other social economy	1.60	0.49	0.339	0.60	4.14

Table C3.1 Chi-squared and Fisher's exact test results by annual turnover

Item set	Item	Test	Test statistic	p
Org Social Procurement	Is your organisation engaged in social procurement?	Fisher's exact	-	.349
	Who is the most senior sponsor of social procurement in your organisation?	Chi-squared	.027	.869
	How did your social procurement spend align with your social procurement targets?	Fisher's exact	-	.047 [†]
Targeting specific suppliers	Does your organisation target specific suppliers in its social procurement activities?	Chi-squared	0	.992
	- Indigenous or Māori & Pasifika owned enterprises	Fisher's exact	-	.026*
	- Social enterprises	Fisher's exact	-	.537
	- Local and/or small businesses	Fisher's exact	-	.038
	- Disability enterprises	Chi-squared	0	1
	- Women-owned businesses	Fisher's exact	-	1
Specific impacts	Does your organisation specify which social impacts it seeks to contribute to through social procurement?	Chi-squared	0	1
	- We don't have specified social impact goals	Fisher's exact	-	1
	- Economic empowerment	Fisher's exact	-	1
	- Employment and inclusion of disadvantaged people	Fisher's exact	-	.348
	- Employment of local people	Fisher's exact	-	.761
	- Gender equality		0	1
	- Local economic and community development	Fisher's exact	-	.079
	- Environmental sustainability	Chi-squared	0	1
Internal challenges	Competing organisational objectives		7.25	.007**
	Our organisational culture	Fisher's exact	-	.124
	Lack of formal organisational targets for social procurement		3.36	.067
	Lack of fit for purpose procurement systems/technologies		6.30	.012
	Lack of social procurement experience in the organisation generally		4.25	.039*
	Lack of social procurement experience among procurement staff		2.51	.112
	Limited senior commitment to social	Fisher's	-	1

	procurement	exact		
	Limited ability or time to measure the social impacts of our spend		0.94	.331
	Business downturn or financial pressure		0.46	.494
	Concerns about quality and price		5.75	.016
	Resource commitment		0.57	.449
External challenges	Competing legal or regulatory requirements for procurement		0.05	.822
	Lack of relevant suppliers to meet our social procurement needs		6.55	.010*
	Relevant suppliers' capacity to deliver at scale on quality and/or price		4.01	.045*
	Relevant suppliers' capacity to measure the social impacts we procure for	Chi-squared	0	1
	Limited guidelines from governments and regulators on how to meet their social procurement expectations	Chi-squared	0	.982
	Finding prospective procurement staff with relevant knowledge and experience	Chi-squared	0	1
	Lack of access to appropriate professional development for our staff	Fisher's exact	-	.572
	Limited professional networks and advice on best practice in social procurement	Chi-squared	0	1

Note: * = $p < .05$, ** = $p < .01$, *** = $p < .001$.

Table C3.2. Ordinal logistic regression models of influence items by country of operation

Model	term	OR	SE	p	95% CI Low	95% CI High	Model
A desire to improve our corporate/public profile	More than \$10 million	1.34	0.36	0.83	0.407	0.67	2.71
Competitive pressures in our industry/ies	More than \$10 million	1.19	0.35	0.49	0.625	0.59	2.38
Customer expectations	More than \$10 million	1.55	0.35	1.25	0.212	0.78	3.09
Government policies and legislation	More than \$10 million	1.46	0.38	1.01	0.313	0.69	3.06
International standards and frameworks	More than \$10 million	1.12	0.34	0.34	0.738	0.58	2.19
Our organisational values and strategic goals	More than \$10 million	0.96	0.39	-0.10	0.923	0.44	2.03
Tender weighting and mandatory requirements	More than \$10 million	1.51	0.36	1.15	0.251	0.75	3.05
The need to attract or retain good staff	More than \$10 million	1.92	0.36	1.83	0.068	0.96	3.90