**Schedule 4 (Tender)**

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| --- | --- |
|  | **McKINSEY & COMPANY** |
|   2.1.1   **A1 ORGANISATION DETAILS**  |  |  |
|   2.1.2   A1.1 Please provide full name of organisation tendering (or of the organisation acting as the lead where a consortium bid is being submitted)  | McKinsey & Company, Inc. United Kingdom  |
|   2.1.3   A1.2 Please provide contact details for enquiries about this response which should include: Organisation name,Organisation full correspondence address with post code.Primary Contact's Name, Primary Contact's Phone Numbers,Primary Contact's e-mail.Secondary Contact's Name, Secondary Contact's Phone Numbers,Secondary Contact's e-mail(as referred to at Question A3.3, you must inform us of any changes to the contact at any stage in the procurement)  | McKinsey & Company, Inc. United KingdomThe Post Building, 100 Museum Street, London WC1A 1PB, United KingdomXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  |
|   2.1.4   A1.3 Please provide the 'Registered Office Address' (i.e. the  'Registered Office Address' used for accountancy purposes)  | 251 Little Falls Drive, Wilmington, Delaware 19808, USA  |
|   2.1.5   A1.4 Using a selection from the provided list, please indicate your trading status. (If you select 'other', there is an opportunity to provide details about your organisation type as part of your response to Question A1.6 below)  | ii) a limited company |
|   2.1.6   A1.5 Using a selection from the provided list, please indicate if any of the following classifications apply to you.  | Not applicable |
|   2.1.7   A1.6 Please provide the following, or any further relevant, information to assist with our understanding of your organisation type:A1.6.1 Your Registered Company or Charity number (if you do not have either of these please explain why)A1.6.2 Your organisation type if you selected 'other' in response to question A1.4,A1.6.3 Your organisation structure where any employee ownership or employee participatory principles exist,A1.6.4 the name of your immediate parent company (where applicable), andA1.6.5 the name of your ultimate parent company (where applicable and your parent company is part of a bigger group)  | A1.6.1 - FC012665A1.6.2 - Not applicableA1.6.3 - As a privately held corporation, McKinsey and Company, Inc. (the parent company of McKinsey & Company, Inc. United Kingdom) has the management style of a partnership owned and managed by several thousand Partners globally.A1.6.4 - McKinsey & Company, Inc.2.1.A1.6.5 - McKinsey & Company, Inc.  |
|   2.1.8   **A2 BIDDING MODEL**  |  |  |
|   2.1.9   A2.1 Please indicate whether you are bidding as a Prime Contractor and will deliver 100% of the key  contract deliverables yourself  | No.  |
|   2.1.10   A2.2 Please indicate whether you are bidding as a Prime Contractor and will use third parties to deliver some of the services.If yes, please provide details of your proposed bidding model that includes members of the supply chain, the percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for.  | We confirm that we are bidding as Prime Contractor, but will partner with XXXXXXXX who will provide certain developer resources for the deliverables to be built.In addition, we expect to involve other partners in the process - part of our unique value proposition to HMRC is our ability to convene and bring together expertise from a variety of stakeholders and actors, including banks, payments firms (merchants, acquirers, networks), marketplace platforms, logistics firms and more actors. Our client service globally involves many of these organisations that will be critical to helping HMRC design a high potential proof of concept. We will work collaboratively with HMRC colleagues to identify and involve these partners.  |
|   2.1.11   A2.3 Please indicate whether you are bidding as Prime Contractor but will operate as a Managing Agent and will use third parties to deliver all of the services.If yes, please provide details of your proposed bidding model that includes members of the supply chain, the percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for.  | No.  |
|   2.1.12   A2.4 Please indicate whether you are bidding as a consortium but not proposing to create a new legal entity. If yes, please include details of your consortium members, including details of any Parent/Ultimate Parent companies where applicable, in response to this question and use a separate Appendix to explain the alternative arrangements i.e. why a new legal entity is not being created. Please note that the Contracting Authority may require the consortium to assume a specific legal form if awarded the contract, to the extent that it is necessary for the satisfactory performance of the contract.  | No.  |
|   2.1.13   A2.5 Please indicate whether you are bidding as a consortium and intend to create a Special Purpose Vehicle (SPV). If yes, please include details of your consortium, current lead member and intended SPV in the next column and provide full details of the biding model using a separate Appendix.  | No.  |
|   2.1.14   **A3 TENDERING INSTRUCTIONS**  |  |  |
|   2.1.15   A3.1 The Public Contracts Regulations 2015, Regulation 56, General Principles in Awarding Contracts describes the need for the Tender to comply with the requirements, conditions and criteria set out in the contract notice and in the procurement documents. The purpose of the questions in the rest of this questionnaire is to highlight to you the need to comply with all of the requirements detailed in the Tendering Instructions and other Tender Documents, which are provided as attachments in this e-sourcing event, and especially those listed in the document at Section 8, Conditions of Tender.Please be aware that the Public Contracts Regulations 2015, Regulation 26 and 35 makes reference to Tenders:which do not comply with the procurement documents;which were received late;were there is evidence of collusion or corruption;  orwhich have been found by the Contracting Authority to be abnormally low,as examples of irregular and unacceptable tenders which may result in your tender being excluded from further consideration.Please confirm that you understand that failure to comply with the Tendering Instructions or to agree to the Conditions of Tender may result in your tender being excluded from further consideration.  | We confirm that we understand that failure to comply with the Tendering Instructions or to agree to the Conditions of Tender may result in our tender being excluded from further consideration.  |
|   2.1.16   A3.2   Please confirm that you have read and understood the contents of HM Revenue & Customs (HMRC) Tendering Instructions plus the Supplying to HMRC guide at https://www.gov.uk/government/organisations/hm-revenue-customs/about/procurement#supplying-to-hmrc prior to answering all questionnaires.  | Yes  |
|   2.1.17   A3.3  Please confirm that you understand that you must inform the Contracting Authority immediately of any changes to the contact details as stated in Section 3 of the Tendering Instructions.  | Yes  |
|   2.1.18   **A4 CONDITIONS OF TENDER**  |  |  |
|   2.1.19   A4.1 For the provision of the services and/or goods as described in the specification, please confirm that you accept and agree to abide by HMRC Conditions of Contract as stated in the Draft Contract attached to this particular event, and that you would confirm this in writing by signing the Draft Contract in its current format should you be successful. HMRC draws your particular attention to the insurance requirements in Schedule 2.5 (Insurance Requirements) of the Draft Contract.  | We confirm.  |
|   2.1.20   A4.2 As referred to in the Tendering Instructions at paragraphs 8.23 to 8.25, to promote Information Sharing in Government, please confirm that you agree that HMRC may disclose the Candidate's/Tenderer's information/documentation submitted during this procurement more widely within Government for the purpose of ensuring effective cross-Government procurement processes, including value for money and related purposes.  | Yes, we agree that the HMRC may disclose the information/documentation. |
|   2.1.21   A4.3 Using a selection from the list provided, Please confirm that no person from within your organisation has canvassed, nor will canvass, any members of the Board of HMRC, any employee of HMRC or any person acting on behalf of HMRC in the conduct of the procurement procedure or may influence the outcome of the procurement?  | We confirm that no person from within our organisation has, nor will, canvass |
|   2.1.22   A4.4 Please confirm that you will comply with HMRC's mandatory Purchase Order policy and that you will only process purchase orders forwarded to you electronically via the automated SAP Ariba Procure to Pay system detailed in the Supplying to HMRC Guide referred to in the Tendering Instructions  | Yes  |
|   2.1.23   A4.5 Please confirm that you will comply with HMRC's mandated payment policy, whereby you will only receive payments via the Bankers Automated Clearing Service (BACS), for any goods/services that may be rendered as a result of any contract awarded.  | Yes  |
|   2.2   **FORM B - Reg 57, Exclusion Grounds**  |  |  |
|   2.2.1   **B1 MANDATORY GROUNDS FOR EXCLUSION**  |  |  |
|   2.2.2   B1 The Public Contracts Regulations 2015, Regulation 57, Exclusion Grounds, Paragraph (1) describes the mandatory exclusions circumstances whereby the Contracting Authority,  is required to exclude an economic operator from participating in a procurement procedure, where the Contracting Authority has established, by verifying in accordance with Regulations 59, 60 and 61, or are otherwise aware, that the economic operator, (or any person who is a member of the administrative, management or supervisory body of that economic operator or has powers of representation, decision or control in the economic operator)  has been convicted of any of the offences listed in Regulation 57. If your answer to any of the questions below, i.e. B1(a) to B1(n), is "Yes", please provide, as an attachment to that question, a full description of the relevant incident, with dates and details of subsequent remedial actions taken, etc., in order that the Contracting Authority may determine whether an exception to mandatory exclusion may be applied, as provided for under Regulation 57(6) and 57(13) to 57(17)  Please confirm that you understand that if you cannot answer 'no' to all of the offences listed in this questionnaire  then there will be grounds for a mandatory exclusion from the procurement procedure of your organisation unless you can provide just reason for an exception can be made.  | We confirm that we understand this.  |
|   2.2.3   B1(a) Within the last five years, has your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of the following offence:- (a) conspiracy within the meaning of section 1 or 1A of the Criminal Law Act 1977(a) or article 9 or 9A of the Criminal Attempts and Conspiracy (Northern Ireland) Order1983(b) where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA on the fight againstorganised crime (c);  | No  |
|   2.2.4   B1(b) Within the last five years, has your organisation or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of the following offence:- (b) corruption within the meaning of section 1(2) of the Public Bodies Corrupt Practices Act 1889(d) or section 1 of the Prevention of Corruption Act 1906(e);  | No  |
|   2.2.5   B1(c) Within the last five years, has your organisation or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation been convicted of the following offence:- (c) the common law offence of bribery;  | No  |
|   2.2.6   B1(d) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of the following offence:- (d) bribery within the meaning of sections 1, 2 or 6 of the Bribery Act 2010(f), or section 113of the Representation of the People Act 1983(g);  | No  |
|   2.2.7   B1(f) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of the following offence:- (f) any offence listed—(i) in section 41 of the Counter Terrorism Act 2008(a); or(ii) in Schedule 2 to that Act where the court has determined that there is a terrorist connection.  | No  |
|   2.2.8   B1(g) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of any:- (g) any offence under sections 44 to 46 of the Serious Crime Act 2007(b) which relates to an offence covered by subparagraph (f);  | No  |
|   2.2.9   B1(h) Within the last five years, has as your organisation or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation been convicted of:- (h) money laundering within the meaning of sections 340(11) and 415 of the Proceeds of Crime Act 2002(c);  | No  |
|   2.2.10   B1(i) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of any of the following offences:- (i) an offence in connection with the proceeds of criminal conduct within the meaning of section 93A, 93B or 93C of the Criminal Justice Act 1988(d) or article 45, 46 or 47 of the Proceeds of Crime (Northern Ireland) Order 1996(e);  | No  |
|   2.2.11   B1 (j) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of:- (j) an offence under section 4 of the Asylum and Immigration (Treatment of Claimants, etc.)Act 2004(f);  | No  |
|   2.2.12   B1(k) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of:- (k) an offence under section 59A of the Sexual Offences Act 2003(g);  | No  |
|   2.2.13   B1(l) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of:- (l) an offence under section 71 of the Coroners and Justice Act 2009(h);  | No  |
|   2.2.14   B1(m) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of :-(m) an offence under section 1, 2 or 4 of the Modern Slavery Act 2015?  | No  |
|   2.2.15   B1(n) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of :- (n) an offence in connection with the proceeds of drug trafficking within the meaning ofsection 49, 50 or 51 of the Drug Trafficking Act 1994(i);  | No  |
|   2.2.16   B1(o) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of:-(o) any other offence within the meaning of Article 57 Article 57(1)(a), (b), (d), (e) or (f) of the Public Contracts Directive—(i) as defined by the law of any jurisdiction outside England and Wales and NorthernIreland; or(ii) created, after the day on which these Regulations were made, in the law of Englandand Wales or Northern Ireland.  | No  |
|   2.2.17   **B2 DISCRETIONARY GROUNDS FOR EXCLUSION**  |  |  |
|   2.2.18   B2 The Public Contracts Regulations 2015 state that Contracting Authorities may exclude an economic operator from participation in a procurement procedure if any of the discretionary exclusion situations described in Regulation 57(8) apply to the economic operator. If your answer to any of the questions below, i.e. B2(a) to B1(i), is "Yes", please provide, as an attachment to that question, a full description of the relevant incident, with dates and details of subsequent remedial actions taken, etc., in order that the Contracting Authority, in accordance with Regulation 57(13) to (17),  may determine the most appropriate course of action.Please confirm that you understand that if you cannot answer 'no' to all of the circumstances  listed in this section then there will be grounds for a discretionary exclusion from the procurement procedure of your organisation unless you can provide just reason for discretion to be used.  | We confirm that we understand this.  |
|   2.2.19   B2(a) Within the last three years, has your organisation been complicit in a violation of applicable obligations referred to in The Public Contracts Regulation 56(2); (violations in obligations in the fields of environmental, social and labour law, as identified as a result of a court action, regulatory hearing or industrial tribunal)  | No  |
|   2.2.20   B2(b) Within the last three years, has your organisation:-  (b) been made bankrupt or is the subject of insolvency or winding-up proceedings, where its assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State;  | No  |
|   2.2.21   B2(c) Within the last three years, has your organisation:-  (c) been guilty of grave professional misconduct, which renders its integrity questionable;  | No  |
|   2.2.22   B2(d) Within the last three years, has your organisation:-  (d) entered into agreements with other economic operators aimed at distorting competition;  | No  |
|   2.2.23   B2(e) Within the last three years, has your organisation:-  (e) a conflict of interest within the meaning of the Public Contracts Regulation 24, which cannot be effectively remedied by other, less intrusive, measures;  | No  |
|   2.2.24   B2(f) Within the last three years, has your organisation :-(f) had prior involvement in the preparation of the procurement procedure, as referred to in Public Contracts Regulation 41, which may result in a distortion of competition, which cannot be remedied by other, less intrusive, measures;  | No  |
|   2.2.25   B2(g) Within the last three years, has your organisation:-  (g) shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions;  | No  |
|   2.2.26   B2(h) Within the last three years, has your organisation:-  (h) (i) been guilty of serious misrepresentation in supplying the information requiredfor the verification of the absence of grounds for exclusion or the fulfilment of theselection criteria; or (ii) withheld such information or is not able to submit supporting documentsrequired under the Public Contract Regulation 59;  | No  |
|   2.2.27   B2(i) Within the last three years, has your organisation,:-  (i) (i) undertaken to(aa) unduly influence the decision-making process of the Contracting Authority, or(bb) obtain confidential information that may confer upon it undue advantages inthe procurement procedure; or(ii) negligently provided misleading information that may have a material influence ondecisions concerning exclusion, selection or award.  | No  |
|   2.2.28   **B3 CONSORTIUM MEMBERS AND/OR SUB-CONTRACTORS**  |  |  |
|   2.2.29   B3.1 In respect of the questions in sections B1 and B2 above, to the best of your knowledge, have any consortium members or any subcontractors (or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in that organisation, in respect of B1 questions only) that you propose to use directly to deliver any of the requirements stated in the specification been convicted of any of the offences and/or circumstances detailed, which give grounds for mandatory or discretionary  exclusion? Select "Yes" or "No".  | No  |
|   2.2.30   B3.2 if you answered "Yes" to the above question B3.1, please provide details in response to this question or use an Appendix attached to this question if needed.  | N/A  |
|   2.3   **FORM C - Reg 57 Mandatory and Discretionary Exclusions for Non-payment of Taxes**  |  |  |
|   2.3.1   **C1 REVENUE COMPLIANCE UK**  |  |  |
|   2.3.2   C1.1 Applicants who are registered for tax in the UK should answer this question and questions C1.2 – C1.6  (Applicants registered for tax  outside of  the UK should answer questions  C2.2 - C2.4)Regulations 57(3) and 57(4) of the Public Contracts Regulations 2015 respectively provide for the mandatory and discretional exclusion of an economic operator from a procurement procedure if it is in breach of its obligations relating to the payment of taxes or social security contributions. Accordingly, please provide the information requested in response to the following questions and note that HMRC will undertake revenue compliance checks throughout the procurement process, using information from its own records, as appropriate, and, as applicable, so as to ensure compliance with Clause 10.9 to 10.17 (Promoting Tax Compliance) of the HMRC Terms and Conditions , during the life of any contract awarded as a consequence of this procurement exercise.Please confirm that you understand and agree that the information you provide in response to this questionnaire will be used to allow appropriate tax revenue compliance checks to be performed.  | We confirm that we understand and agree that information provided in response to this questionnaire will be used to allow appropriate tax revenue compliance checks to be performed. We understand that we will be informed in advance if there is a need for such checks to be carried out.  |
|   2.3.3   C1.2 Please state the organisation name that is used for tax and accounting purposes (i.e. head office name where used) and list any organisation name changes that have taken place in the last three years, that may relate to the information requested in respect of the following questions C1.3 to C1.6  | McKinsey & Company, Inc. United KingdomSub-contractor: XXXXXXXXXX |
|   2.3.4   C1.3 VAT Registration Number: (If 'Not Applicable' please provide details why)  | Prime contractor: 174838471.Sub-contractor: XXXXXXXXXXX  |
|   2.3.5   C1.4  PAYE Collection Reference: (If Not Applicable please provide details why)  | Prime contractor: 951/M718.Sub-contractor :XXXXXXXXX  |
|   2.3.6   C1.5 Corporation Tax or Self Assessment Reference as may be applicable to your organisation type.  (Provision of the Corporation Tax details for your organisation should be the default answer to this question. Where the payment of Corporation Tax is not applicable to your organisation (i.e. it is a partnership) then the Self Assessment details for the person who will be accountable for the work in your organisation should be provided. If you are unable to provide Corporation Tax or Self Assessment reference details then please state 'Not Applicable' and provide the reasons why)  | Prime contractor Corporate Tax Reference: 1566013506Sub/contractor Corporate Tax Reference: XXXXXXXXXXX  |
|   2.3.7   C1.6 If a consortium bid or sub-contractors are to be used directly to deliver any of the requirements stated in the specification, please provide the information requested C1.2 to C1.6 inclusive for each member of the consortium and for each sub-contractor. Before providing their details, please ensure that you obtain consent from the consortium member or sub-contractor using the sub-contractor revenue compliance consent form provided in Appendix C of the Tendering Instructions. Please attach scanned copies of the completed consent form to this question or send by post as a hard copy using the process outlined in paragraphs 11.22 to 11.25 of the Tendering Instructions.  | We attached scanned copy of the completed consent form to 2.3.7 question. Please see attached Appendix C.  |
|   2.3.8   **C2 REVENUE COMPLIANCE NON-UK**  |  |  |
|   2.3.9   C2.1 Applicants who are registered for tax  outside of  the UK should answer this question and questions C2.2 - C2.4  (Applicants in the UK should answer questions C1.1 to C1.6)Regulations 57(3) and 57(4) of the Public Contracts Regulations 2015 respectively provide for the mandatory and discretional exclusion of an economic operator from a procurement procedure if it is in breach of its obligations relating to the payment of taxes or social security contributionsPlease confirm that you understand that if you are unable to provide the information requested in questions C2.2 – C2.4, as part of the procurement procedure or when requested during the term of the contract should you be successful, then this may give grounds for you to be excluded.  | Not applicable (we are not registered for tax outside the UK).  |
|   2.3.10   C2.2)If registered for tax outside the UK, please confirm you have attached a scanned copy of an official document obtained from your own tax authority clearly certifying that you are currently tax compliant. Please Select "Yes" or "No". If "No", please state the reasons for this in a separate document attached to this question.  | No  |
|   2.3.11   C2.3 If a consortium bid, please confirm that the document requested in Question C2.2 has been provided in respect of each consortium member registered for tax purposes outside the UK.  | Not applicable, no consortium bid.  |
|   2.3.12   C2.4 If proposing to use sub-contractors directly to deliver any of the requirements stated in the specification, please confirm that the document requested in Question C2.2 has been provided in respect of each sub-contractor registered for tax purposes outside the UK.  | We confirm.  |
|   2.3.13   **C3 DUN & BRADSTREET NUMBER**  |  |  |
|   2.3.14   C3.1 UK and Overseas Organisations are required to provide their Dun & Bradstreet number. The number will assist the Contracting Authority in verifying any Revenue Compliance and Financial Check Information obtained. The number will also be used to monitor the contract spend across other Government organisations. Please provide the Dun & Bradstreet number for the organisation, including any changes in the last three years, that corresponds with the information you provided in sections C1 & C2 above, as may be applicable. Should your organisation currently not be registered with Dun & Bradstreet please confirm that you would be willing to register with them should your tender be successful  | 294993308 |
|   2.4   **FORM D - Reg 58 -Selection Criteria - Economic and Financial Standing**  |  |  |
|   2.4.1   **D1 ECONOMIC AND FINANCIAL STANDING**  |  |  |
|   2.4.2   D1.1 The Public Contracts Regulations 2015, Regulation 58, Selection Criteria, provides the criteria by which economic operators can be assessed to ensure that they possess the necessary economic and financial capacity to perform the contract.To assist with carrying out this assessment you are required to provide the information in response to the questions contained within this questionnaire. The Contracting Authority will use the information you provide and that obtained by its own means, including information potentially obtained from third party providers, to assure themselves that you possess the necessary economic and financial capacity to perform the contract.Please confirm that you understand that if you do not provide any of the requested information or if any subsequent assessment results in the Contracting Authority deciding that you do not possess the necessary economic and financial capacity to perform the contract, then this may result in you not being selected for further consideration as part of the procurement procedure.  | We confirm that we understand.  |
|   2.4.3   **D2 INSURANCE**  |  |  |
|   2.4.4   D2.1 Employers Liability Insurance (ELI) in the minimum sum of £5m is a legal requirement, except where the statutory exemptions apply. Please confirm the levels of ELI cover held or, if applicable, provide details of the legal exemptions claimed.  | Our Employers Liability Insurance covers the minimum sum of 5 million pounds.  |
|   2.4.5   D2.2 Please provide details of any Professional Indemnity or other insurance currently held that may be applicable to this procurement procedure. Where the types and limits for insurance are contained in the specification in the draft contract, please confirm if you already possess insurance to the required limits, or that you have already obtained an offer of the insurance required and that any increase in insurance premiums have been accounted for in your bid price.  | We confirm that we already possess insurance to the required limits and that any increase in insurance premiums have been accounted for in our bid price.  |
|   2.4.6   **D3 FINANCIAL INFORMATION**  |  |  |
|   2.4.7   D3.1 Please confirm your turnover for each of the last two years of trading.  Where the Contracting Authority has specified a minimum level of economic and financial standing and/or a minimum financial threshold within the contract notice and/or procurement documentation, please self-certify by answering ‘Yes’ or ‘No’ that you meet the requirements..  | Turnover in the last 2 years: 2021: £857,369,531; 2020: £746,244,581.  |
|   2.4.8   D3.2Please indicate which of the following you would be willing to provide:(please indicate by dragging the appropriate statement(s) into the selection box).  | A copy of your audited accounts for the most recent two years. |
|   2.4.9   D3.3 In respect of your response to the above question D3.2, please confirm if you have provided your financial information electronically as an attachment or you have provided hard copies of the documents and sent them by post. Where documents are sent by post, then the process outlined in paragraphs 11.22 to 11.25 of the Tendering Instructions should be used.  | Provided electronically (please see attached). Please see attached financial information.  |
|   2.4.10   D3.4  If, in response to question A1.6, Form A, Organisation Details you have provided details of a Parent and/or Ultimate Parent company: -- please provide Ultimate / parent company accounts (if not available, please provide an explanation as to why), and  - please confirm if the Ultimate / parent willing to provide a guarantee if necessary and if not, would you be able to obtain a guarantee elsewhere (e.g. from a bank?)  | - Our unaudited accounts can be found at Companies House and are attached for the most recent available years: https://beta.companieshouse.gov.uk/company/FC012665/filing-historyXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  |
|   2.4.11   D3.5  if, in response to question A2.4 and/or A2.5, Form A, Organisation Details, you have confirmed that you are part of a consortium (e.g. an association of several companies)- please provide company accounts for all members of the consortium (if not available, please provide explanation as to why, and- where a consortium member is part of a larger group, please provide Ultimate / parent company accounts (if not available, please provide an explanation as to why),- where a consortium member is part of a larger group, please confirm if the Ultimate / parent willing to provide a guarantee if necessary and if not, would they be able to obtain a guarantee elsewhere (e.g. from a bank?)  | Not applicable, no consortium bid.  |
|   2.5   **FORM E - Reg 58 - Selection Criteria - Technical and Professional Ability**  |  |  |
|   2.5.1   **E1 TECHNICAL AND PROFESSIONAL ABILITY**  |  |  |
|   2.5.2   E1.1 The Public Contracts Regulations 2015, Regulation 58, Selection Criteria, provides the criteria by which economic operators can be assessed to ensure that they possess the necessary technical and professional ability, including where applicable the suitability to pursue a professional activity,  to perform the contract.To assist with carrying out this assessment you are required to provide the information in response to the questions contained within this questionnaire. The Contracting Authority will use the information you provide and that obtained by its own means, including information potentially obtained from third party providers, to assure themselves that you possess the necessary technical and professional ability, including where applicable the suitability to pursue a professional activity, to perform the contract.Please confirm that you understand that if you do not provide any of the requested information or if any subsequent assessment results in the Contracting Authority deciding that you do not possess the necessary technical and professional ability, including where applicable the suitability to pursue a professional activity, to perform the contract, then this may result in you not being selected for further consideration as part of the procurement procedure.  | Yes, we confirm.  |
|   2.5.3   **E2 SUITABILITY TO PURSUE A PROFESSIONAL ACTIVITY**  |  |  |
|   2.5.4   E2.1 With regard to suitability to pursue a professional activity, please confirm if your, or persons within your, organisation are enrolled in one of the professional or trade registers kept in your member state of establishment,  as described in the Public Contracts Regulations 2015, Schedule 5.  | Yes we are registered on Companies House.  |
|   2.5.5   E2.2 In respect of a procurement procedure for a service, please confirm if you have to possess a particular authorisation or to be a member of a particular organisation in order to be able to perform in your country of origin the service concerned and, where applicable, please provide details to prove that you hold such authorisation or membership.  | We confirm we do not have to possess a particular authorisation to provide our services.  |
|   2.5.6   **E3 RELEVANT EXPERIENCE AND CONTRACT EXAMPLES**  |  |  |
|   2.5.7   Please provide details of up to three contracts, in any combination from either the public or private sector, that are relevant to the Authority’s requirement. Contracts for supplies or services should have been performed during the past three years.  Works contracts may be from the past five years, and VCSEs may include samples of grant funded work.  The named customer contact provided should be prepared to provide written evidence to the Contracting Authority to confirm the accuracy of the information provided below.  Consortia bids should provide relevant examples of where the consortium has delivered similar requirements; if this is not possible (e.g. the consortium is newly formed or a Special Purpose Vehicle will be created for this contract) then three separate examples should be provided between the principal member(s) of the proposed consortium or Special Purpose Vehicle (three examples are not required from each member).  Where the Candidate/Tenderer is a Special Purpose Vehicle, or a managing agent not intending to be the main provider of the supplies or services, the information requested should be provided in respect of the principal intended provider(s) or sub-contractor(s) who will deliver the supplies and services.  |  |  |
|   2.5.8   E3.1 Contract 1E3.1.1  Customer Organisation NameE3.1.2  Customer contact name, phone number and email, position in organisationE3.1.3  Contract/Order/Assignment/Start dateE3.1.4  Contract/Order/Assignment completion dateE3.1.5  Contract/Order/Assignment ValueE3.1.6  Brief description of contract including evidence as to your technical capability in this market. (max 500 words)  | Customer organisation name: XXXXXXXXXXXXXXXXXXXXXXCustomer contact name, phone number and email, position in organisation: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXContract/Order/Assignment/Start date: XXXXXXXXXXX.Contract/Order/Assignment completion date: XXXXXXXContract/Order/Assignment Value: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX |
|   2.5.9   E3.2 Contract 2E3.2.1 Customer Organisation NameE3.2.2  Customer contact name, phone number and email, position in organisation E3.2.3 Contract/Order/Assignment/Start dateE3.2.4 Contract/Order/Assignment/Completion date E3.2.5 Contract/Order/Assignment ValueE3.2.6 Brief description of contract including evidence as to your technical capability in this market. (max 500 words)  | Customer organisation name: XXXXXXXXXXXXXXCustomer contact name, phone number and email, position in organisation: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.Contract/Order/Assignment/Start date: XXXXXXXXX.Contract/Order/Assignment completion date: XXXXXXXX.Contract/Order/Assignment Value:XXXXXXXXXXXXX. Brief description: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   2.5.10   E3.3 - Contract 3E3.3.1  Customer Organisation NameE3.3.2  Customer contact name, phone number and email, position in organisation E3.3.3  Contract/Order/Assignment/Start dateE3.3.4 Contract/Order/Assignment/Completion dateE3.3.5 Contract/Order/Assignment ValueE3.3.6  Brief description of contract including evidence as to your technical capability in this market. (max 500 words)  | Customer organisation name: XXXXXCustomer contact name, phone number and email, position in organisation: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.Contract/Order/Assignment/Start date: XXXXXXXX.Contract/Order/Assignment completion date: XXXXXXX.Contract/Order/Assignment Value: XXX.Brief description: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   2.5.11   E3.4 If you cannot provide at least one example, please briefly explain why (100 words max)  | We have provided examples.  |
|   2.5.12   **E4 HUMAN AND TECHNICAL RESOURCES**  |  |  |
|   2.5.13   E4.1 Please provide a brief overview of your organisation or an organisational chart which best demonstrates your ability to provide the goods and/or services required making reference to the numbers of personnel, critical personnel, site locations and facilities that will be utilised, including consortia members or named sub-contractors where they will directly deliver any of the requirements stated in the specification. (An organisational chart may be added as an attachment in response to this question).  | McKinsey & Company is a global management consulting firm, deeply committed to helping institutions in the private, public and social sectors achieve lasting success. For more than 90 years, our primary objective has been to serve as our clients' most trusted external advisor. With consultants in over 100 locations in over 60 countries, we bring unparalleled expertise to clients anywhere in the world. We work closely with teams at all levels of an organisation to shape winning strategies, mobilise for change, build capabilities and drive successful execution. Our almost century-long heritage provides us with a unique ability to give our clients critical cross-sector insights from past cases.We confirm we have the ability to provide the goods/services required due to our ability to draw from a pool of XX+ dedicated experts globally and due to our extensive experience serving XX+ organisations on tax administration and trade/customs topics. This enables us to bring HMRC the latest international best practices and insights. We also host the world’s largest Payments practice with more than XX partners and ~XXX consultants. Our global payments experience spans XXX+ clients who we have served on ~XXX payments projects over the last years covering: retail to digital payments; corporate payments; and processing / merchant acquiring. Our Payments practice team also frequently shares their insights externally, with recent publications on critical payments issues.We also have a global Digital and Tech practice, leveraging its expert community of XXX+ colleague across all the required disciplines: data engineering, high-performance engineering, system and data API architecture, information security and data protection protocols, and its experience serving thousands of complex enterprises in the last X years. The global Digital and Tech team has unique experience in testing new solutions and would customize the testing phase to the requirements and needs.  |
|   2.5.14   E4.2  Please describe your current capacity levels, including the capacity of consortia members and/or sub-contractors where relied upon, which directly relate to the delivery of the requirements stated in the specification. Where minimum Technical Capacity requirements are stated in the contract notice (ability to cover both Card and Non-Card payments), please confirm how you will be able to comply with the minimum requirement, making reference to the capacity of consortia members and/or sub-contractors where relied upon to meet the minimum capacity requirement.  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   2.5.15   E4.3 Please provide details of any quality management or quality assurance systems that are used, or are planned to be used, within your organisation that relate to, and will ensure the quality of, the provision of goods and/or services detailed in the specification.  | McKinsey & Company, Inc. United Kingdom is accredited under ISO9001 for its provision of management consultancy to the UK public sector, and a certificate of accreditation is available in the attachment. We describe below an overview of McKinsey’s approach to quality, together with an overview of our Quality Management System. McKinsey’s quality aspiration has been translated by the Firm’s top management –from the Firm’s foundation in 1926 – into a series of documented policies, codes,statements and rules. These, defined at Firm level, govern every aspect of professional behaviour and quality of work delivered, and apply whether they are written or orally communicated. McKinsey leadership at all levels of the Firm ensure the communication, understanding, application and review of the policies and supporting processes at every level of the organisation.Our key quality objectives are to help our clients achieve distinctive, substantial, and lasting improvements in their performance; to bring the best of McKinsey to each of our clients; and to continuously improve the quality of our client service.XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  |
|   2.5.16   **E5 GENERAL DATA PROTECTION REGULATION: Requirements under The General Data Protection Regulation (GDPR) UK GENERAL DATA PROTECTION REGULATION: Requirements under The UK General Data Protection Regulation (UK GDPR)**  |  |  |
|   2.5.17   E5.1 Please confirm that you have in place, or that you will have in place by contract award, the human and technical resources to perform the contract to ensure compliance with the General Data Protection Regulation UK General Data Protection Regulation and to ensure the protection of the rights of data subjects.  | Yes  |
|   2.5.18   E5.2 Please provide details of the technical facilities and measures (including systems and processes) you have in place, or will have in place by contract award, to ensure compliance with the General Data Protection Regulation UK General Data Protection Regulation and to ensure the protection of the rights of data subjects. Your response should include, but should not be limited to a description of facilities and measures: to ensure ongoing confidentiality, integrity, availability and resilience of processing systems and services; to comply with the rights of data subjects in respect of receiving privacy information, and access, rectification, deletion and portability of personal data; to ensure that any content based processing meets standards of active informed consent, and that such consents are recorded and auditable; to ensure legal safeguards are in place to legitimise transfers of personal data outside the EU (if such transfers will take place); to maintain records of personal data processing activities; and to regularly test, assess and evaluate the effectiveness of the above measures.  | The Firm has implemented Data Protection Standards and Data Protection Protocols and maintains a robust program designed to safeguard the privacy and security of all personal and sensitive personal data it processes on behalf of its clients. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   2.5.19   **E6 COMPLIANCE WITH EQUALITY LEGISLATION**  |  |  |
|   2.5.20   E6.1 In the last three years, has any finding of unlawful discrimination been made against your organisation by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?  | No  |
|   2.5.21   E6.2 In the last three years, has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on grounds or alleged unlawful discrimination?  | No  |
|   2.5.22   E6.3 If you have answered “yes” to E6.1 and/or E6.2 above, in response to this question please provide a summary of the nature of the investigation and an explanation of the outcome of the investigation to date. . If you need to provide additional information in response to this question, please attach an appendix If the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring. You may be excluded if you are unable to demonstrate to the Contracting Authority’s satisfaction that appropriate remedial action has been taken to prevent similar unlawful discrimination reoccurring. If you need to provide additional information in response to this question, please attach an appendixIf the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring.You may be excluded if you are unable to demonstrate to the Contracting Authority’s satisfaction that appropriate remedial action has been taken to prevent similar unlawful discrimination reoccurring.  | Not applicable.  |
|   2.5.23   E6.4 If you use sub-contractors, please describe what, if any, processes you have in place to check whether any of the above circumstances apply to these other organisations?  | Subcontractors are required to adhere to our supplier codeof conduct and are thoroughly vetted through a vendor risk assessment.XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXSubcontractors employed by McKinsey on a case-by-case basis, when explicitly agreed with the client, will comply with all necessary policiesXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.We seek to partner with and buy from suppliers that adhere to the same level of integrity and environmental, social, and governance (ESG) standards to which we hold ourselves. Our Supplier Code of Conduct is available in twelve languages and sets the standards and values we expect from suppliers. Our global Sustainable Procurement and Responsible Buying Policy outlines our ambition to deliver positive social and environmental impact not only through how we select, onboard, purchase, use, and ultimately dispose of products and/or services, but also in how we work with our suppliers to improve the social and environmental impact of the goods and services they offer.During the supplier sourcing and selection stages, our standard request for proposal template utilized by our sourcing team includes questions used to screen potential suppliers on practices and policies in areas including environmental sustainability, human rights, and data privacy.  |
|   2.5.24   **E7 MODERN SLAVERY ACT 2015: Requirements under Modern Slavery Act 2015**  |  |  |
|   2.5.25   E7.1 Are you a relevant commercial organisation as defined by Section 54 ("Transparency in supply chains, etc.") of the Modern Slavery Act 2015?  | Yes  |
|   2.5.26   E7.2 If you are a relevant commercial organisation under the terms of the Modern Slavery Act 2015, are you compliant with the annual reporting requirements contained within Section 54 of the Modern Slavery Act 2015?  | Yes  |
|   2.5.27   **E8 ENVIRONMENTAL MANAGEMENT**  |  |  |
|   2.5.28   E8.1 Has your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)? If your answer to the this question is “Yes”, please provide details in a separate Appendix of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served.The Contracting Authority will not select bidder(s) that have been prosecuted or served notice under environmental legislation in the last 3 years, unless the Contracting Authority is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches.  | No.  |
|   2.5.29   E8.2 If you use sub-contractors, please describe what, if any, processes you have in place to check whether any of these organisations have been convicted or had a notice served upon them for infringement of environmental legislation?  | Subcontractors are required to adhere to our supplier codeof conduct and are thoroughly vetted through a vendor risk assessment. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX. We seek to partner with and buy from suppliers that adhere to the same level of integrity and environmental, social, and governance (ESG) standards to which we hold ourselves. Our Supplier Code of Conduct is available in twelve languages and sets the standards and values we expect from suppliers. Our global Sustainable Procurement and Responsible Buying Policy outlines our ambition to deliver positive social and environmental impact not only through how we select, onboard, purchase, use, and ultimately dispose of products and/or services, but also in how we work with our suppliers to improve the social and environmental impact of the goods and services they offer. During the supplier sourcing and selection stages, our standard request for proposal template utilized by our sourcing team includes questions used to screen potential suppliers on practices and policies in areas including environmental sustainability, human rights, and data privacy.  |
|   2.5.30   **E9 HEALTH AND SAFETY**  |  |  |
|   2.5.31   E9.1 Please self-certify that your organisation has a Health and Safety Policy that complies with current legislative requirements.  | Yes, we confirm.  |
|   2.5.32   E9.2 Has your organisation or any of its Directors or Executive Officers been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years?If your answer to this question was “Yes”, please provide details in a separate Appendix of any enforcement/remedial orders served and give details of any remedial action or changes to procedures you have made as a result.The Contracting Authority will exclude bidder(s) that have been in receipt of enforcement/remedial action orders unless the bidder(s) can demonstrate to the Contracting Authority’s satisfaction that appropriate remedial action has been taken to prevent future occurrences or breaches.  | No.  |
|   2.5.33   E9.3 If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?  | Subcontractors are required to adhere to our supplier codeof conduct and are thoroughly vetted through a vendor risk assessment.XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.Subcontractors employed by McKinsey on a case-by-case basis, when explicitly agreed with the client, will comply with all necessary policiesXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.We seek to partner with and buy from suppliers that adhere to the same level of integrity and environmental, social, and governance (ESG) standards to which we hold ourselves. Our Supplier Code of Conduct is available in twelve languages and sets the standards and values we expect from suppliers. Our global Sustainable Procurement and Responsible Buying Policy outlines our ambition to deliver positive social and environmental impact not only through how we select, onboard, purchase, use, and ultimately dispose of products and/or services, but also in how we work with our suppliers to improve the social and environmental impact of the goods and services they offer.During the supplier sourcing and selection stages, our standard request for proposal template utilized by our sourcing team includes questions used to screen potential suppliers on practices and policies in areas including environmental sustainability, human rights, and data privacy.  |
|   2.5.34   **ACCESSIBILITY EVIDENCE QUESTIONNAIRE**  |  |  |
|   2.5.35   The accessibility questionnaire will be evaluated on a Pass/Fail basis.  In order to pass, the responses provided by bidders must demonstrate to the satisfaction of HMRC, that any digital services/products used in the delivery of the contract envisaged by this tender exercise comply with all the following criteria:  - Any digital services/products delivered through a web browser or mobile application must be fully compliant with the accessibility requirements outlined under the Public Sector Bodies Accessibility Regulations 2018 and the Equality Act 2010 by the contract commencement date, and remain so throughout the entire contract duration.  - Any digital services/products delivered through a desktop application must be fully compliant with the accessibility requirements outlined under EN301549 (European standard for digital accessibility) and the Equality Act 2010, by the contract commencement date, and remain so throughout the entire contract duration.  Bidders must also answer “Yes” to question 5 “Contract Agreement” in order to pass.  HMRC reserves the right to reject a bidder’s tender submission where insufficient evidence is provided to demonstrate compliance with the above criteria. It will be at HMRC's sole discretion to decide whether the evidence provided is sufficient or not."  |  |  |
|   2.5.36   Please see attached HMRC's accessibility evidence questionnaire document.  Please respond to each question in the document and attach your completed copy, along with any supporting documents requested, as part of your tender submission.HMRC are required to ensure all digital services/products purchased and/or operated by HMRC meet public sector accessibility regulations.The accessibility questionnaire should therefore be answered in relation to any product(s) or service(s) you intend to provide through a web browser, desktop application or mobile application, that will be used as part of any contract resulting from this procurement exercise.Please respond “Yes” to confirm you have attached a completed version of the accessibility questionnaire.  | Yes Please see attached accessibility questionnaire.  |
|   2.5.37   **SECURITY** Please complete the attached security questionnaire, upload to this question as your response and confirm. The security questionnaire will be evaluated on a Pass/Fail basis    References | Yes Please see attached complete VAT Split Security Questionnaire.  |
|   2.6   **FORM F - Declaration**  |  |  |
|   2.6.1   **F DECLARATION**  |  |  |
|   2.6.2   F1.1 Please declare that to the best of your knowledge that all of the information you have provided in response to FORM A - FORM E questionnaires are correct. Please confirm that you understand that the information will be used in the selection process to assess your organisation’s suitability to be invited to participate further in this procurement.  | I declare that to the best of my knowledge all of the information I have provided in response to FORM A - FORM E questionnaires are correct. I also confirm that I understand that the information will be used in the selection process to assess our organisation’s suitability to be invited to participate further in the procurement.  |
|   2.6.3   F1.2 Please confirm that you understand that the Contracting Authority may reject your submission if there is a failure to answer all relevant questions fully or if you provide false/misleading information.  | I confirm that I understand Authority may reject our submission if there is a failure to answer all relevant questions fully or if we provide false/misleading information.  |
|   2.6.4   F1.3 Are you aware of any conflict of interest (COI), including those detailed within The Public Contracts Regulations 2015 Regulation 24, that could arise due to the bidding organisation's participation in the procurement procedure? Please respond either "Yes" or "No".If yes, please also provide details of the COI and describe your proposals for mitigating such a conflict.HMRC will look to remedy any COI without excluding the bidder from the procurement process wherever possible. HMRC does however reserve the right to exclude the bidder from this procurement process where such a COI cannot be remedied by other means, to the satisfaction of HMRC.Withholding knowledge of a COI may result in disqualification from the tender exercise. Once a contract is awarded, the supplier still has a continuing obligation to make HMRC aware of any new conflicts and to maintain where necessary any mitigating actions.  | No.  |
|   2.6.5   F1.4 Using a selection from the list provided, please confirm that this is a bona fide tender, intended to be competitive and that you have not fixed or adjusted the amount of the tender or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any person.  | We confirm that this is a bona fide tender. |
|   2.6.6   F1.5 Please confirm that you assured the content of your response and checked that all the latest versions of the documents have been attached to the relevant question where required.  | I confirm that I have assured the content of our response and have checked that all the latest versions of the documents have been attached to the relevant question where required.  |
|   2.6.7   F1.6 As part of the governance process in your organisation, if authorisation is needed for the content of your tender response to be approved prior to submission, please provide the person’s name and role in your organisation who provided the authorisation.  | XXXXXXXXXXXXX, Partner.  |
|   3   **Award Questionnaires**  | £XXX |  |
| **Total Price** | XXXXXXXXXXXXXXXXXXXXXX |  |
|   3.1   **Award Criteria - Social, Environmental and Innovative Characteristics**  |  |  |
|   3.1.1   For further information in relation to the questions in this questionnaire please refer to the Tendering Instructions, Section 6, Requirements.  |  |  |
|   3.1.2   **1. Tendering Instructions**  |  |  |
|   3.1.3   1.1 Please confirm that prior to providing a response to any of the award criteria questionnaires/questions, you have read and taken into account all of the information contained in the Tendering Instructions document attached to this event, and in the case of an incumbent provider that special attention has been paid to Section 8 (Conditions of Tender).  | We confirm.  |
|   3.1.4   1.2 As per the Tendering Instructions, Section 15, Publication of Contract Award, please acknowledge that you are aware that there is an obligation for the final contracts to be published. Please provide details of any aspect of your Tender Response which should not be made public and provide the reasons as why you believe such redactions should be applicable.  | All the information contained in our tender response, including our commercial submissions, can be considered confidential and commercially sensitive and should not be published without redaction. The information contained in our Tender includes pricing; our approach, and trade secrets and methodologies as well as personal data.The potential implications of disclosure of such information could include a loss to our competitive advantage if our competitors gain access to the commercially sensitive information and trade secrets contained in our competitive proposals. This may cause material prejudice to our commercial interests as a business competing in this sector. Disclosure may also create an actionable breach of the confidentiality obligations we have towards our clients identified in our case studies.The  commercial  sensitivities  around  such  information  contained  in  our  tender response are not time limited and would therefore remain commercially sensitive for an indefinite time period. If our tender were to be successful and needs to be published we would respectfully request that our tender is redacted, along with any embedded tender documents, before publication of the contract and that we will be consulted regarding the redactions.  |
|   3.1.5   **3 Sustainable Procurement Strategy**  |  |  |
| [3.1.6   For further information in relation to the questions in this Section 3, please refer tohttps://www.gov.uk/government/organisations/hm-revenue-customs/about/procurementwhich includes a link to the HMRC Sustainable Procurement Strategy](https://www.gov.uk/government/organisations/hm-revenue-customs/about/procurement)  |  |  |
|   3.1.7   3.1 Please provide details of the level of commitment you will give to supporting our Sustainable Procurement Strategy, including providing details of the person(s) within your organisation who will be responsible for the elements of the Sustainable Procurement Strategy listed in this Section 3.  | McKinsey and Company UK wholly support HMRC’s Sustainable Procurement Strategy. The responsible partner, XXXXXXXX will be responsible for ensuring our strong commitment to comply with all elements of HMRC’s Sustainable Procurement Strategy. Three specific examples of our work to date which we will continue, and which also supports the sustainable procurement strategy are below. Environmental Policy: Like HMRC we too are wholly committed to supporting the preservation of natural resources and preventing environmental pollution. One of the goals within our Environmental, Social & Governance framework is to be a leading catalyst for global decarbonization through supporting clients through sustainability, climate, energy and ESG transformations. Further to this McKinsey & Company UK has been carbon neutral since 2018 and submits an annual Carbon Reduction Plan whereby they commit to reaching net zero emissions by 2030 – 20 years ahead of the 2050 target. McKinsey supports the UN Sustainable Development Goals and the Paris Agreement to reduce greenhouse gas(GHG) emissions and promote global security. Moreover, McKinsey is a participant in the UNGlobal Compact. McKinsey is continually strengthening McKinsey’s environmental policiesand practices, which address reducing GHG emissions, waste, and water usage across McKinsey’s entire operation globally. Race equality: In 2020 we made a public commitment to supporting anti-racism initiatives and racial equity, outlining how we plan to accelerate change within our firm and help combat racism around the world. Drawing on our areas of core expertise, we focused on short-, medium-, and longterm actions to build Black leadership within McKinsey and beyond, conducting data-based research to identify barriers and solutions, and investing in greater racial equity and inclusion for Black communities in the United States and around the globe. While we have a long way to go, we are proud to support the leaders, businesses, and communities working for a more just and equitable society. Find out more about the impact we are having through our 10 Actions initiative throughout this report and read Commitment to diversity, equity, and inclusion for more details on other actions we are taking to advance diverse and inclusive workplaces (https://www.mckinsey.com/about-us/diversity/overview/10-actions).Collaboration with Government: As a supplier across various government departments, we understand the need to consider other government stakeholders within our public sector engagements. We follow the same consistent compliance and programme management procedures across engagements with all of our HMG clients. Further to this we continue to attend and actively participate in market engagement opportunities with both HMRC and other government departments.  |
|   3.1.8   3.2 HMRC strategy is to provide support to Small and Medium sized Enterprises (SME's), which are defined as having up to 249 employees, a turnover of less than £50M; and balance sheet total assets of less than £5.6M. HMRC expect SME and non-SME suppliers to drive use of SME's within their supply chain wherever possible to deliver Value for Money (VfM). Please provide a statement as to whether you are an SME or not and the extent to which SME's are used in your existing supply chain and specially how they will be used in relation to the delivery of goods and or services subject to this tender.  | McKinsey & Company is not an SME, however we recognise the important role that SMEs play in the economy and their value in the society. For that reason we have included use of SMEs as part of our Supplier Diversity Programme, which promotes relationships with underrepresented businesses. These suppliers provide the consumables and support services that underpin our operations across the world. Subject to individual client needs, we may also include external advisers in our consulting teams. Most often these are independent professionals and SMEs.McKinsey aims to create a diverse supply chain to deliver our contracts. Our target is to double our spending with diverse suppliers within three years, to include more new organisations, SMEs and VCSE organisations, helping to diversify the supply chain to deliver our contracts. In 2020, as part of our 10 Actions toward racial equity, we put forward Action 7: Double our spending with diverse suppliers within three years.As a professional-services firm with XXXXXXX plus colleagues working from more than XXX offices in more than XX countries, much of our spending is decentralized. We help our colleagues across the globe find opportunities to shift their spending to support environmental and social goals. For example, we highlight sustainable options and products from diverse suppliers in our ordering systems, work with local offices to identify diverse suppliers, andmaintain a database of green hotels.We are committed to managing our firm in ways that are socially and environmentally responsible and that make a difference in our communities. This commitment extends to our choice of suppliers and the goods and services we purchase from them. Our global Sustainable Procurement Policy outlines our ambition to deliver positive social and environmental impact through our selection, purchase, use, and disposal of products and services, and through the way in which we work with our suppliers to improve the social and environmental impact of the goods and services they offer.  |
|   3.1.9   3.3 Please describe your approach/policy towards Economic Regeneration and Workforce skills including extending your approach/policy to subcontractors where appropriate, making specific reference to how you will; a) Participate in community projects; b) Commit to taking into your workforce young unemployed people; c) Consider employing apprentices within your organisation including apprenticeships in administrative roles; and d) Ensure that all employees working on Government contracts are given access to training for basic skills and sources of employment advice.  | Our approach towards economic regeneration and workforce skills for this programme is underpinned by the four pillars outlined below.Participating in community Projects: as part of our social value commitments to HMRC under this programme we will commit XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  Commit to taking into your workforce young unemployed people: McKinsey currently supports educational attainment and addresses skill gaps through Generation (https://uk.generation.org/), a global non-profit we founded in 2014 that provides training, mentoring and reskilling to unemployed youth and midcareer learners, with active programmes in London, Leeds, Manchester, and Birmingham. Generation has a target of supporting educational attainment for 70,000 long term unemployed to move into employment, and the training schemes and job placements provided have addressed skill gaps that enabled its 37,000+ graduates to earn over $300M cumulatively in its first five years, with 80% employed within 90 days of programme completion. McKinsey leaders and colleagues continue to invest time and skills in Generation through fellowships and in supporting the organisation’s expansion and development, further enabling it to achieve the goal of supporting educational attainment.   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX |
|   3.1.10   3.4 Please describe your approach to opportunities which allows you to stimulate innovation to help deliver sustainable Value for Money (VfM) outcomes. Specifically, please make reference to how you will;a) Notify and challenge us to use a better VfM solution if it becomes available;b) Commit to working with us to achieve continuous improvement, to foster innovation and meet future government targets as they arise;c) promote innovation which will improve the efficiency or effectiveness of the service in the long term;d) promote honesty to inform us of any barriers or problems there might be to implementing innovation;e) Consider joining schemes to bring together buyers and sellers of innovative ideas and products; and f) Link innovation explicitly to Value for Money (VfM)  | McKinsey's core value proposition since its foundation in 1926 has been our independence, objectivity and integrity. All our work is based on facts and rigorous analysis. our core values require that our advice reflects our customers' and never our own interests. Our goal is to deliver lasting and significant value to our customers. Nothing in our mission, our culture or our evaluation system deviates from that mission. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX. |
|   3.1.11   3.5  Please describe your environmental policy making specific reference to how environmental considerations are integrated into your organisations activities and how you engage with various fair and ethical trade organisations such as Fairtrade and Rainforest Alliance to identify fair and ethical trade opportunities.  | We are committed to achieving net-zero climate impact by 2030. As a critical milestone on that journey, in 2021, we set science-based targets for greenhouse gas (GHG) emissions reduction in line with a 1.5°C pathway that were validated by the Science Based Targets initiative. Our approach is built on three pillars:· decarbonize our own operations in line with climate science· invest in natural climate solutions that address both the climate and nature crises· accelerate progress through partnershipsOur environmental sustainability strategy and climate-related efforts are overseen by McKinsey’s Risk, Audit, and Governance Committee. We support the Task Force on Climate-related Financial Disclosures (TCFD) and are aligning our reporting with the TCFD’s four recommendations for Limited Disclosures as outlined by Accounting for Sustainability. We also participate in CDP's Climate Change questionnaire (we received an A score in 2022 which qualified us for their well-regarded "Climate Change A list" and receive annual ratings (76 points in 2023, placing us in the 98th percentile of all companies assessed) from EcoVadis, a leading sustainability ratings organization.To amplify our impact, we work closely with our clients, peers, suppliers, nonprofits, and other organizations This includes our support for:· the World Business Council for Sustainable Development and its efforts to accelerate a net-zero, nature-positive, and equitable future· the UN’s Race To Zero campaign to support a healthy, resilient, and zero-carbon recovery · the WEF and its Clean Skies for Tomorrow Coalition that is working toward reforming the aviation industry· RE100, a coalition of more than 300 organizations committed to using 100 percent renewable electricity· Business for Nature, a global coalition calling for governments to adopt policies to reverse nature loss in this decade.As a professional services firm, we do not manufacture goods, however, our commitment to managing our firm in a way that is both socially and environmentally responsible extends to the goods and services we purchase and to the choice of suppliers with whom we work. We utilize a range of approaches to assess and identify potential ethical trade issues within our supply chain, including: · Supplier Code of Conduct: Our Supplier Code of Conduct sets the expectations of suppliers that work with us on a wide range of topics including ethics, diversity, working conditions, health & safety, environment, and more. · Training: We provide annual sustainable procurement training to colleagues on the central buying team to equip these colleagues with the skills and knowledge needed to identify and address topics relevant to ethical trade. · RFX: Our RFX template is designed to gather information on the practices of potential suppliers on issues including those related to human rights, the environment, employee health & safety, ethics, and more. · Supplier diligence at onboarding and periodically thereafter: Suppliers go through an onboarding process that includes risk-based due diligence to ensure the supplier is compliant with applicable laws and meets the Firm’s standards. We ask targeted questions for certain suppliers in countries and in service categories that are at higher risk. · Policies: Our global Sustainable Procurement & Responsible Buying Policy outlines our ambition to deliver social and environmental impact through our selection, purchase, use, and disposal of products and services, and through the way we work with our suppliers to improve the social and environmental impact of the goods and services they offer. For more details, please see attached our annual ESG Report and Supplier Code of Conduct. Please see attached McKinsey & Company's ESG report and Supplier Code of Conduct.  |
|   3.1.12   3.6 Please provide details of how you will contribute towards the  targets as set out by Government in the ‘Greening Government Commitment’ document https://www.gov.uk/government/publications/greening-government-commitments-targets/greening-government-commitment-targets#reduce-greenhouse-gas-emissions-by-25-from-a-2009-to-2010-baseline-from-the-whole-estate-and-business-related-transportmaking specific reference to whether you currently, or you will in the future; a) Monitor, document and report on year on year greenhouse gas emissions and where applicable, what reduction you have achieved, from a 2009 to 2010 baseline, from your business premises and business related transport;b) Monitor, document and report the amount of waste you generate and where applicable, what reduction you have achieved, from a 2009 to 2010 baseline;c) Monitor, document and report your water consumption and where applicable, what reduction you have achieved from a 2009 to 2010 baseline; and d) Deploy policies to ensure your organisation buys more sustainable and efficient products and/or services, and engages with its suppliers to understand and reduce the impacts of its supply chain.  | As part of our commitment to achieve net-zero climate impact by 2030, we have set science-based targets in line with the 1.5°C pathway. Our targets are, by 2025, to reduce absolute scope 1 and 2 GHG emissions 25%, and scope 3 GHG emissions from business travel 30% per employee compared to 2019.We report our GHG emissions on an annual basis in our ESG report. • Scope 1 and 2: progress in 2021: 19% reduction vs. 2019 baseline• Scope 3: progress in 2021: 82% reduction vs. 2019 baselineWe also monitor, measure and report our greenhouse gas (GHG) emissions on an annual basis with the help of a specialist external provider in line with ISO 14064. Our GHG footprint has been independently verified under the ISO 14064-3 standard.Our environmental footprint is not waste-intensive given the nature of our operations, and therefore, we do not measure our waste globally. However, we aim to reduce waste generation at the source and seek to minimize the waste we send to landfill. We promote reuse and recycling. We encourage our offices to drive initiatives to reduce waste, including sorting and recycling materials, donating used technology equipment, putting drinking water taps in place, reducing food waste, and running recycling campaigns. McKinsey’s environmental footprint is not water intensive given the nature of our operations, and therefore we do not currently measure our water withdrawals globally. However, ~40% of our office locations in water-stressed areas have achieved green-building certification at LEED Gold or Platinum level, or equivalents—and we are working to further increase this number. We engage with suppliers to improve sustainability across the supply chain. In the contracting process all suppliers are expected to adhere to our Supplier Code of Conduct, and clauses related to sustainability are embedded in our standard RFP templates and contracts. We work directly with our suppliers to promote sustainability. We have made sustainability a core topic in recent commercial conversations with more than 50 of the world’s largest airlines and hotel groups—to rebuild better together and provide our colleagues with more sustainable options as we return to business travel. Sustainability topics discussed with our travel suppliers include setting science-based targets, transitioning to SAFs, reducing single-use plastics, and switching to renewable energy sources. Through our Green Hotels sustainable procurement strategy, we engage top hotel chains in our supply chain and collect environmental sustainability information from over 1,000 hotel properties as part of our annual request for proposal process. Please see attached McKinsey & Company UK supplier code of conduct.  |
|   3.1.13   3.8 As per the practical advice provided in Cabinet Office Procurement Policy Note 01/15, Central Government departments must comply with Article 6 of the Energy Efficiency Directive when purchasing products and services and purchasing or renting buildings as referred to in as per Cabinet Office Procurement Policy Note 07/14 dated 3rd June 2014 https://www.gov.uk/government/uploads/system/uploads/attachment\_data/file/316683/PPN\_07-14\_implementing\_article\_6\_of\_the\_energy\_efficiency\_directive.pdf Please confirm that you have read and understood the directive as set out above and describe, where applicable, how you will ensure the requirements will be met in respect of any goods, services and/or accommodation you intend to procure in relation to the provision of the goods and/or services which are the subject of this tender.  | We confirm that we have read and understood the directive as set out above.  |
|   3.1.14   **4 Prompt Payment Policy**  |  |  |
|   3.1.15   4.1 As per Cabinet Office Procurement Policy Note 05/15, please confirm that you will ensure you pay all undisputed invoices, submitted by any subcontractors you utilise during the term of this contract, within 30 days.  | We confirm.  |
|   3.1.16   5 The HMRC e-trading SAP Ariba Procure to Process system - Paragraph 8.15 and 8.16 of the Tendering Instructions also refer.  |  |  |
|   3.1.17   5.1 All supplies should note that HMRC is now operating an SAP Ariba Buying and Invoicing platform (internally badged as myBUY) – therefore all suppliers will be obliged to receive Purchase Orders from, and transact invoices back to, HMRC over the Ariba network.  Please confirm that if successful you will register with HMRC  on the Ariba Network with an Ariba Enterprise account.  | We confirm we are already registered with HMRC on the Ariba Network with an Ariba Enterprise Account. Our ANID is XXXXXXXXXXXXXXXXX.  |
|   3.1.18   **6 Statutory Obligations**  |  |  |
|   3.1.19   6.1 Please describe the governance procedures that exist in your organisation that help to assure the prevention of fraud and/or corruption.  | Yes, McKinsey does not tolerate fraud or illegal activity. The Firm’s Code of Professional Conduct is made available to all colleagues via the Firm intranet and requires certification at onboarding and annually there after. Multiple Firm policies explicitly prohibit fraud and abuse. The Firm and its members are required to maintain accurate records for the appropriate length of time to enable us to comply with all relevant laws and regulations. And, our Anti-Corruption Policy commits the Firm and its members to maintain accurate and transparent books and records, and prohibits attempts to omit or falsify transactions and expense reports. McKinsey’s Code of Conduct and Anti-corruption Policy apply to all Firm Members. McKinsey also has a Supplier Code of Conduct. The Firm also has strong cyber security controls (e.g. two-factor authentication) to prevent unauthorized access of our systems and data. The Firm also has frequent e-learning courses required for all employees on topics such as cyber security, storage and disclosure of data, policies governing trading in securities, etc. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  |
|   3.1.20   6.2 Please provide full details of your management approach to equal opportunities, diversity etc. and describe how it will be carried out in practice by relating it to the Client's requirements. Where possible provide copies of any formal policy documents/operating manuals and make reference to three paragraphs from the documents which you believe will be most relevant to the Client's requirements. (In relation to this question attachments may be used to support the answer but attachments must not be used to answer the question in its entirety)  | Our commitment to diversity and inclusion within our Firm, in our clients, and in society more broadly inform our policies and practices which guide our daily behavior. This commitment is woven throughout 1) Our values and dual mission; 2) Our public commitments to human rights, diversity and inclusion; 3) Our internal policies and practices to foster diversity and inclusion; 4) Our work with clients to capture the value of diversity and inclusion in their organizations; 5) Our research and partnerships making the case for greater equity; 6) Our work strengthening communities and supporting organizations who expand social and economic opportunities for people of all backgroundsWe have a deep and long-standing commitment to advancing gender parity, diversity, and inclusion in business, in society and within our firm. At McKinsey, diversity and inclusion are not just moral imperatives, they are integral to our dual mission – to help our clients make substantial, lasting performance improvements and to build a firm that attracts, develops, excites, and retains exceptional people.We have long sought to advance diversity in our own Firm, in our clients, and in society more broadly, as well as to foster an inclusive culture, where every colleague—regardless of background—feels a deep sense of respect and belonging. For our approach to equal opportunities, McKinsey is a strictly meritocratic organization with promotion based purely on demonstrated ability and potential. To ensure that consultants progress as rapidly as possible they are provided with unrivalled opportunities for development. However, ultimate responsibility for exploiting these opportunities rests with the individual consultant. Development needs are assessed formally at semi-annual performance reviews and informally during the rest of the year. Consultants address their development needs by participating in formal training, receiving informal coaching and exploiting opportunities presented by individual engagements. We also routinely use our in-house communications specialists to help develop consultants during the course of projects.. Publicly available documents with references to our EDI approach are: our 2020 Social Responsibility Report (https://www.mckinsey.com/about-us/social-responsibility/2020-social-responsibility-report/overview) and our Human Rights Statement (https://www.mckinsey.com/about-us/social-responsibility/code-of-conduct/human-rights-statement).  |
|   3.1.21   6.3  Please provide details of how you ensure all staff have awareness training in Equality and Diversity.  | Our diversity equity and inclusion (DEI) engagement with colleagues includes our affinity and resource groups, town halls, and other community-based events that help foster a sense of belonging among colleagues. They also provide the opportunity for communities to form around shared identity or interests.Throughout the year, signature events, including International Women’s Day, Day of Pink, Pride, and Black History Month, encourage our colleagues to come together around priorities such as allyship, belonging, and inclusivity.We are diligent in minimizing bias across our people processes. Our recruiters and interviewers are trained in anti-bias techniques, and we use tools—such as McKinsey Solve—that help us assess candidates in an unbiased way. More than 1,000 of our senior leaders have taken anti-bias training, and we are continuing to expand our focus on debiasing to the development and advancement processes. As part of our talent development approach, we are implementing best practices for sponsorship, including:• Women’s Leadership Workshop: a global manager training workshop designed to develop the leadership skills and peer network needed for success in leading teams• Pathway to Partner: a program for senior engagement managers that provides an opportunity to build leadership while expanding support networks• McKinsey Black Network sponsorship program and Endeavor learning journey: programs that help advance experienced Black colleagues across several initiatives, For the past decade, we have invested in programs to enable women at McKinsey to build exceptional careers, including specific learning and developmentprograms, inclusive leadership and unconscious-bias training, and a global initiative to ensure our women are sponsored, with colleagues and leaders investing in their success. As part of our commitment to continue accelerating gender equality across the firm, McKinsey became a signatory to the UN Women’s Empowerment Principles in 2021.  |
|   3.1.22   6.4 Please describe how you ensure that your Equality and Diversity agenda and policies are communicated throughout your supply chain.  | McKinsey is committed to managing our firm in a way that is socially responsible and makes a difference to communities. This commitment extends to the goods and services we purchase and to the choice of suppliers with whom we work. As described in our 2021 ESG Report, we believe that our supply chain should reflect the diversity of the communities in which we live and work by actively seeking opportunities to increase the diversity of our suppliers, including companies owned by women, people from minority ethnic groups, LGBTQ+ individuals, individuals with disabilities, and veterans. As part of our 10 Actions to reduce racial injustice, which are publicly available on our website, we have committed to doubling our spend with a sub-set of diverse-owned suppliers within three years. In 2022, the Firm not only met this goal—but exceeded it.To drive further progress, we are growing our network of supplier diversity champions, building action plans within many top spend categories, developing relationships with our existing diverse suppliers, and communicating this issue’s importance to many of our largest suppliers. Additionally, we are promoting supplier diversity supporting diverse suppliers more broadly through a broad range of approaches, including:Outreach: Conduct proactive outreach efforts by joining various non-profit organizations that facilitate connection and collaboration with diverse suppliers. For example, McKinsey is a proud corporate member of the National Minority Supplier Development Council (NMSDC), Women’s Business Enterprise National Council (WBENC), WEConnect International, Supply Nation, and Minority Supplier Development UK (MSDUK), Canadian Aboriginal and Minority Supplier Council (CAMSC), Disability:In, and the National LGBT Chamber of Commerce (NGLCC)• Inclusion: Ensure that diverse businesses have fair access to McKinsey bids when appropriate• Qualification: Screen diverse suppliers to ascertain if a match exists between suppliers' capabilities and McKinsey’s current and/or future needs and ensure that supplier has appropriate certification• Development: Work with diverse suppliers to ensure requirements and standards are clearly communicated and understood so that diversity suppliers are successful as McKinsey vendorsBeyond our internal practices, we work through our clients, research, and community engagement to promote opportunities for diverse businesses. A few examples include:• Working directly with clients to support their supplier diversity efforts by, for example, hosting webinars to promote sharing of best practices• Expanding training opportunities for diverse business owners and leaders via the McKinsey Inclusive Business Accelerator (MIBA) (https://www.mckinsey.com/business-functions/operations/how-we-help-clients/mckinsey-inclusive-business-accelerator). • Providing training for supplier diversity professionals, for example by delivering a workshop at the NMSDC Annual National Program Managers‘ Seminar in 2020, the NMSDC Business Opportunity Expo in 2021 and the NMSDC Business Economic Summit in 2022• Strengthening diverse-owned businesses and developing diverse business leaders by, for example, providing free resources, trainings, workshops, and more• Making the case for supplier diversity and growth of minority-owned businesses through our research and publishing (e.g., Expand diversity among your suppliers – and add value to your organization) (https://www.mckinsey.com/business-functions/operations/our-insights/expand-diversity-among-your-suppliers-and-add-value-to-your-organization).For more information on our supplier diversity program, please view McKinsey’s 2021 ESG Report attached. Please see attached McKinsey & Company's 2021 ESG Report.  |
|   3.1.23   6.5 Please provide full details of your management approach to health & safety and describe how it will be carried out in practice by relating it to the Client's requirements. Where possible provide copies of any formal policy documents/operating manuals and make reference to three paragraphs from the documents, which you believe will be most relevant to the Client's requirements. (In relation to this question attachments may be used to support the answer but attachments must not be used to answer the question in its entirety)  | We are a professional services firm and hence the risks of major industrial accidents in our own offices are low. McKinsey’s health and safety management system has been developed to address the needs of a global organization. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.Our greatest health and safety risk is travel security. We have travel policies in place, we also retain International SOS, the leading advisory firm, to provide risk assessment and travel security assurance for all of our travelers, and have Everbridge, a security alert system.Given the geographic diversity of our offices and teams, we also provide worldwide emergency medical and evacuation services to our colleagues to ensure their health and safety, no matter where they are working.In cases where our firm members are working at client sites, we follow the Health & Safety direction of our clients.Through our Supplier Code of Conduct, suppliers are expected to take measures to protect the health and safety of their employees.  |
|   3.1.24   **7 SID4GOV**  |  |  |
|   3.1.25   7.1 Sid4Gov is an initiative that has been developed to create a single supplier registration portal that will provide Government buyers with a single place to access supplier related information in support of market engagement and procurement processes. Further details can be found at  https://sid4gov.cabinetoffice.gov.uk/HMRC requires all suppliers to register for Sid4Gov. Please confirm if you have already registered or will commit to registering on the Sid4gov portal should you be successful.  | We confirm we are already registered on the Sid4gov portal.  |
|   3.2   **Award Criteria - Technical Merit - Schedule 2.1 (Services Description)**  |  |  |
|   3.2.1   Please describe your design philosophy for the solution (for example, you may indicate the technology on which the solution is based, i.e., blockchain) as per the core requirements and reporting requirements detailed within Sections 3 & 5 of the specification document. Your response should describe how this philosophy achieves the requirements in the specification and the associated benefits, risk and limitations which you identify with this philosophy.Max 4 pages + attachments (note attachments should be diagrams or illustrations only)  | Please see attachments for our response to this question. Please see attachments for our response.  |
|   3.2.2   | Please see attachments for our response. Please see attachments for our response.  |
| Please describe your proposed approach to architecture and design, using diagrams and process flows to show how the concept will be put together (using industry standard notation). Your response should also detail how your solution would conform with general software design principles, for example, the proposed use of programming language, the proposed software design concept and its extensibility. |
|  |
| Max 2 pages + attachments |
|   3.2.3   | Please see attachments for our response. Please see attachments for our response.  |
| How will your proposed approach ensure the capture and recording of payment data which enables the following without impacting on Parts 1 - 4 of the Core requirements: |
| i) the separated portions of a split to be brought back together if needed (such as to support payment refunds, reversals and chargebacks), and |
| ii) HMRC to associate a tax split with the tax liable person or business entity |
|  |
| Your response should also explain the benefits of this approach over other possible approaches to this problem. |
| Max 2 pages + attachments |
|   3.2.4   | Please see attachments for our response. Please see attachments for our response.  |
| Describe your approach to meet all of the Phase 1 requirements (keeping in mind the need to also comply with the core requirements) as detailed in Section 4.2 of the specification document (keeping in mind the need to also comply with the core requirements). Your response should explain how you plan to identify the following within your solution: |
| - buyer residency |
| - seller location |
| - transaction purpose |
|  |
| Your response should also include any necessary assumptions. |
| Max 3 pages + attachments  |
|   3.2.5   | Please see attachments for our response. Please see attachments for our response.  |
| Following your response to Q3.2.4, describe your approach to meet all of the Phase 2 requirements as detailed in Section 4.3 of the specification document. Your response should explain how you plan to: |
|  |
| - use compliance status information |
| - capture a payment before it leaves the UK's jurisdiction |
|  |
| Your response should also include any necessary assumptions. |
|  |
| Max 3 pages + attachments  |
|   3.2.6   | Please see attachments for our response. Please see attachment for our response.  |
| Following your response to Q3.2.5, describe your approach to meet all of the Phase 3 requirements as detailed in Section 4.4 of the specification document. Your response should explain how you plan to go beyond existing payments messaging data (including Level III card data) to identify: |
|  |
| - where a buyer is physically stood |
| - place of consumption |
| - good's location at time of sale |
|  |
| Your response should also include any necessary assumptions.Max 4 pages + attachments   |
|  |
|  |
|   3.2.7   Please provide timescales for delivery for Phase 1 which adhere to the required timelines detailed in Section 4.2 of the specification document. Your response should also explain what measures will be introduced to ensure these timescales will be adhered to.Max 2 pages + attachments (gantt chart)  | Please see attachments for our response. Please see attachment for our response.  |
|   3.2.8   Please provide timescales for delivery for Phase 2 which adhere to the required timelines detailed in Section 4.3 of the specification document. Your response should also explain what measures will be introduced to ensure these timescales will be adhered to.Max 2 pages + attachments (gantt chart)  | Please see attachments for our response. Please see attachment for our response.  |
|   3.2.9   Please provide timescales for delivery for Phase 3 which adhere to the required timelines detailed in Section 4.4 of the specification document. Your response should also explain what measures will be introduced to ensure these timescales will be adhered to.Max 2 pages + attachments (gantt chart)  | Please see attachments for our response. Please see attachment for our response  |
|   3.2.10   | Please see attachments for our response. Please see attachment for our response.  |
| Please provide a resource profile detailing your proposed team composition including the staffing level and the monthly number of days per team member for each phase. |
|  |
| This resource profile should: |
| i) Align with the delivery timescales provided for each phase (i.e. your responses to Q3.2.7 - Q3.2.9) |
| ii) Align with the staff roles/grades provided in your cost model |
| iii) Exclude any information regarding costs (such as day rates) |
| Max 1 page + attachment (gantt chart)  |
|   3.2.11   Please outline how your organisation's skills, experience and knowledge have been used to meet a similar requirement to the scope of HMRC's required services and, based on this, explain why you believe you have the right capability, competence and innovative approach to achieve HMRC's requirement as detailed within the specification document. You may provide a relevant case study to further support your response, however this is not mandatory.Max 2 pages  | Please see attachments for our response. Please see attachment for our response.  |
|   3.2.12   | Please see attachments for our response. Please see attachment for our response.  |
| Please provide a summary of your proposed key personnel and demonstrate:i) how they will each contribute to the successful output of the proof of concept andii) how their skills and experience make them suitable for supporting the delivery of the requirements stated with the specification document. |
|  |
| To support your description, please provide a curriculum vitae (CV) for each proposed key person, including information relevant to the foregoing, as well as their status within the organisation, proposed project role and area of expertise. Each CV should not exceed one page. |
|  |
| Max 2 pages + attachments |
|   3.3   **Award Criteria - Technical Merit -  Management Activity**  |  |  |
|   3.3.1   **Specific Responsibilities of the Parties - Schedule 3 (Authority Responsibilities), Schedule 4.1 (Supplier Solution)**  |  |  |
|   3.3.2   Please confirm you have read and understood the Contractor's (Supplier's) responsibilities as set out in Schedule 4.1  | We confirm.  |
|   3.3.3   **Contract Management and Management Information - Core Terms**  |  |  |
|   3.3.4   C1 (b) Please describe how you will ensure the Client has access to all relevant documentation for the purposes of commercial and security assurance, risk assessment, procedures etc  | In the course of our work we are entrusted with client and third-party confidential information and we take exceptional care with the information that has been entrusted to us. Client confidential information is all non-public information (written or oral), including business plans and trade secrets, client names, the nature of our client services, our recommendations or advice, client data, and information we purchase at our clients’ expense. We only share client confidential information with colleagues who have a legitimate need to know, or those we know are authorized to access the information. In their use of social media, we expect colleagues to safeguard client confidential information, including anything that could reveal a client’s identity or our presence there. Colleagues are also expected to ensure that our clients’ data and the firm’s data environment is protected from unauthorized external access by adhering to the cyber security standards as described in the firm’s cyber policies.  |
|   3.3.5   C1 (d) Please describe how you will ensure the Client has access to a Contractor representative at all times during working hours (Mon - Fri 08:00 to 18:00)  | We will share contact information (work emails and mobile numbers) for the full team with key HMRC stakeholders for ad-hoc discussions. We will also set up standing meetings as described in the Services Description section with specific stakeholder groups at a jointly-agreed cadence for regular reviews.  |
|   3.3.6   C1 (e) Please describe how you will realise all possible efficiency savings during the term of the contract.  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  |
|   3.3.7   C1 (g) Please confirm that you will provide the Client with the most up to date management information relating to the previous two quarters at least 5 working days before any review meeting and describe how you will do this.  | We confirm that we will provide the Client with the most up to date management information relating to the previous two quarters at least 5 working days before any review meeting.   Our project manager will work with the designated HMRC point of contact / private office to ensure a standard update template document is in place, and that this is completed 5 days prior to sessions  |
|   3.3.8   C1 (h) Please confirm you have read and understood the Change Control Procedure as set out in Schedule 21 Variation Form and please describe how you will ensure the Change Control Procedure will be managed within your organisation and who will be responsible for the procedure.  | We confirm we have read and understood the Change Control Procedure. Our Responsible Partner XXXXXXXXXX will be responsible for coordinating this procedure, with XXXXXXXXXXXXXXXXXXX (Senior Responsible Partner) as stand-in if XXXX is unavailable for some reason. We would request HMRC engage with XXXXXXXXXXXXXX on all Change Control Procedures, and our offices will ensure that For all changes, we will outline the proposed change or changes, establish options available, establish a summary view of impact, pros/cons, potential risks and mitigations. We will then hold a decision-forum to confirm the change, and ensure closure is established through written confirmation with the designated HMRC point of contact.  |
|   3.3.9   C1 (i) Please confirm that you have read and understand the Dispute resolution Process in Core Terms and describe how this will work in practice.  | McKinsey is deeply committed to its clients and to helping them make distinctive, lasting and substantial improvements in their performance. During the course of an engagement, McKinsey collaborates with its clients to ensure client satisfaction. In the event of a dispute, McKinsey will promptly meet with client executives with responsibility for the engagement or the overall relationship and attempt in good faith to resolve such dispute without interruption of services.We have also read and understood the dispute resolution process in Core Terms.  |
|   3.3.10   C1 (j) Please provide details of the Contract Manager and Contract Management Team you will provide as part of the service making reference to the escalation procedures. Team plans may be provided as part of your response. (Please note you must provide a complete answer to the question and not just attach your management team plan)  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX. |
|   3.3.11   **Service Levels - Schedule 10**  |  |  |
|   3.3.12   Please describe how you will meet the required Service level's  requirements described in Schedule 10  | Within 20 working days of the start date, we will provide HMRC with details on how monitoring and reporting of service level adherence will operate. Throughout the engagement, we will provide performance monitoring reports fortnightly showing adherence / performance against service level criterion specified in Schedule 10.  |
|   3.3.13   **Risk, Audit and Compliance Function**  |  |  |
|   3.3.14   E2 a) Please describe details of your risk management policy including the roles and responsibilities of those managing the Risk, Audit and Compliance function and how you will ensure it is compliant with industry standard best practice and any future certification standards.  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   3.3.15   E4 a) Please describe how you will implement a risk assurance programme including the systems and controls you will use to identify early warning indicators and provide details of who will report to the Client on such systems and controls and how regularly the reporting procedure will be carried out.  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX |
|   3.3.16   E5 a) Please confirm you will ensure the Client has access to carry out a security audit of the services at any time and that you will facilitate audits as requested by the Client including providing any relevant documentation without withholding information or causing unreasonable delay to the Client.  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   3.3.17   E6 a) Please describe how you will provide the Client with an update on all/any outstanding audit issues relative to the services, detailing their progress  | McKinsey will work directly with the client ensure outstanding issues are handled in a mutually agreed upon manner.  |
|   3.3.18   E8 a) Please describe how you will mitigate risk and its impact on the Client and how you will document risk of non-compliance with current and future regulation and legislation including the  General Data Protection Regulation UK General Data Protection Regulation, Freedom of Information Act 2000, Money Laundering Regulations 2007, Terrorism Act etc.  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   3.3.19   E9 a) Please describe how you will record, investigate, take remedial action for any breaches of the Client's requirements  and report to the Client. Please also describe how you will monitor the occurrence of regular breaches to identify trends and how this will be reported to the Client.  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   3.3.20   E9 b) Please describe how you will ensure your personnel have adequate understanding to enable them to identify breaches within their area of responsibility and the wider business and report, investigate and address breaches as appropriate.  | Personnel are subject to mandatory periodic training about secure data handling and contractually required to maintain confidentiality of client personal data. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   3.3.21   E9 c) Please describe how you will provide a summary report of all compliance, fraud, security and business continuity breaches to the Client where the breach is deemed to be significant in nature by the Client.  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   3.3.22   E10 a) Please describe the procedures you will put in place to ensure the Client protected from financial crime and/or cyber crime.  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  |
|   3.3.23   **Development, Testing and Demonstration**  |  |  |
|   3.3.24   F1 a) Please provide an indicative Development Plan in line with the requirements detailed in the specification, including the activities involved at each stage and the timescales required leading up to completion of each Milestone/Phase  | We will hold spring planning at the beginning of each sprint to plan out features and functionalities as per milestones of each phase. This will be accompanied by daily stand-up meetings with the build team. Following this, we will do spring reviews and sprint retrospective sessions at the end of each sprint. JIRA/Trello will be updated on a daily basis to track progress. This process will be closely followed by the Product Manager who will continuously search for early warning signs of delays in any of the work components.We have further outlined the detailed development work plan in section 3.2.27 to 3.2.29.  |
|   3.3.25   F1 b) Please describe how you will provide a Development Plan which (a) will include the Clients requirements as set out in the Specification (b) follows good industry practice and, where use is made of a software based tool, (c) is fully accessible to the Client.  | We will leverage JIRA/Trello for managing product backlog of requirements outline in PoC specification and sprint stories, tracking task progress, ownership and dependencies. In addition, we will collaborative tools like confluence/Notion/Sharepoint for content collaboration.  |
|   3.3.26   F1 c) Please describe how you will report progress against the Development Plan to the Client  | We will set-up regular cadence meeting involving key stakeholders to provide key milestone updates and roadmap e.g, Steering Committee meeting for key stakeholdersWe will demonstrate the working version of the product during sprint demosAt the end of each phase there we will produce iteratively the report, according to required specific, involving our expert panel. |
|   3.3.27   F2 a) Please describe how you will ensure work starts with the Client to agree appropriate revisions to the Development Plan within two weeks of the contract award.  | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   3.3.28   F2 b) Please describe how you will perform all your obligations to ensure you are in a position to provide the services on and following the service commencement date and how you will ensure the Development Plan is maintained and updated on a regular basis to reflect the current state of the development of the PoC.  | • Holding sprint planning at the beginning of each sprint to plan out features and functionalities as per milestones of each phase • Conducting daily stand-up meetings with build team to track the progress and unblock developers by actioning on the blockers working closely with working leadership• Doing sprint reviews at the end of each sprint to demonstrate the progress and milestone achievements. This would allow the product team to receive the feedback from experts and users for further enhancement • Conduct sprint retrospective sessions at the end of each sprint to reflect on the process and identify areas of improvement during PoC.  • Updating JIRA/Trello with the latest status on daily basis, thereby showing the latest progress towards the milestone.  |
|   3.3.29   F3 a) Please describe the processes and  procedures you will put in place to ensure each Milestone/Phase is performed by the Due Date.  | Daily stand-up meetings with build team to track the progress and unblock developers by actioning on the blockers working closely with working leadership. Also, we will realistic sprint goals which are achievable to meet the overall timelines.  |
|   3.3.30   F3 b) Please describe the procedure you will undertake to monitor Milestones/Phases and inform the Client of any delay or likely delay in meeting the Due Date for a Milestone/Phase.  | The product manager would know about the blockers impacting the overall delivery through daily stand-up updates. We will continuously look out for early warning signs of delay like incomplete tasks, resource constraints, technical issues, or any other factors that may hinder progress. We will assess the impact of the delay on the project timeline and milestones. Accordingly, we will report the cause of delay with potential mitigation plan through collaborative problem-solving approach.  |
|   3.3.31   F3 c) Please describe how you will support the Client in testing and reviewing whether a Development Milestone complies with the service requirement and if not, what remedy procedure you will put in place.  | We will collaborate with HMRC to facilitate the UAT (User Acceptance Testing) process by providing necessary guidance on UAT scenarios, test scripts, test results and success criteria in-line with PoC specifications.  |
|   3.3.32   **Exit Management - Schedule 30 (Exit Management)**  |  |  |
|   3.3.33   G1 a) Please provide details of your exit management plan.  | We will put in place an Exit Management process to ensure a seamless transition, maintain productivity, protect sensitive information, and promote positive relationships.XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.  |
|   3.3.34   G1 b) Please describe the procedure you will use to review and update the Exit Plan in agreement with the Client within one (1) month of each anniversary of the commencement date. | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  |
|   3.4   **Social Value**  |  |  |
| On 1st January 2021, Procurement Policy Note (PPN) 06/20 launched a new model to deliver social value through government's commercial activities. HMRC will take account of the additional social benefits that can be achieved in the delivery of this Contract on the theme of “Innovation and Disruptive Technologies”. More information can be found from The Social Value Model link. |
|  |
| The social value benefits that can be delivered through the contract rather than wider corporate policies the supplier implements as part of its standard business practice. Any benefit identified as social value in contract under the model must be over and above the core deliverable/s of the contract. |
|  |
| Tackling economic inequality, creating new businesses, new jobs and new skills: |
| Entrepreneurship, growth, and business creation. |
| Employment |
| Education and training |
|   3.4.1   | Please see attachments for our response to this question. Please see attached.  |
| **Theme 2: Tackling economic inequality** |
| Using a maximum of 1000 words describe the commitment your organisation |
| will make to ensure that opportunities under the contract deliver the Policy Outcome and |
| Award Criteria. Please include: |
|  |
| i) your ‘Method Statement’, stating how you will achieve this and how your commitment |
| meets the Award Criteria, and |
|  |
| ii) a timed project plan and process, including how you will implement your commitment |
| and by when. Also, how you will monitor, measure and report on your commitments/the |
| impact of your proposals. You should include but not be limited to: |
| -timed action plan |
| -use of metrics |
| -tools/processes used to gather data |
| -reporting |
| -feedback and improvement |
| -transparency |
|  |
| iii) how you will influence staff, suppliers, customers and communities through the delivery |
| of the contract to support the Policy Outcome, e.g. engagement, co-design/creation, |
| training and education, partnering/collaborating, volunteering. |
|  |
| Please note: The question is asking you to provide firm social value commitments you would deliver as a direct result of being successfully awarded the contract resulting from this procurement exercise, which are over and above any existing social value policy/incentives you may already have in place within your organisation. As such, your response should not focus on existing social value policy/incentives you may already operate. |
|  |
| Any social value deliverables the supplier commits to provide in response to this question will be incorporated as contractual commitments within the contract prior to signing. In addition, suitable Key Performance Indicators (KPIs) to monitor the supplier’s performance against such commitments will be agreed between HMRC and the successful supplier prior to contract signature. These KPIs will be incorporated within the performance levels contract schedule. |
|  |
| Within your response, please suggest suitable KPIs and targets for each social value commitment made within your response that you would be satisfied to abide by should you be successfully awarded the contract. HMRC will review the suggested KPIs and targets and if satisfactory to HMRC, these will form the contractual social value KPI’s to be incorporated into the contract should you be successful at tender award. HMRC reserves the right to suggest amendments to such KPIs or agree alternative KPIs with the successful bidder prior to contract award should the KPIs/targets be unsatisfactory to HMRC.  Bidders must provide suggested KPI’s and targets as part of their response, however these are for information only and will not form part of the tender evaluation.**Sub-Criteria for MAC 3.2: Innovation and disruptive technologies**Activities that demonstrate and describe the tenderer’s existing or planned:● Understanding of opportunities to drive innovation and greater use of disruptivetechnologies, green technologies, efficiency and quality to deliver lower cost and/or higher quality goods and services  ● Creation of a design and tendering environment that is conducive to tenders that offer innovation and disruptive technologies. Illustrative examples: outcomes-based specifications enabling alternative approaches to be offered; co-design with users and communities; approaches that invite innovative approaches to be proposed and developed; activities that promote collaboration to access new technologies/green technologies and/or approaches.● Measures to ensure the development of scalable and future-proofed new methods to modernise delivery and increase productivity. |

**Attachments**

**XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX**