

Call-Off Schedule 4 (Call Off Tender)

1. Service Offering

1.1. The Supplier shall provide each of the following services to the Authority, the cost of which shall be included within the Supplier's service levy:

1.1.1. Transactional Management including billing

The Supplier shall manage all transactions on behalf of the Authority within its custom-built CRM system 'OASIS'. The Supplier will work with the Authority to create a transaction timeline to prepare for purchases and to budget, ensuring the Authority transact within the correct agreements, at the best price and ensure continued alignment to the Authority's strategy. The Supplier will work with the Authority to build and capture sustainability KPI's into commercial contracts to support the Authority's Sustainable Procurement objectives which will underpin insightful management information enabling the Authority to make decisions that will improve sustainability performance and outcomes.

1.1.2. Management of vendor portals

The Supplier's in-house support team will provide full portal training on the Volume License Services Centre (VLSC), O365 and Azure portals to the Authority's designated staff. This training will help the Authority staff to understand the site(s), how to access, manage and assign licenses and maximise license usage to help Authority staff easily run and manage Authority environments.

1.1.3. Licence and software compliance

The Authority shall be supported by a dedicated Microsoft Licensing Specialist for the duration of the agreement. The Microsoft Licencing Specialist shall work closely with the Authority and gain a sound understand of the Authority's business and licensing requirements. Through regular review meetings, the Microsoft Licencing Specialist will continuously work closely with the Authority to assess its license usage and current and future goals and ensure the Authority complies with the licensing terms of its agreement in the most cost-effective way.

1.1.4. End-User License Agreement (EULA) database

The Supplier shall provide and maintain a database in which it will store accurate, up-to-date records of the Authority's end-user license agreements.

The Supplier will provide paperwork with details for each agreement, reports from its internal CRM system and important key licence agreement dates. The Supplier will ensure that the Authority has start, end and anniversary dates for key agreements and shall deliver a service that ensures key milestones are prepared for well in advance of Microsoft deadlines. The Supplier shall ensure the data is in compliance with the licensing requirements and effectively optimise the Authority's license usage, with a goal to reduce the Total Cost of Ownership.

1.1.5. Licencing helpdesk

The Supplier's Technical Advice Desk shall offer support to the Authority for all Microsoft software purchased for and on behalf of the Authority. The Technical Advice Desk service shall provide advice via the Supplier's online portal or via telephone. For clarity the advice provided is independent of any direct Microsoft support service and is limited to topics such as, product features, capabilities, Portal issues, licence activation, licence distribution, and basic troubleshooting. The Authority's staff can contact the Supplier's Technical Advice Desk on [REDACTED] email [REDACTED] and the portal is available at: [REDACTED] during normal office hours.(09:00 to 17:30, Monday to Friday inclusive)

1.1.6. Microsoft product training

The Supplier will provide regular engagements throughout the term of the agreement and will provide a full suite of bespoke Microsoft product training. The training will ensure the licensing and product features are understood by the Authority staff and how they will benefit the Authority. The Supplier is a FastTrack change expert and shall ensure the Authority's eligibility for additional workloads is maintained throughout the term of the agreement. As a minimum the Authority shall have access to:

- Licensing Workshops – High-level training to teach Authority staff the licensing fundamentals, explaining Authority agreements and how to navigate current and future deployment changes.
- Envisioning Workshops – A Supplier generated, 45-minute sessions which will showcase the 'art of the possible', covering the following topics:
 - Modern Management
 - Security
 - Sustainability
 - Employee Engagement (Microsoft Viva)
 - Hybrid World/Voice/rooms
 - Document Management
 - Accessibility
 - Supporting Frontline Workers

- Productivity and Collaboration
 - Power Platform
 - Windows 11
 - Governance
 - Surface
- Azure 101 – High-level overviews to showcase the possibilities of Azure to develop an understanding of the Authority's environment further and discuss a potential roadmap for utilising this technology.
- Viva Workshop – The Supplier will provide a 'free-of-charge' Microsoft Viva workshop to empower Authority staff to be at their best, wherever they work.
- Events – The Supplier shall make available to the Authority regular collaborations with Microsoft and other Supplier partners to attend virtual and in-person 'free of charge' events and webinars. These events to be booked on the Supplier's website: www.phoenixs.co.uk
- Customer Roundtables – The Supplier hosts industry-specific customer roundtables where participants discuss industry trends and challenges and how to overcome them. Free of Charge invitations to such roundtables shall be included within the Service offer.

1.1.7. Deployment optimisation

As a Microsoft Centre of Operational Excellence, the Supplier will take advantage of available promotions and discounts (such as DTA21) to procure the most cost-effective agreement(s) for and on behalf of the Authority. The Microsoft Licensing Specialist shall regularly review the Authority Bill of Materials ("BOM") and provide advice and guidance on how to optimally license the Authority's Microsoft estate based on available product discounts and/or alternative licence products. Example areas for optimisation shall include removal/redistribute licenses that are underused and futureproofing opportunities of the Microsoft licence estate for Authority growth plans. The Supplier will determine potential licenses the Authority may require in the future and lock in SKUs to protect the Authority from any price rises.

1.1.8. Provision of Management Information

The Supplier shall utilise its internal in-house built CRM system to proactively manage the Authority's agreements. The Supplier shall set renewal alerts and reminders, provide on demand reports and a dashboard estate view of the Authority's agreements, tenants, purchases and spend. The Supplier shall use a custom design infrastructure system to support customer relationship management and the provision of licensing. The Supplier shall include analysis of historical records for transactions and quotes logged under unique customer reference numbers. The Supplier will download and collate the

Authority Management Information each night to its secure UK Data Warehouse, such Management Information shall provide the foundation for the Supplier in-house report generation program. The Supplier will maintain flexibility to retrieve all data streams recorded directly from its UK Data Warehouse. This shall permit the production of different types of report to support any unique reporting requirements of the Authority. Example reports available shall include, but not be limited to:

- Monthly spend by product type, lines, cost centre/delivery point and organisation
- Number of orders placed by value, number of lines per order
- Average order value, by cost centre and by delivery point
- Ordering method used – including number of orders placed and value
- Expenditure by product group and subproduct group
- Overall expenditure by current year versus last year
- Expenditure on software products and services by SMEs
- Performance against key performance indicators (KPIs)
- Order fulfilment details including timings
- Delivery timescales
- SLA's reports
- Savings tracker

In addition to standard purchase history style reporting, the Supplier shall send regular monthly reports examining the Authority's online service utilisation. The Supplier's licensing team will proactively review these reports so that the Supplier can work with the Authority to gain greater ROI from the Authority's licenses where possible. The Supplier acknowledges that the Authority has a multi-tenant environment. The Supplier will provide the reports outlined above per tenant if requested to do so by the Authority.

1.1.9. Monthly Service performance reviews

The Supplier's account management team, led by the Supplier's Contract Manager, shall hold monthly Operational Board and Azure Hosting Board meetings with the Authority as set out in Call-Off Schedule 15 (Call-off Contract Management). The Operational Board and Azure Hosting Board meeting agendas shall include as a minimum:

- Introductions
- Review of current working projects
 - project progression
 - Identify actions
 - Next steps
- Future Projects and Cloud Transformation
- Updates from Microsoft

- Authority Microsoft Benefits and Incentives
 - Software Assurance Benefits (i.e. HUP, new version rights, License Mobility through SA, Azure Hybrid Use Benefit)
 - Microsoft Learn o Microsoft FastTrack
 - Azure Funding
- Security Review
- SLA/Service Review
- CSR and Sustainability Update
- Next Steps

Where required or at the request of the Authority, the Supplier shall include in-house subject matter experts at Operational Board and Azure Hosting Board meetings.

In addition to the monthly Operational Board and Azure Hosting Board meetings, at the request of the Authority, the Supplier's Authorised Representative and Contract Manager shall present a quarterly Executive Review to the Authority's senior leadership team. The presentation topics shall include as a minimum:

- Update of Major Vendor status – Details current levels of compliance, any areas for review and any audit activity.
- Agile Sprint Summary – Which stories have been completed, which are in progress, and which are in the backlog.
- Agile Sprint Points Summary – how many points have been used for the contract and how many are left to complete.
- Microsoft License Import Update – Total number of License Imported into system, any issues with License Import, License and Software Compliance.
- Highlights
- Areas for Improvement

1.2. Additional Services – Agreement Management and Support

The Supplier will provide to the Authority a free of direct charge, full service-wrap which will support the Authority, its staff, and end-users with its purpose to improve and protect the environment.

The Supplier shall provide to the Authority a dedicated account management team ("Dedicated Team") to include a Contract Manager and a 'buddy' supporting Contract Manager to ensure continuity throughout the term of the agreement. The Supplier shall provide to the Authority an aligned sales support function within the Dedicated Team who shall support the Authority with daily management of its account to include quotes, enquiries, and orders. The Supplier shall also provide to the Authority an aligned Licencing Specialist within the Dedicated Team. All Supplier staff within the Dedicated Team shall be a Microsoft Certified Professional and hold

Microsoft fundamentals qualifications as a minimum.

The Supplier shall provide to the Authority a Cloud Solutions team to assist with maximising the Authority's investment in Microsoft technologies through.

- deployment projects,
- deliver technology and innovation days based on the latest Microsoft technology roadmap announcements,
- support end-user adoption and change aspects of a migration to the Cloud.
- Envisioning sessions

The Supplier's Cloud Solutions team shall consist of experts in M365, Business Applications and all Azure workloads. The Cloud Solutions team shall work free of direct charge and collaboratively with the Dedicated Team to support the Authority.

The Supplier shall provide to the Authority a dedicated Customer Success team that shall ensure the Authority is leveraging maximum value from its investment in this Agreement. The Supplier shall provide to the Authority a dedicated Customer Success Manager, who will have overall responsibility for the management and success of the Agreement. The Supplier's Customer Success team shall attend quarterly Executive Review Board meetings to report on successes and opportunities arising from this Agreement.

The Supplier shall provide the Authority with dedicated and industry-focused Azure Technical and Commercial Specialists ("ATCS"). The ATCS shall provide Azure Platform, management of Azure, and Azure cost optimisation guidance. The ATCS shall also provide the Authority with visibility of Microsoft future Azure Roadmap and provide recommendations to support future service delivery. The Supplier shall provide to the Authority an Azure Customer Success team who will work with the Authority at quarterly Azure Hostin Board meetings and as required on optimisation of the Authority's Azure deployment roadmap and emerging Azure technologies.

The Supplier shall provide to the Authority a free of additional charge, initial Azure optimisation review as part of the Agreement 'onboarding' process and annual Azure health checks at each Agreement anniversary as the Authority's authorised Partner Admin Link (PAL) provider of Azure. The reviews shall be designed to ensure that the Authority's Azure consumption is optimised at the start of the Agreement and to ensure the Authority maintains the most efficient and effective use of the Service.

The Supplier shall incorporate Microsoft's T-12 engagement plan as part of the account management for the first 12-months of the Agreement. The Contract Manager shall be responsible for the management of each milestone to ensure it is adapted to the Authority's needs and will incorporate relevant in-house specialists to

optimise the Authority's Microsoft licenses. The Supplier's in-house Azure T-12 program shall be tailored to support the Authority strategy through the lifetime of the Agreement and the Supplier shall provide the Authority with workshops and upskilling sessions to help enhance its Azure goals.

1.3. Additional Services – Anniversary and Renewal Planning

The Supplier's dedicated Licensing Specialist shall, at each anniversary, hold licence deployment sessions to support the Authority in its review of its licensing needed for the next 12 months (15 Months for the year 3 order); ensuring the BOM meets the Authority needs whilst ensuring promotions/discounts are leveraged where possible for cost optimisation. After the Agreement's 3rd year anniversary order is placed, The Supplier shall support the Authority with its Renewal Planning. The Supplier will review the Authority's current Bill of Materials for each tenant and work with the Authority to understand its future goals and objectives, profiling scenarios to ensure the Authority are correctly licensed whilst ensuring costs are optimised. As part of this Renewal Planning the Supplier shall review user profiling, offers/concessions/promotions available from Microsoft, license usage vs consumption and future strategies. The Renewal Planning exercise will develop to include regular checkpoint reviews, through which various licensing options will be evaluated. After completing the final checkpoint review, the Supplier will provide a comprehensive Bill of Materials and complete licensing solution proposal. The licencing solution proposal will specifically reflect the Authority's existing environment and future technology roadmap in the most cost-effective way.

2. Service Levels

2.1. The Supplier shall meet the Service Levels described in call-off schedule 14 (Service Levels). In support of delivering the Service Levels the Supplier shall provide the following:

2.1.1. Internal resources available to support service delivery

The Supplier's Account Manager and Microsoft Licensing Specialist shall be the Authority's single point of contact for support and technical issues. Where either the Supplier's Account Manager and/or Microsoft Licencing Specialist are unable to support the Authority, the Supplier shall provide suitable experienced alternative points of contact. The Supplier shall provide 24/7 Technical Advice for software purchased via this Agreement at no charge to the Authority. The Supplier shall provide an IT Service Desk to support the Authority's interaction and ticket logging via email, internet portal, chat, and phone. The Supplier shall ensure the IT Service Desk is supported by its Professional Services team which shall include specialists in EUC/Infrastructure, M365, Mobile Device Management, Cloud Security, Azure and GRC practises and the Project Management function. Furthermore, the

Supplier shall provide, as required, a team of Microsoft experts to assist the Authority in achieving its digital goals, unlocking onboarding assistance, engineering expertise, and end-to-end guidance including the ability to unlock free-of-charge funding and engineering support.

2.1.2. How Service Levels will be monitored and reported

The Supplier shall, within twenty working days of the Call-Off Start Date provide details of the proposed process for monitoring and reporting for SLAs for agreement and approval by the Authority. Following agreement of the SLA monitoring and reporting procedure the Supplier will develop and monitor a KPI Dashboard to ensure the contract performance is in accordance with the thresholds stipulated in the SLA. The Supplier shall manage any areas identified as non-compliant in accordance with its ISO 9001 accredited Non-Conformance Procedures. The KPI Dashboard will form the foundation of monthly management updates and Contract Performance & Efficiency Reviews. The Supplier shall provide active benchmarking of Service Level and KPI performance to drive continual improvement.

2.1.3. Internal escalation triggers/routes to manage poor performance

The Supplier shall ensure automated alert and escalation systems are in place which will drive the prompt identification, management, and resolution of any KPI failures. Any incidents shall be prioritised based upon their severity. Where a system is down or unavailable it shall attract the highest service solution. The Supplier's escalation process shall seek to resolve issues within 5 calendar days and record all incidents on its CRM system for monitoring until resolution. Where the Authority experiences any issues in relation to poor service, it may escalate them to escalations@phoenixs.co.uk or contact the IT Service Desk. Any escalation shall follow the Supplier's organisation hierarchy, which is:

1. Service Desk Manager
2. Director of IT Services
3. Managing Director

The Supplier shall ensure a full business continuity provision and crisis management team are in place to minimise disruption to the Authority should unforeseen circumstances arise. The crisis management team will maintain communication with the Authority to ensure it is updated on the progress and plans. The business continuity provisions will ensure the Authority's critical functions and services can continue or alternative plans are executed until the issues are resolved.

3. Flexibility & Scalability

3.1. The Authority recognises that it manages a large Microsoft estate for a wide

variety of end user communities. There will likely be occasions where the Supplier will be expected to be reactive to demands at short notice.

3.1.1. Flexible and scalable service

The Supplier shall work with the Authority to understand its needs and ensure the Authority is licensed to meet its specific requirements for each end-user community, ensuring maximum productivity and efficiency. The Supplier shall work proactively with the Authority to plan for Authority's renewal and enrolment anniversary milestones. The Supplier shall ensure it is reactive to the Authority demands at short notice and ensure the Authority's end-user communities are sufficiently active, resourced and functioning to their best abilities. The Supplier shall provide the Authority with a flexible, scalable and streamlined service, which shall be adequately staffed throughout the lifetime of the contract.

4. Innovation & Continuous Improvement

4.1. The Authority requires the Supplier to identify and assist with opportunities to improve the ROI from its Microsoft estate. The Supplier shall provide expertise and added value services, as part of this agreement, which will benefit the Authority through efficiencies and cost savings in its Microsoft products.

4.1.1. Licence management

The Supplier shall provide the Authority with a Software Asset Management ("SAM") managed service, maintaining the Authority's software licencing and vendors that have previously been onboarded into the Clarity Platform, including Microsoft, and based on the core principles of the 'Clarity Agile SAM' ("Clarity") service for a period of six (6) months from the Call-off Start Date.

The Clarity managed service shall include as a minimum.

- Access and use of the Clarity/License Dashboard Platform
- Updating the Clarity Platform, once per month, with new purchases associated to vendors already onboarded.
- Once a month, perform a Licence Reconciliation of all existing licenses and new purchases associated to vendors already onboarded.
- Once a month, perform a Licence Baseline for all vendors already onboarded.
- Within six months, delivery a Microsoft Effective Licence Position ("ELP")

The Clarity managed service will not include:

- Onboarding of New Vendors
- Data migration assistance from Licence Dashboard Platform to

Authority platform (ServiceNow)

- Agile Sprint Points

In collaboration with Clarity the Supplier's Account Management team shall ensure that all license purchases, associated to vendors already onboarded in Clarity, and/or related 'true-ups' are correctly specified, purchased, archived, and monitored in accordance with the Clarity operations model to ensure that all Authority contract obligations are being adhered to and that the Authority licence purchase records are accurate. The Supplier's Account Management team shall provide reliable and trustworthy advice, based on unbiased real-time data.

In addition to the above, the Supplier, for the term of the Agreement, will provide the Authority with a bi-annual Microsoft ELP, delivering a single comprehensive Microsoft ELP every six months. The Microsoft ELP shall include:

- License Reconciliation of all Microsoft entitlements
- Baseline of all Microsoft deployments and usage
- Microsoft ELP (MS Excel format) including detailed compliance position, reporting shortfalls or surplus license rights
- Each year, deliver an Azure Cost Management & Optimisation project

Following the initial six-month period, the Microsoft ELP deliverables will not include the Clarity/License Dashboard Platform. software assets.

4.1.2. Hosting optimisation

4.1.2.1. Cloud Productivity

The Supplier shall provide an end-to-end analysis of the Authority's IT infrastructure which shall take into consideration the Authority's current deployment, usage, processes and licensing data. The Supplier analysis will provide recommendations of Authority's overall Cloud ready capabilities in relation to its desktop Cloud migration strategy and end-user productivity solutions, providing insights on business processes and technology barriers.

4.1.2.2. Azure Cost Management & Optimisation

The Supplier shall assist the Authority to manage and optimise its Azure spending through Cost visibility, Cost Optimisation, Budget Tracking and Alerts with recommendations presented to Defra based on usage patterns and trends. The service components shall include:

- Licensing and subscription guidance & advice – The Authority may contact the Suppliers Azure licensing consultant on the most cost-efficient

way to subscribe. Licensing scenarios shall include, but not limited to, reserved instances, utilisation of existing licensing investment through Hybrid Use Benefits and/or License Mobility through SA rights and/or procurement questions over exchange of licenses and subscription families.

- Notifications & Cost Alerts Administration – The Supplier may provide cost and service notifications to avoid unwanted overage if required by the Authority. At the Authority's sole discretion, the Supplier's Azure licencing consultant will set up and administer Alerts and Notifications to ensure the Authority is warned early to avoid Azure cost sprawl.
- Azure Tagging – The Supplier shall make available 'tagging' of elements and resources within Azure to assist with grouping resources together to align to Business Units, Cost Centres and Projects.
- Quarterly cost analysis and optimisation – The Supplier shall provide quarterly reporting on Azure usage to include cost analysis of current spend and provide visibility of potential problems and areas to optimise to save money. The Supplier shall provide usage analysis (Costs and Utilisation), overage, trend, and anomaly tracking (Including Reserved Instance Utilisation). The Supplier shall present Optimisation opportunities, best practise advice to achieve cost savings to adhere to budgets.

4.1.3. 'As is' assessment methodologies, reporting of opportunities inc. risk vs reward evaluation.

The Supplier Account Management team will work collaboration with the Authority to produce a list of priorities based upon predicted value that will form the Demand Backlog of the Clarity Service. The Clarity Service will review the Demand Backlog, identifying considerations such as, but not limited to, how the related vendor may have changed in the market; whether the vendor is introducing new license models; whether the customer has license renewal anniversaries coming up and where the customer is within various product lifecycles. The Demand Backlog items shall be prioritised based on value outcome and, if deemed significant, will be added to the next sprint, where a sprint is conducted over a month and results in identified required actions, estimates of cost optimisation benefits and/or risk mitigations.

4.1.4. Horizon scanning, risk mitigation and future Microsoft Road map monitoring / reporting.

4.1.4.1. Horizon Scanning

The Supplier shall use horizon scanning for early visibility of developments by examining threats, opportunities, and future technology using multiple sources. The Supplier shall work collaboratively with Microsoft Software Limited to gain insights and share best practices on how to get the most out of Microsoft technology with the Authority. The Supplier will use this information to build innovative solutions and cost efficiencies with enhanced productivity and management and report accordingly at Operational Board and/or Azure Hosting Board meetings.

4.1.4.2. Microsoft Relationship

The Supplier shall work strategically in partnership with Microsoft Software Limited at senior management level and with key Microsoft Software Limited stakeholders. The Supplier shall incorporate any Microsoft Software Limited product licencing roadmap information which it is made aware of into its Operational Board and Azure Hosting Board reports.

4.1.5. Adoption and Change Management

Where required the Supplier shall provide the Authority with specific and tailored change programmes in support of change projects related to licenced products purchased under the terms of this Agreement. Such change programmes shall include as a minimum: a change management plan, Authority staff training plans, and information relating to technical requirements and project milestones. Authority staff training shall be available via in-person / remote workshops and/or video eLearning materials and/or specific 'how to' infographics.

In addition to the above, the Supplier shall make available to the Authority at no additional cost, 10 hours per contract year of specific support for the implementation of Cloud for Sustainability and/or a Hardware Carbon Assessment.

5. Environmental Improvements

5.1. The Authority is the leading central government department for the environment and places it at the heart of its commercial activities. As such environmental improvements formed an integral part of the Authorities evaluation in relation to this Agreement. Within its tender submission, the Supplier attests to a series of targets and measures it shall deliver in support of the [Greening Government Commitments 2021 to 2025](#) policy paper (see Annex 1). The Supplier shall report progress against the targets and measures within Annex 1 at each quarterly Executive Review Board.

5.2. Where the Supplier fails to meet or expects to fail to meet any target within Annex 1 it shall include within its Executive Review Board report, details of the reasons for the failure or expected failure and what additional actions the Supplier will undertake to rectify the matter.

5.3. Where the Supplier fails to comply with clause 5.2, the Authority reserves the right to treat the non-compliance as a Critical Service Failure as set out in Call-Off Schedule 14 (Service Levels).

6. Economic Inequality

6.1. Equality and Diversity (EDI),

The Supplier shall:

- Encourage EDI in the workplace as good practice/ business-sense
- Create a working environment free from bullying, and unlawful discrimination, promoting dignity and respect, where individual differences and contributions are recognised/ valued.
- Train all staff about rights/responsibilities under the EDI policy.
- Take seriously complaints of bullying, harassment, victimisation, and unlawful discrimination. Such acts dealt with as misconduct under the organisation's grievance and/or disciplinary procedures/ appropriate action taken.
- Make opportunities for training, development, and progress available to all staff
- Regularly review employment practices/ procedures
- Monitor make-up of the workforce
- Report on its EDI achievements at each quarterly Executive Review Board.

And shall retain and/or seek to improve its:

- LBTQ Policy
- Menopause Policy
- Separate private spaces for milk pumping and prayer room
- Non-binary toilets
- Accessibility Centre of Excellence showcasing the latest solutions to staff/ customers
- Microsoft Accessibility Fundamentals course

6.2. Career Development and Apprenticeships

Within its tender, the Supplier has attested to delivering an apprenticeship

programme across technical sales, service desk and back office non-technical roles. The Authority requires the Supplier to report on any measurable benefits arising from its apprenticeship programme at each quarterly Executive Review Board.

6.3. Working with the Supply Chain

The Supplier shall:

- Support initiatives which increase supply chain resilience
- Comply with the Prompt Payment Code in support of fair payment terms
- Actively seek to promote supply chain opportunities with SME's and VCSE's
- Monitor and track its supply chain's compliance with the Modern Slavery Act 2015 (as amended).
- Actively encourage its supply chain to develop strategies in support of the government's Carbon Net Zero by 2050 agenda.
- Actively manage cyber risk throughout its supply chain.
- Report on supply chain performance at each quarterly Executive Review Board.

A: MITIGATING CLIMATE CHANGE: WORKING TOWARDS NET ZERO BY 2050**Supplier Targets**

20/21	Baseline	Goals detailed in Carbon Reduction Plan. Aligned to PPN 06/21 and associated guidance and reporting standards. SECR reporting is carried out at BTG PLC level.
2040	Net Zero Green House Gas emissions	
2025	80% revenue supply chain Net Zero (Scope 1&2)	
2026	Reduced our emissions by 50% (Scope 1&2)	

Supplier Measures

Emissions in tCO2e	Total tCO2e	Scope 1 tCO2e	Scope 2 tCO2e	Scope 3 tCO2e	No. Emp	tCO2e p/e	Carbon Neutral ***
Mar 20 to Feb 21 (Baseline)	120	35	62	23*	216	0.55	Yes
Mar 21 to Feb 22	61	29	0	31*	313	0.19	Yes
Mar 22 to Feb 23 (Estimated LfL ***)	49	26	0	23**	364	0.13	Yes

B: MINIMISING WASTE AND PROMOTING RESOURCE EFFICIENCY

Supplier Target	Supplier Measures			
Reduce emissions produced by energy and waste by a minimum of 50% by 2026 (FY20/21 baseline).	Year / tCO2e	Waste	Energy	Total
	2020	1.05	93.52	94.57
	2021*	1.05	41.62	42.67
	2022**	0.58	35.06	35.64

METHODOLOGY

Waste Management	Energy	Travel
Zero Waste to landfill (Jul 22)	100% renew-able electricity (Jul 21)	Hybrid Working since (Sept 21)
Hardware pre-configured - reducing double handling. Re-use packaging. Electronic software licensing. All office waste is recycled	Switch-off campaigns Motion-sensor lighting Replaced 30-year-old boilers LED Bulbs HEPA Filter air-conditioning	All company cars are EV Active car share programme Flexible hours for buses FOC staff EV charging points Salary sacrifice EV scheme
SUCCESSSES TO DATE		
Doubled recycling	Reduced Electricity >30% Gas > 15%	Reduced travel by 60%

C: REDUCING OUR WATER USE

Supplier Target	By 2025 to have reduced water usage by 50%			
Supplier Measures	2019	2020	2021	2022
	492m3	466m3	461m3	TBC
Methodology		Success to date		
<ul style="list-style-type: none"> All sinks are equipped with automatic push taps. Reuse rainwater back into the gardens/ ponds. 		Reduced water usage by more than 15% per person to date		

D: PROCURING SUSTAINABLE PRODUCTS AND SERVICES

Supplier Target: By 2025 80% of supply chain revenue will be carbon net zero for scope 1&2		
METHODOLOGY <ul style="list-style-type: none"> Centralised purchasing, rigorous supplier onboarding to ensure alignment with our values. Project ongoing to better understand scope 3 supply chain, upstream/ downstream emissions. Circular economy for kit procurements ensures we have and support our customers with; Considered Procurement/ Responsible sourcing and manufacturing/ Easy deployment/ Responsible disposal. 		
TOOLS TO INFLUENCE THE SUPPLY CHAIN In 2021 we recruited a full-time permanent Sustainability Lead, to drive best practice throughout our business, with partners and for our customers. Examples:		
Workforce <ul style="list-style-type: none"> Sustainability induction Sustainability online courses Sustainability campaigns Volunteering opportunities Staff allotment Recycling awareness 	Partners/Suppliers <ul style="list-style-type: none"> Review working practices of suppliers Sustainability online courses Partners/ suppliers commit to Supplier Code of Conduct Quarterly events 	Supporting Customers <ul style="list-style-type: none"> Whitepaper and resources Sustainability online courses Circular Economy FOC assessments Advice/ support Webinars/ Events

E: NATURE RECOVERY – MAKING SPACE FOR THRIVING PLANTS AND WILDLIFE

• Our two ponds with over 75 fish, bat boxes, bird, and hedgehog houses, attract a wide variety of wildlife, which we capture on our nature webcam. Our staff allotment area has increased engagement in the wildlife around our offices.

• Our volunteering partner OnHand match any employee volunteering activities, planting over 680 trees in the last year.

F: ADAPTING TO CLIMATE CHANGE

TARGET Maintain ISO14001 accreditation and IEMA membership – Net Zero 2040
METHODOLOGY ISO 14001 Environmental Management System governs environmental best practice throughout our supply chain and operations and enables us to adapt to climate change challenges: <ul style="list-style-type: none"> Comply with the requirements of the Environmental Protection Act 1990 Minimise the risk to the environment and public from acts of pollution during operations Have control measures in place to protect the natural environment and conserve resources Minimise emissions of noise, air pollution and waste products Ensure all employees have suitable information, instruction, training, and supervision Require all contractors/ suppliers meet with an equal standard of care for the environment Assess the environmental impact of any new developments/actions Continually monitor the environmental impact of our operations
GOVERNANCE The environment is governed by an ISO14001 committee and who undertake climate-change risk assessments and develop an action plan as part of our carbon reduction plan. Our Sustainability App aligned to Gov.UK conversion rates for CO2e, enables us to Record, Report and track Reduction of our carbon emissions across all scopes. Suppliers annually review and commit to our Supplier Code of Conduct to reduce their carbon emissions, manage environmental risks and are compliant with our values and targets.
ACCOUNTABILITY <ul style="list-style-type: none"> Operations Director is responsible for ensuring we and our suppliers are compliant and manage risk. Staff Sustainability Network drive behaviour changes and ideas through the workforce. Sustainability Lead works alongside our workforce and customers to deliver sustainability projects.
TRANSPARENCY

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Usage is recorded in the Sustainability App, converted to CO2e and monitored monthly. Reported on half yearly in non-financial disclosure reports. Progress is published on our website half yearly informally and annually officially as part of our CRP. Your Account Manager will update you.

G: REDUCING ENVIRONMENTAL IMPACTS FROM ICT AND DIGITAL

HOW WE SUPPORT CUSTOMERS

IT Carbon Assessments	Env Gov and Risk Compliance	Smart Sensor Solutions
Azure cloud migrations	Data Dashboards	Delivering Green-er Services
We also support customers with broader IT solutions to understand their environmental impact:		
Sustainability App:(CRN Tech Impact Award Winner 2022)		Microsoft Cloud for Sustainability

We are on the waiting list to join the Government Digital Sustainability Alliance to work in collaboration to address the sustainability challenges, with Defra and others.

We host de-carbonising ICT sustainability events and webinars. March 8th in partnership with Dell, Microsoft and Defra (Adam Turner Head of UK Digital Sustainability) to discuss sustainable hybrid IT infrastructure, SOCITM webinar March 22nd. All our event travel for staff, partners and customers is carbon credited as part of our carbon neutral programme.