



Sierra Nevada Corporation Mission Systems UK Social Value Plan

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SNC SIERRA NEVADA CORPORATION MISSION SYSTEMS UK Key Strengths	
	SNC Mission Systems UK has a clear plan and vision to collaborate towards UK Social Value goals
	SNC Mission Systems UK have processes in place to ensure equal and fair environments for employee's to develop and perform in a sustainable environment
	SNC Mission Systems UK consistently explores new mechanisms to benefit Social and Environmental positive impacts by focusing on ethical sourcing

Introduction

Social value is the value that people place on the changes they experience in their lives. The Principles of Social Value provide the basic building blocks for anyone who wants to make decisions that take this wider definition of value into account, in order to increase equality, improve wellbeing and increase environmental sustainability. These are generally accepted social accounting principles and are important for accountability and maximising social value.

References

This document has been developed in line with the information, advice and guidance provided by the following references

- The Social Value Model
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940826/Social-Value-Model-Edn-1.1-3-Dec-20.pdf
- The Guide to Using the Social Value Model, Government Commercial Function
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940827/Guide-to-using-the-Social-Value-Model-Edn-1.1-3-Dec-20.pdf
- The Public Services (Social Value) Act came into force on 31 January 2013. It requires the contracting parties to think about how they can also secure wider social, economic and environmental benefits.

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Tackling economic inequality

Overview

As part of SNC MS UK's social value plan, we are aiming to actively support the increase in the UK supply chain resilience and capacity by modernising delivery and increasing productivity.

Theme	Outcome	Sub-criterion
Tackling economic inequality	Increase supply chain resilience and capacity	Modernising delivery and increasing productivity

The long-term sustainability and cost-effectiveness of projects depends significantly on utilising a skilled local workforce to implement them. SNC MS UK have built their global defence profile on identifying like-minded organisations to build lasting collaborations resulting in meaningful investment within specific geographic areas.

SNC MS UK have an ethos of continuous improvement and learning. We shall create high-value jobs locally and continue partnerships with academic institutions in South Wales (Cardiff University), as well as sourcing UK-based supply chain partners through Enabling Contracts. By localising service delivery using reliable partners, we shall build resilience into our supply chain to provide ongoing assurance to our customers/clients.

By building and retaining an extensive skills base in the UK that harnesses SNC MS UK's long-established reputation for innovation in the defence sector, a resilient, responsive, and productive supply chain shall be developed and maintained which benefits our customers/clients and future programmes.

In addition, to build greater resilience, continuous improvement and productivity in its supply chain, SNC MS UK shall cascade down its innovative Model Based Systems Engineering (MBSE) approach through to its Supplier Enabling Agreements with chosen suppliers and subcontractors. The aim of this process is to ensure the supply chain are more efficient, reduce waste and therefore provides lower costs that can be transferred to our customers/clients.

SNC MS UK Social Value Commitments- Tackling Economic Inequality

Category	SNC MS UK Performance Metric(s)
 Modernisation and Flexibility	<ul style="list-style-type: none"> SNC MS UK shall ensure that any UK investment shall assist in the modernisation of our services New jobs shall be created in the UK (from SNC MS UK and supply chain partners) to increase the range of capability and service flexibility Minimum 25% of supply chain/subcontracting spend on UK-based SME (Small to Medium Enterprise) supply chain partners SNC MS UK shall create work placements per annum for undergraduate/postgraduate students
 Continuous Improvement/ Organisational Learning	<ul style="list-style-type: none"> Minimum of one Project Learning and Improvement workshop undertaken by the Project Management Team (with our customers/clients if required) per quarter to identify service efficiencies, improvements and drive higher quality and reduced costs. Minimum of one innovation workshop per quarter, facilitated by the Design Manager and to include our customers/clients where required SNC MS UK shall attend throughout the year defence industry events Minimum one innovation survey per annum for staff and review by Project Management Team Minimum one solution trialed and/or implemented (if successful) following innovation survey Minimum two organisational learning workshops undertaken by the Project Management Team with Enabling Contractors and Suppliers attendance per annum
 Design and Tendering Environment	<ul style="list-style-type: none"> Minimum of one innovation workshop per quarter for supply chain partners and end users, facilitated by the Design Manager to identify potential new solutions Minimum 1 feedback session per quarter held between SNC MS UK Design Team and End Users Minimum one technology review per quarter with suppliers and end users All subcontracts where possible placed with sub-contractors shall be an outcome-based specification to enable the latest technology and / or approaches to be provided Any innovation/ technology trials proposed by third parties shall be reviewed and where possible taken forward with approval from our customers/clients Minimum of two Industry days per annum hosted by SNC MS UK with customer/client attendance this shall enable potential new suppliers, vendors and subcontractors which are outside of the current supply chain to identify potential new inclusions to the Supplier Enabling Arrangement. These Industry days shall identify new technologies and solutions including new green sustainable methods and/or approaches.

SNC MS UK's Approach

Scalable and Future-Proofed New Methods

SNC MS UK works with users and communities during design development, to support the development of scalable and future-proofed new methods that can modernise service delivery and increase productivity. This is in line with SNC MS UK's accredited ISO 9001: 2015 Quality Management System. The Supply Chain Manager (SCM) is responsible for working with the Design Manager (DM) to facilitate this approach.

From the innovation surveys, workshops and industry days, once an issue or new development idea is identified for the service, the DM begins mapping the possible solutions within the sector, identifying where relevant solutions are currently in place, the reasons why these solutions have been implemented and the names of the organisations and/or their suppliers who can offer the solution to SNC MS UK. The

solution may comprise of a new product which brings added value or a new process/ way of working which optimising elements of a process or workflow, resulting in the same outcome through more productive means.

During the solution mapping activity, the SCM maps the relevant stakeholders who are required to be involved as part of the co-design. These stakeholders consist of users, Enabling Contractors, suppliers, specialist groups/communities (including academic institutions), and customer/client representatives (if required).

After the stakeholders and various solutions have been identified, the SCM and DM host a virtual workshop with the stakeholder group to 'frame the need.' This workshop focuses on ensuring there is a consensus on the following: the issue, involvement, contribution to the problem and contributions to the solution. Once agreed, the development of the solution is in line with an Agile integration approach by SNC MS UK. If required, SNC MS UK is supported in the design development by users and community members, ensuring all individuals hold the required security clearance. This is facilitated through live sharing of design documents via SNC MS UK's secure SharePoint site, enabling stakeholders to leave review comments and make suggestions on the design.

Following development, the solution is tested by design team members of SNC MS UK, following testing the DM invites users to also test the solution, provide feedback on its usability and practicality in the field. At this stage, if any further improvements are identified, they are carried through to the iteration phase. The design team, supported by security cleared users and stakeholders where required, ensures these are implemented into the solution.

Once iterations have been implemented, the DM and SCM engage again with users to ensure the solution is fit for purpose. If any issues are identified at this stage, the development and iteration process repeats until completion. Once complete, the solution is tested in the field by a sample of users. Following the testing, all users provide feedback to the DM in the form of a survey, and all relevant design comments are reviewed and addressed as part of a final iteration.

Organisational Learning and Continuous Improvement

SNC MS UK have two approaches to using organisational learning and continuous improvement. First, and presented here, is the SNC MS UK strategic organisational learning approach that forms a part of our ISO 9001: 2015 Quality Management System (QMS). Second, is our Agile Scrum process that ensures a collaborative approach to working across a specific project or programme where there are multiple partners and teams.

Strategic Organisational Learning and Continuous Improvement

SNC MS UK's strategic approach is based on the Kaizen model taking its seven fundamental principles and using them in the context of the technical development and innovation space. This is a 'whole of company' cultural improvement approach owned by the Senior Management Team with a standing agenda item at Board Meetings.

SNC MS UK also use this approach when working with supply chain partners, known as Supplier Enabling Agreement suppliers. The approach is the same as above except a programme is created to be rolled out to the partners and their staff. Training is provided for new suppliers on how the process works and depending on the scale, project managers are assigned to support partners.

The principles are:

1. Get staff involved

There are two approaches used: One, specific companywide improvement programmes are flowed out from above to individuals using a campaign approach to gather support and create a feedback loop to the problem being addressed. Two, by using a suggestions system that allows staff to suggest issues that require addressing. This ensures a ground level up approach that drives creation of companywide improvement programmes.

2. Collate issues from feedback

All suggestions are routed to the Quality Team who collate and prepare suggestions for discussion by the Senior Management Team. Suggestions are recorded in our ERP system to be able to track progress and provide analytics of trends. This enables the creation of an improvement programme.

3. Create solutions

The improvement programme creates a feedback loop for staff to respond to with potential solutions. Depending on the scale of the issues being addressed, this can be carried out on an individual or team basis. Where the problems are large scale or complex, we use our Agile Scrum process.

4. Test solutions

Solutions gathered that are agreed by the Senior Management Team or Board are rolled out, the scale of the rollout being proportional to the level of risk to ongoing business as 'beta' solutions or pilots.

5. Analyse results

Each programme has implementation plan including milestones and check points. Progress Gates are also added to large scale programmes to ensure there are options for modifications, roll back, and cancellation. At each stage preliminary results are analysed to data for decision making and measures of success.

6. Adoption

At each stage, given positive results, changes are adopted into the overall business model either directly or through appropriate training with the Quality Team responsible for updating company policy and processes.

7. Repetition

The process is repeated continuously with the Quality Team reviewing suggestions on a weekly basis to provide a report to the monthly Senior Management Team meetings.

Design and Tendering Environment

All procurements shall be undertaken by SNC MS UK from the UK with support from SNC US, and by running the procurement from the UK, SNC MS UK shall increase the inclusion of UK suppliers and support the UK economy/labour market.

Outcomes-Based Specifications

To ensure the success of outcome-based specifications for our customers/clients, SNC MS UK's Procurement Manager engages with multiple stakeholders, including the Design Team, Supply Chain Manager, Enabling Contractors, existing suppliers, and customers/clients, identifying its feasibility on specific project requirements. Through our proposed innovation industry days, where we shall be conducting horizon scanning, SNC MS UK shall also emphasis that we shall be utilising outcome-based specifications for suppliers to offer alternative approaches to our customers/clients requirements. Risk assessment by the Procurement Manager considers factors such as project failure, underperformance from suppliers, and supplier financial failure. The Procurement Manager leads early market engagement activities with suppliers to understand existing levels of capacity, capability, and experience. This intelligence then informs the specification design process to ensure that its objectives remain achievable.

SNC MS UK maximises the scope of available Enabling Contractors, including SMEs, who undertake the specification requirements through several channels, including:

- Dividing specification requirements into individual lots for tendering purposes
- Facilitating involvement of consortia and joint ventures to bid
- Outlining the feasibility of larger market suppliers to deliver contracts using formal partnerships (e.g. supplier enabling arrangements and subcontracting) with SMEs
- Tendering based on outcome specifications
- The implementation of our Supplier Enabling Arrangements which enables SNC MS UK to work with suppliers and our customers/clients to set mutually satisfactory outcome goals.
- SME supplier days

- Advertising of possible requirements in the appropriate publications.
- Advertising opportunities via the Defence Sourcing Portal

Codesign with Users and Communities

SNC MS UK's preferred method of codesigning projects across multiple partners (supplier Enabling Agreement contractors) is the SNC MS UK Agile Scrum process that ensures a collaborative user and communities' approach to working across a specific project or programme.

Agile Scrum Codesign 	
	Users and Communities shall play a key role within our Agile Scrum codesign process.

Roles and Responsibilities

The Agile Scrum process is founded on values of self-organisation and collaboration across partners from the Product Owner, Scrum Master and Development Team with forward and backward-looking feedback loops. The assigned delivery team, made up of SNC MS UK, Enabling Contractors, users and communities is responsible for producing outcomes required and ownership the core roles and responsibilities. The Product Owner and Scrum Master from SNC MS UK shall aim to facilitate the progression of the delivery team.

Approach

The Agile Scrum approach comprised of sprints towards a final goal. The sprints were made up of tasks towards a distinct outcome, with all sub-outcomes contributing towards the overall project outcome. To identify the sprints required, the Product Owner creates a Product Backlog which included a list of features required, each feature is then prioritised, and this Product Backlog forms the overall schedule for the project.

Sprint Planning

To ensure each sprint achieves the required sub-outcome, the entire Project Team meets prior to project start to identify the required feature to be delivered (with reference to the Product Backlog), and how it shall be achieved. This detail forms the Sprint Backlog document. Once confirmed the sprint Backlog is broken down into discrete tasks, each assigned its own task owner, and timeline for completion. All details are recorded within the feature's sprint schedule. Once the tasks and timelines are confirmed for the completion of the feature, the entire team attributes Story Points which determined the level of effort for completion, as influenced by the amount of work required, the complexity of task, and associated risk of failure /uncertainty of success. The sprint schedule (inclusive of Story Points) is agreed by the Product Owner and maintained by the Scrum Master who ensures no interruptions or obstacles interfere with the sprint being completed within the timeline. Finally, for ease of reference, the Scrum Master creates a Sprint Burndown graph which clearly visualises the progression of the sprint against expected cost, and a Release Burndown graph which shows progression against the project against expected cost.

Daily Scrum/Stand-ups

At the start of each day, sprints start with a Daily Scrum which is hosted by the Scrum Manager. During this session the Scrum Manager sets the context for the day's objectives, as well as gaining feedback on the previous days performance and understanding what each Delivery Team member shall undertake during this day and any obstacles which may restrict them occurring.

Sprint Review

At the end of each Sprint, the entire team meets with personnel and system suppliers to review and demonstrate the developed feature. During the Sprint Review, iterations can be requested to ensure compliance with the original Statement of Requirements, and by internal and external system suppliers to ensure successful integration across all systems. When an iteration is required, they are included within the Product Backlog, this is then reprioritised by the Product Owner to maintain focus and direction in the achievement of the outcome.

Sprint Retrospective

Once a feature has been fully developed and agreed following the Sprint Review, the entire SNC MS UK team shall meet to review the sprint to identify the effectiveness of the previous sprint and apply learning

within the follow-up sprint. This creates reverse and forward-looking feedback loops essential for the success of the project.

By using this approach, SNC MS UK ensures that the innovation present in Supplier Enabling Agreement and other contractors is embedded in the development process. Further, knowledge transfer is enabled by using this approach though the organisational learning taken back into partners. Strategic Organisational Learning and Continuous Improvement, provides a robust solution to enabling Knowledge transfer between contractors and ensures a collaborative approach to further development.

Enabling Innovative Approaches

As part of our supply chain contracts, subcontractors/suppliers are encouraged to forward ideas and proposals which shall deliver innovative approaches and we shall conduct formal Quarterly calls with supplier representatives to discuss proposed ideas, review service experience, and identify opportunities for further development. Within a safe design environment, SNC MS UK implements its Fail-fast, iterate-often approach to design improvement and innovation for our customers/clients benefit. This embodies an Agile methodology that mirrors a Shewhart-Deming Plan-Do-Check-Act Quality Assurance cycle.

In line with Agile project principles, the effort is broken down into sprints, driven by the Partial Capability Demonstration (PCD) objectives. The success of each PCD is measured via Key Performance Metrics (KPMs) and quantifiable Technical Performance Measurements (TPMs). The design and architecture of the system occurs in several sprints and refined throughout project duration. Once the Test and Evaluation phase is complete, requirements and interfaces are revised based on lessons learned and the cycle begins again. At the end of each year, the team performs a large-scale evaluation in an independent Government laboratory and/or flight test.

Collaboration to access New Technologies

SNC MS UK’s openness to collaboration with partners for customers/clients’ benefit and constant evaluation and updating/upgrading of its list of Enabling Contractors shall be reflected in its ISO 44001: 2017 aligned Collaborative Business Relationship Management System. SNC MS UK runs quarterly capability workshops with its suppliers, to understand business trajectory and how that translates into future capability. This explores the scope of introducing new technologies into SNC MS UK’s service delivery suite for its customers/clients, including our customers/clients. For example, SNC MS UK is currently working with leading suppliers and specialists in integrating enterprise networking capabilities from global IT leaders with in-house hardware and software platforms, to develop niche technology solutions for the benefit of both the US Department of Defense and our customers/clients.

SNC MS UK works in partnership with SME companies and experts in energy solutions for defence products. Involving this organisation in SNC MS UK’s product design and development processes enables green technologies to be incorporated into our services. This includes the feasibility of deploying fuel cells to provide an off-grid power supply for use by field operatives, or the use of rechargeable batteries components in UAVS.



Timed Project Plan and Process

SNC MS UK Timed Action Plan for Social Value- Tackling Economic Inequality			
ACTIVITY	OWNER (ROLE)	COMPLETION DATE	TOOLS/PROCESSES TO GATHER DATA
Liaise with University of Cardiff for initiating work placement scheme	SNC MS UK MS UK	Nov-21	In-person/remote meeting
Engage with TechUK/MakeUK to identify potential SMEs	SNC MS UK UK Commercial Director	Jan-22	In-person/remote meeting
Early market engagement with suppliers	SNC MS UK UK Commercial Director	Jan-22	Market research; networking events; in-person/remote meeting
Review existing UK supplier base	SNC MS UK UK Commercial Director	Sep-22	In-person/remote meeting
Initial design meeting with suppliers to confirm programme scope and requirements	Design Manager	Sep-22	In-person/remote meeting
Confirm Quality Management System requirements for suppliers	QHSE Manager	Sep-22	In-person/remote meeting
Internal design meeting to identify scope for innovation	Design Manager	Sep-22	In-person/remote meeting
Recruitment	HR Manager	Oct-22	Recruitment channels
Review of application of open architecture systems on future contracts to enable third party involvement	Chief Engineer	Oct-22	In-person/remote meeting
Review of tendering arrangements for future MOD projects	SNC MS UK UK Commercial Director	Jul-23	In-person/remote meeting
Review meetings with suppliers following Business As Usual	SNC MS UK UK Commercial Director	Jul-23	In-person/remote meeting

Fighting Climate Change

Overview

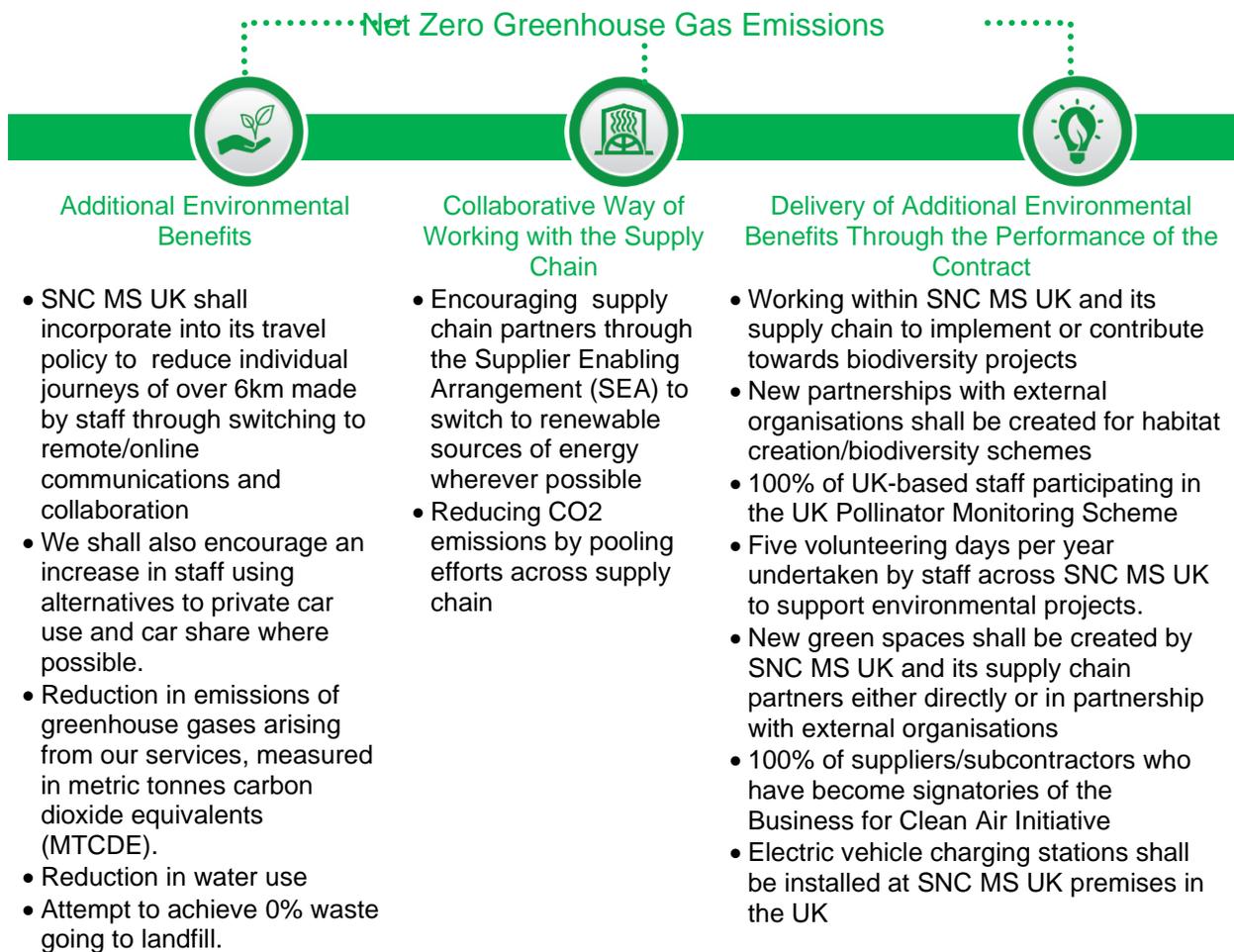
Deliver additional environmental benefits and an effective stewardship of the environment.

Theme	Outcome	Sub-criteria
Fighting Climate Change	Effective Stewardship of the Environment	Additional environmental benefits

The global need to fight climate change requires fundamental reassessment of how organisations and projects operate. SNC MS UK have appointed an Environmental Lead who shall devise and implement an environmental strategy, outlining actions that include reducing CO2 emissions and other greenhouse gases. This strategy shall apply the UK's Greenhouse Gas reporting categories of Scope 1, 2, and 3 (i.e. both internal and supply chain activities) for identifying solutions. These include using renewable sources of energy, reducing travel miles for goods, materials, and services, and applying reuse/recycle principles to existing hardware. Additionally, SNC MS UK shall build partnerships with organisations in the UK to transform urban areas by contributing to well-established projects focused on creating green spaces and promoting biodiversity.

In this undertaking, SNC MS UK fulfil its function as a steward of the environment for the benefit of communities in the UK and across the globe.

SNC MS UK Social Value Commitments- Fighting Climate Change



Method Statement

Collaborative way of working with the supply chain to deliver additional environmental benefits

Contract performance data from SNC MS UK and its supply chain partners shall be collated by the Environmental Lead and published in an Environmental Report. Data is collected in line with the official guidance from the UK Department for Environment, Food, and Rural Affairs (Defra). This includes the following:

- Total kilowatt hours used from electricity bills
- Total kilowatt hours used from gas bills
- Total water supplied in cubic metres (m3) from water bill
- Total water treated in cubic metres (m3) from water bill
- Fuel used in company owned vehicles as Litres of fuel purchased from invoices and receipts (more accurate)
- Employee receipts for details of travel
- Distance calculation websites to obtain flight, rail, and road distances
- Tonnes of waste-to-landfill and recycled from waste collection provider

This data is converted using Defra's greenhouse gas conversion factors, to calculate the greenhouse gas emissions associated with each activity undertaken by SNC MS UK, and shall be inform the performance monitoring activities for our environmental goals.

To ensure transparency, SNC MS UK makes its secure SharePoint platform available to create a dedicated performance dashboard. Authorised SNC MS UK and supply chain personnel shall have access for inputting data using a unique ID/password; distributed against a pre-defined list of authorised persons by the Security Controller. Access to a Read-Only version of the data shall be enabled for non-authorised supply chain personnel, ensuring they have real-time access to performance data. This document shall also be shared internally and with our customers/clients, detailing current performance against the performance metrics stated above and discussed at performance meetings.

The report shall use a Red Amber Green rating for each metric. Any metric that is categorised as 'Red' is subject to immediate review by SNC MS UK's project management team, resulting in an action plan devised to re-establish progress, and is shared with our customers/clients. Feedback from our customers/clients and other stakeholders contribute to the agenda of the quarterly performance review meetings held by the Project Management Team. These performance review meetings, identify areas for further development/improvement going beyond our customers/clients objectives, and the results of these meetings shall contribute to the development, trailing and implementation of new environmental solutions by the Project Management Team.

Delivery of Additional Environmental Benefits

SNC MS UK projects are delivered by in line with its Environmental Policy (aligned to ISO 14001:2018 Environmental Management Systems), which outlines its commitment to promoting and implementing sustainable and environmentally friendly operations and working practices. The Policy shall be reviewed to confirm its alignment with UK Environmental legislation and regulations, including Control of Pollution Act 1974, Environmental Protection Act 1990, Climate Change Act 2008, Air Quality Standards Regulations 2010, and Waste Electrical and Electronic Equipment Regulations.

In addition, all suppliers, Enabling Contractors and subcontractors shall be required to review our Environmental Policy, Strategy and Goals as part of our supply chain selecting and vetting processes, and confirm both acceptance to comply with our Policy and Strategy and commit to support the achieving of ours and the Authorities goals. This shall ensure a joined up approach to achieving our environmental goals is maintained.

SNC MS UK's Environmental Lead, shall lead the design and implementation of an Environmental Strategy for our future projects. The Project Leadership Team shall submit SNC MS UK's Environmental Policy for approval by our customers/clients prior to 1st April 2023.

The environmental strategy shall consider every element of SNC MS UK, their key suppliers and SEA contractors' deliverables to identify opportunities for reducing carbon emissions. Any UK premises shall be reviewed to determine the scope of introducing measures to reduce energy usage, including switching to renewables-based energy suppliers, using alternative fuels such as heat pumps or biofuels, installing loft and cavity wall insulation, reducing water usage through electronic taps and thermostatic mixer valves, and switching to LED lighting.

Travel and Remote Working

SNC MS UK employs a strategy to reduce repeat travel by increasing storage capacity within the UK to store hardware required for future projects, including portable and packable unmanned aerial vehicles (UAVs). SNC MS UK is reserving 1000 sq. ft. of their 50,000 sq. ft. space to house packable and portable UAVs as part of future projects. Reducing transportation emissions means a reduction in airfreight usage, the mode with the highest emissions per freight-tonne kilometre.

SNC MS UK is expanding their current workforce of 19 by more than double. Based on experience accrued through Covid-19, the majority of project time shall be delivered by remote personnel, resulting in a greater reduction of CO2. Additionally, the need for in-person meetings are reviewed on an individual basis to determine whether these can be delivered remotely instead; this shall be proposed for meetings with customer/client personnel as well, with their prior approval.

Extending Equipment Life Cycles.

SNC MS UK Extends equipment lifecycles to reduce costs and energy through recycling, re-use, and training. Where UAVs under our customers/clients control are deemed to be obsolete, SNC MS UK propose that these are recycled using SNC MS UK's workshop facility at MOD St Athan in order to reduce waste and repurpose obsolete equipment. This activity takes place within the scope of the Disposal Management Plan to ensure its safety and security.

Thereafter, the obsolete system parts or their entirety are reused on other customer/client/client programmes or used to benefit the local community, such as use by engineering students at the University of Cardiff, with whom SNC MS UK already have an existing partnership. In addition to prolonging the lifespan of the redundant UAVs and their component parts, this increases local graduates and post-graduates' understanding of UAVs and how they operate. This, in turn, benefits their employment prospects, including opportunities to join SNC MS UK as part of the recruitment/work placement programmes.

Additional Environmental Benefits



If applicable, solar-based power systems shall be installed on areas that can take advantage of the large surfaces available, such as rooftops or empty spaces outside, to enable further decarbonisation. These rooftops shall also be utilised for plants and pollinators wherever possible

Supply Chain Collaboration

As part of its contract procurement decision making, SNC MS UK limits the need for long-range logistics wherever possible by shortening existing routes, undertaking digital modelling to rationalise operational processes, such as site-based configuration. The use of UK-based supply chain partners enable this strategy to be envisaged.

Each of SNC MS UK' supply chain partners comply with applicable environmental laws and regulations, including but not limited to, obtaining required environmental permits, providing required environmental reports, properly controlling air, land, and water emissions, and properly disposing of chemicals and waste products.

To help monitor suppliers/contractors' performance on reducing greenhouse gas emissions, as well as other environment/sustainability projects, SNC MS UK is integrating this data using an information management system. This supports maintaining performance within required tolerance levels across the supply chain, as well as enable more informed risk assessment for proposed operational changes, such as changing product specifications.

A collaborative approach with suppliers is pursued, focusing on mutual corporate responsibility and performance improvement, beyond compliance. This includes identifying innovations in UAV hardware and systems that yield environmental benefits, such as advances in battery technology and sustainability. SNC MS UK is setting intensity-based targets with suppliers, based on CO2 emissions, per unit of product or sales, to ensure these remain proportionate with business growth and emissions performance.

As part of initial conversations with supply chain partners, SNC MS UK is identifying Best Available Techniques (BAT) to reduce emissions to air, water, and land. SNC MS UK shall report on greenhouse gas emissions as part of its Service Level Agreements with its suppliers/subcontractors. This data is reviewed quarterly by SNC MS UK who shall identify the need for additional action or intervention, if performance falls below expectations.

Where reducing emissions requires supply chain partners to make significant financial commitments, SNC MS UK is exploring the feasibility of sharing risk through joint investment alongside planned decarbonisation initiatives.

SNC MS UK's logistics management team shall review operational arrangements quarterly to identify ways to increase energy efficiency and reduce emissions. This includes, for example, reviewing the use of pallets and whether these can be removed from lorry space usage, reducing costs and emissions through greater efficiency.

Wherever possible, SNC MS UK procures off-the-shelf, low-carbon civilian technology, such as sustainable aviation fuel, fuel cells, and Electric Vehicles for relevant aspects of programme implementation, either from new or existing suppliers in order to reduce our carbon footprint and strive towards our goal of net zero greenhouse gas emissions.

In addition, during the modelling of our SEA, there shall be a clear focus on finding the optimal way of using shared resources across the service and supply chain. During this modelling SNC MS UK shall identify ways to reduce duplication of effort, double handling of equipment and storage across the entire fulfilment and maintenance journey. Thus enabling us to further improve both our operational and environmental efficiency.

Global Partnerships



SNC MS UK are working with Global Partners for the direct supply of their products to the UK, instead of delivery to SNC MS UK US then transportation to the UK for assembly.

Delivery of additional benefits

Enhancing the Natural Environment

As part of designing the Environmental Strategy with the Social Value Responsible Business Committee, SNC MS UK Environment Lead works with supply chain partners, Enabling Contractors and other organisations in the UK to identify opportunities for enhancing the natural environment. Potential partners for collaboration on habitat or biodiversity schemes are consulted and these interactions shall be recorded and shared with our customers/clients as part of our reporting processes for environmental impact.

This shall include working with Natural Resources Wales (NRW) on the Cwm Ivy Marsh Habitat Creation Project. Depending on the results of the public consultation, SNC MS UK shall work with NRW to support its impact monitoring on wildlife and the surrounding coastline.

SNC MS UK's UK-based personnel, including supply chain partners, participate in the UK Pollinator Monitoring Scheme run by the UK Centre for Ecology & Hydrology; the scheme being promoted internally by the Environmental Lead during project mobilisation. This is comprised of personnel downloading the Flower-Insect Timed Counts (FIT Counts) app for smartphones (Android and iOS compatible) and conducting 10-minute watches of plant and insect life within local gardens and parks.

SNC MS UK is conducting discussions with suppliers/contractors over encouraging biodiversity within their business practices. For example, where there are considerable amounts of green spaces, considering avoiding mowing or other manicuring activities in favour of promoting 'wild areas' through seed distribution and growth of grasses, weeds, etc. This reinforces the message of initiatives such as Monmouthshire Council's 'Nature isn't Neat' project, designed to raise awareness of keeping open areas of ground wild.

Local Habitat Creation



SNC MS UK enables its staff to participate in local habitat creation and biodiversity initiatives through ringfencing at least one paid day per year for voluntary activities, such as working at the Barry Community Garden in Glamorgan.

Green Space Creation

The need for ecological and environmental awareness among defence suppliers is a global concern. Prior to starting new contracts, SNC MS UK is implementing a company-wide review of its estate portfolio to identify opportunities to create new green spaces, including micro-environments suitable for pollinators. This is done in consultation with the organisations such as the World Bee Project and local beekeeping organisations, for the safe installation and maintenance of beehives within its premises.

With all UK-based suppliers/subcontractors, including SNC MS UK, SNC MS UK is committed to identifying opportunities for creating more green spaces in communities within the UK. SNC MS UK is responsible for overseeing its commitment, as well as subcontractors' commitment, to creating new green spaces, including collaboration with local voluntary and non-governmental organisations. This includes the Wildlife Trust of South & West Wales and the New Green Walls Project with Cardiff Local Nature Partnership (LNP). This involves the installation of large containers with ivy screens, providing year-round habitat for insects, including pollinators, as well as absorbing air particles from road traffic, thereby improving air quality.

SNC MS UK is engaging with its suppliers/subcontractors to identify premises which have available capacity to create green spaces. This includes exploring the potential for creating green walls within their sites using green consultancy services from Jakob Green Spaces.

Improving Air Quality

As an initial step to solidifying SNC MS UK's commitment to combatting air pollution, SNC MS UK are becoming signatories of the Business for Clean Air Initiative in the UK. SNC MS UK reviews its own energy sources and works with suppliers/subcontractors to support uptake of energy generated from

renewable sources. This targets reduction in fossil fuels use for powering factory equipment. The deployment of air quality monitors such as those produced by Aeroqual shall be explored to monitor and measure the presence of pollutants, including carbon dioxide (CO₂), fine particulate matter (PM_{2.5}), nitrogen dioxide (NO₂), methane (CH₄), and ozone (O₃).

SNC MS UK's Procurement department reviews how purchases are made from its suppliers, forecasting expected demand to enable grouping of orders into as few batches as possible to reduce the number of journeys made by road, sea, and air, thereby reducing the level of harmful emissions. The Procurement Team considers the additional impact on air pollution caused by selecting a specific supplier/subcontractor, such as the impact of manufacturing drones in an area/region that already has high levels of air pollution.

The Supply Chain Management Team is reviewing suppliers/subcontractors' inventories for plant, equipment, and machinery, helping them to identify models that emit fewer emissions and are generally more energy efficient. SNC MS UK is sourcing electronic vehicles for its 'white' vehicle fleets or replacing any such company vehicle that is more than 10 years old with a more economical model.

Timed Project Plan and Process

Activity	Owner (Role)	Date To Be Completed	Tools/Processes Used To Gather Data
 Additional Environmental Benefits in Performance of Contracts			
Confirmation/Validation of SNC MS UK's Environmental Strategy	Environmental Lead	Jan-22	In-person or remote meeting; document receipt
Confirmation/Validation of SNC MS UK Suppliers/ Subcontractors' Sustainability Policies and Processes	Supply Chain Manager & Commercial Director	Jan-22	In-person or remote meeting
Rollout of FIT Count app for UK based personnel	Environmental Lead	Feb-22	FIT Count smartphone app
Rollout of Is it Necessary? Campaign	Environmental Lead	Feb-22	Remote meeting/online training
Implementing renewable energy initiative with supply chain	Environmental Lead	Sep-22	In-person/remote meeting; market research and engagement
Design and implement additional inventory storage measures with CTS Logistics	ILS Manager	Oct-22	In-person or remote meeting
 Environmental Benefits Through Supply Chain			
Review of logistics arrangements to reduce environmental impact	ILS Manager	Oct-22	In-person/remote meeting
Establish facility at MOD St Athan for recycling obsolete UAVs	Environmental Lead	Nov-22	Inventory of plant, machinery, and equipment required for activity
Sourcing and procurement of air monitors	Supply Chain Manager & Commercial Director	Nov-22	Inventory of plant, machinery, and equipment required for activity

Review of supply chain partners' plant, machinery, and equipment inventory	Supply Chain Manager & Commercial Director	Nov-22	Site visit/Remote meeting
Initiative engagement with NGOs regarding projects for habitat creation and biodiversity	Environmental Lead	Dec-22	In-person/remote meeting; site visit
Consultation with third parties for green space creation within business premises	Environmental Lead	Dec-22	In-person/remote meeting; site visit
Review fleet of existing customer/client equipment to assess feasibility of installing software patches	Supply Chain Manager & Commercial Director	Jan-23	In-person or remote meeting
 Enhanced Natural Environment, Green Space Creation, and Improved Air Quality			
Implement remote working arrangement for staff	Programme Manager	Feb-23	In-person or remote visit (Covid restrictions apply)
Deliver Environmental and Sustainability training for staff	Environmental Lead	Feb-23	Online training modules
Quarterly review of supply chain environmental performance	Supply Chain Manager & Commercial Director	Jul-23	Data from Environment and Sustainability Dashboard
BAU Sustainability Review	Environmental Lead	Oct-23	In-person/remote meeting
Quarterly emissions performance review	Environmental Lead	Oct-23	In-person/remote meeting

Eliminating and Mitigating Modern Slavery

Overview

To enable SNC MS UK to procure goods and services that deliver wider benefits to people, the environment and the economy, or social value.

Theme	Outcome	Sub-criteria
Equal opportunity	Tackle workforce inequality	Identifying and managing the risks of modern slavery

SNC MS UK value our employees and ensure every element of service delivery and all UK programs comply with the international standards for modern slavery and the five foundational principles of good work. This includes adherence to the International Bill of Human Rights, the International Labour Organisation Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights.

SNC MS UK's internal policy suite includes an equality, diversity and inclusion policy, an anti-bribery and corruption policy, and supplier code of conduct. Together, these comprise SNC MS UK's zero-tolerance approach to real or suspected abuse of people's human rights, including modern slavery and human trafficking. SNC MS UK ensures that this component is aligned with UK legislation and guidance (including the Modern Slavery Act 2015) throughout.

Rigorous interaction with SNC MS UK's supply chain ensures this approach is applied across the business; including compliance with supplier eligibility criteria, reinforced with ongoing checks against pre-agreed performance metrics. This demonstrate SNC MS UK's ongoing commitment to identifying and removing modern slavery from 100% of its supply chain.

In the initial development of this plan, SNC MS UK shall use these key documents and service to ensure a rigorous approach that ensures sourcing of all suppliers reduces the risk of modern slavery.

1. UK Government's Tackling Modern Slavery in Supply Chains – A Guide for Commercial & Procurement Professionals.
2. UK Government's Modern Slavery Assessment Tool (MSAT) including:
 - a. Use of the MSAT Question Set for suppliers.
 - b. Evaluator Guidance.
3. The Slave-Free Alliance's services including:
 - a. Investigation of suppliers when risk of Modern Slavery is identified.
 - b. Crisis Response services
 - c. Gap Analysis of SNC MS UK's existing policies and procedures.
 - d. Training services for SNC MS UK and supplier staff.
 - e. Advocacy and remediation services.

SNC MS UK Social Value Commitments- Modern Slavery

Category	SNC MS UK Performance Metric(s)
 Understanding of the modern slavery risks and issues affecting the market, industry, sector, country, workforce and key subcontractors	<ul style="list-style-type: none"> • 100% of prospective suppliers/subcontractors assessed for modern slavery risks
 Measures to identify, mitigate and manage modern slavery	<ul style="list-style-type: none"> • 100% of Supplier Enabling Agreement partners audited in past year • A random sample of 25% of suppliers audited per quarter to ensure 100% at end of period For supply chain partners: <ul style="list-style-type: none"> • 100% allow staff to access Trade Union representation • 100% of workers who receive induction on workplace rights • 100% of staff to complete annual training on modern slavery • 100% organisations using the Modern Slavery Assessment Tool to monitor supply chains in tiers below them • 100% of reports any suspected modern slavery violations reported within 48 hours of occurrence • 100% of confirmed modern slavery cases processed and completed within the agreed timeframe
 Policies and practices to be applied to or put in place to mitigate and manage modern slavery risks	<ul style="list-style-type: none"> • 5% of workers in random sample spoken to confidentially without a manager present during audits in the past year • 0% of identified non-compliances related to forced labour in audits • 100% of corrective actions related to forced labour successfully closed/remedied in agreed timeframe • 80% response rate on working conditions in staff surveys • 90% feedback obtained from Modern Slavery victims on outcomes of actions and remedy • 0 complaints of forced labour received through grievance mechanisms in the past month
 Work with NGOs, trade unions or other businesses to address modern slavery risks	<ul style="list-style-type: none"> • 100% of staff to complete online training provided by NGOs • 50% of stakeholders providing feedback at least annually on efficacy of SNC MS UK's strategy to address modern slavery
 Means of influencing staff, suppliers, customers/clients, communities and/or any other appropriate stakeholders with respect to modern slavery risks	<ul style="list-style-type: none"> • 100% of business partners that have cascaded requirements on modern slavery with their third parties

Method Statement

Understanding the risk of Modern Slavery

The scope and complexity of modern supply chains, with the defence sector being no exception, means modern slavery is an ever-present risk. SNC MS UK understand these risks and shall, with the support of the Slave-Free Alliance's services, apply its modern slavery policy and processes in order to mitigate their occurrence. Our modern slavery policy and processes have been designed with input from key business functions including Sustainability, HR, Procurement, Supply Chain Management, Finance, and Legal in order to ensure the risks of modern slavery are not mitigated throughout SNC MS UK. In addition, before Contract Start, SNC MS UK shall produce a Modern Slavery Statement that has been signed and approved by the Board of Directors to reinforce that mitigating modern slavery risks is driven from the very top of SNC MS UK, and this document shall be available to view on SNC MS UK's official website for all stakeholders to review.

All SNC MS UK's suppliers are subject to SNC MS UK's stringent vetting policy and procedures as per our ISO 9001: 2015 Quality Management System's procurement processes.

The veracity of the supplier's Modern Slavery Statement is assessed by SNC MS UK's procurement team in line with the Tackling Modern Slavery in Supply Chains guidance and support from the Slave-Free Alliance's support services. Additionally, suppliers shall provide SNC MS UK with relevant company policies for upholding workforce rights. These include health and safety, workplace representation and association, whistleblowing, and staff welfare.

SNC MS UK's Supply Chain Manager, reporting to the Commercial Director, is responsible for monitoring the effectiveness of SNC MS UK's modern slavery strategy. Within the sector, the manufacturing process for drones (components and assembly) constitutes a potentially high risk to SNC MS UK's supply chain integrity as highlighted in the Tackling Modern Slavery in Supply Chains guidance.

Identifying, Mitigating, and Managing Modern Slavery Risks

Mapping the Supply Chain

New suppliers shall complete the Modern Slavery Assessment Tool Questionnaire in line with the guidance in the UK Government's Tackling Modern Slavery in Government Supply Chains. This establishes the level of risk within their supply chain and the appropriate mitigation strategies to be implemented. SNC MS UK's procurement team shall review the results of all new suppliers Modern Slavery Assessment Tool Questionnaire, and require evidence to prove that the required mitigations have been implemented and that an appropriate resource has been assigned to maintain the effectiveness of the mitigation. Once confirmed suppliers shall then be able to become part of our supply chain.

Additionally, SNC MS UK's procurement team works in line with the US Department of Labor's List of Goods Produced by Child Labor or Forced Labor and List of Products Produced by Forced or Indentured Child Labor.

The role of existing suppliers shall be reviewed annually by the SNC MS UK Commercial Director, regarding the level of risk posed to SNC MS UK's supply chain integrity. This shall include partners that are working through Supplier Enabling Agreements, where because of the close working partnership and criticality to SNC MS UK contracts, a high level of diligence is required.

Trade Unions and Worker Representation

SNC MS UK emphasises relevant workforce members' rights to trade union membership and worker representation to candidates prior to officially offering them the role. SNC MS UK recognises trade unions in the workplace for collective bargaining purposes. As part of any contractual arrangement with suppliers, including through Supplier Enabling Agreements, SNC MS UK shall ensure that workers have

SNC MS UK's Statement



SNC MS UK's Modern Slavery Statement is assessed by our procurement team in line with the Tackling Modern Slavery in Supply Chains guidance and support from the Slave-Free Alliance's support services

access to Union representation/membership should they wish to take advantage of the extra protection this can afford them.

Grievance Mechanism

Through use of supplier agreements and contracts which provide an auditable suite of legally binding clauses, the supplier workforce is made aware of modern slavery and are provided with a confidential hotline (phone and email) through which they can reach SNC MS UK to report any issues. Any reports through this mechanism are delivered to the Supply Chain Manager with escalation to the Commercial Director. The following channels are available for SNC MS UK: Directly to the Commercial Director, through the Supply Chain Manager or, through their Line Manager.

An initial review assesses the scale of the concern and if immediate action is required. All instances of Modern Slavery are reviewed by the Commercial Director and, if confirmed, subject to formal process in line with Slave-Free Alliance best practice. If it is assessed as a different type of grievance or concern, then it is processed in compliance with SNC MS UK’s whistleblowing or grievance process. Any serious issues or violations are reported to SNC MS UK’s Senior Management Team within 12 hours- thereafter, an Action Plan is initiated.

Action Plan

SNC MS UK’s Action Plan focuses on supporting the victim and protecting them from harm. As part of Supplier Enabling Agreements and other types of contractual agreements, Tier Two suppliers shall be expected to apply the same approach to their supply chains, and cases shall be treated individually, based on the circumstances. Should a person(s) be in immediate danger, the police are notified. In urgent situations, SNC MS UK ensures the victim (with their consent) is referred to and engages with the Police, alongside other relevant agencies such as social services, healthcare, and local government. The Slave-Free Alliance provides ongoing remediation and support to the victim. SNC MS UK seeks guidance in circumstances where there is no immediate harm to an individual. As part of any investigation, the relevant supplier is approached to participate to resolve the incident collaboratively. The Commercial Director (through creation of a working group if required) shall conduct a post-incident review that identifies the root causes of the incident, recommended actions, and how future policy and procedure can be improved. This comprises a timed action plan with specific actions, timescales, and owners.

Addressing Issues



Tier Two suppliers shall work with the Slave-Free Alliance to develop an action plan to address any modern slavery issues.

Induction on Workplace Rights

All staff new to SNC MS UK are made aware of their workplace rights during their induction process with the company. This includes their right to fair and equitable treatment under SNC MS UK’s Equal Opportunities Policy, formal mechanisms which exist for grievances or whistleblowing, and their right to workplace representation/union association. All staff read and sign SNC MS UK’s policy suite, contained within the staff handbook, confirming their understanding of the policies’ contents. This policy forms part of any contractual agreement with a supply chain partner including flow down through applicable tiers.

Access to Modern Slavery Training

Staff are trained in the use of SNC MS UK’s Modern Slavery Policy and procedures during onboarding with the company and subsequently during annual refresher training. The status is available in staffs’ individual training records. Training includes exploring the definition of modern slavery, the most prevalent types, spotting the signs of modern slavery, understanding victims and the potential barriers to reporting incidents. This is delivered via SNC MS UK’s HR Manager, using training materials, including those obtained from the Slave-Free Alliance.

Policies and Practices

Pre-Employment Checks

SNC MS UK shall operate its pre-employment checks to verify candidates, to reduce the risk of modern slavery and human trafficking. This includes confirming candidates' eligibility to work and paying above minimum wage rates. SNC MS UK uses its partnership with Peninsula HR to carry out pre-employment checks for all staff, including a check on eligibility to work in support of our Recruitment Policy. This approach shall be mandated through Supplier Enabling Agreements and other contractual mechanisms.

Recruitment Practices and Workplace Conditions

SNC MS UK maintains a suite of company policies designed to ensure a fair and rigorous recruitment process, ensuring the highest possible standard of working conditions for staff. This include SNC MS UK's Equal Opportunities Policy, which asserts that every staff, worker, or self-employed contractor is entitled to dignity and respect to all and that no form of intimidation, bullying or harassment is tolerated. SNC MS UK confirms the identities of all new staff and their right to work, and pay all staff above local and national minimum wage levels. All workforce members have the right to adequate workplace representation, including membership of trade unions.

Safeguarding Plans and Processes

SNC MS UK's safeguarding policy outlines the commitment to ensuring safety and wellbeing of staff, including those working for suppliers/subcontractors. The policy is managed by SNC MS UK HR Manager and is reviewed quarterly to ensure alignment with national and international standards for safeguarding persons with respect to modern slavery. All staff receive training in safeguarding procedures on induction with the company.

Supply Chain Monitoring

As part of ongoing communications with SNC MS UK, suppliers are subject to quarterly site visits by a member of SNC MS UK's Supply Chain Management Team (SCMT). This comprises either a physical site inspection (in line with Covid-19 protocols) or a virtual tour conducted with the site manager. Additionally, the SCMT conduct confidential interviews with randomly selected staff, to ascertain their employment status, pay, and working conditions. Supplier staff are informed of a confidential hotline through which they can report any incident related to modern slavery. Evidence of a suppliers' compliance with modern slavery best practice is stored within SNC MS UK's supplier database, managed by the Commercial Director, and available to authorised personnel. This is a 'live' document, updated in line with formal quarterly reviews or whenever an incident occurs.

Business Decisions

SNC MS UK operates reasonable working arrangements with its supply chain partners, to reduce the risk of modern slavery occurring, including modifying its requirements in line with the supplier's size, so as not to disincentivise SME engagement. To provide fair payment timescales for suppliers and subcontractors, SNC MS UK shall adhere to the MOD Prompt Payment Code for all suppliers, not just those under Supplier Enabling Agreements. Additionally, SNC MS UK encourages its lead suppliers/subcontractors to flow down the Prompt Payment Code through subcontractor tiers. SNC MS UK's Procurement Team review product/component needs for the next quarter, in line with lead times and project requirements, ensuring suppliers receive a Request for Quotation (RFQ) in good time.

Working with Non-Governmental Organisations, Trade Unions and Other Businesses

Non-Governmental Organisations

Sourcing and engagement of appropriate non-governmental organisations (NGOs) to monitor SNC MS UK's supply chain is undertaken by the SNC MS UK Commercial Director. Monitors are selected in part from the list of agencies, programmes, NGOs, and foundations produced by the United Nations High

Commissioner for Human Rights. To provide an additional layer of assurance regarding its modern slavery strategies, SNC MS UK engages with Slave-Free Alliance, a social enterprise and membership initiative launched by anti-slavery charity Hope for Justice, to achieve a slave-free global supply chain. SNC MS UK invests in Slave-Free Alliance's services, including gap analysis of the business risks relating to SNC MS UK's supply chain and the likelihood of modern slavery and providing e-learning courses for staff.

Trade Unions

Labour unions are involved in the design and implementation of modern slavery measures within SNC MS UK and its supply chain; suppliers allow for workplace representation and unionisation as part of its contract terms. Unions are also consulted to provide additional intelligence on suppliers' adherence to modern slavery best practice through liaison with workforce members operating there. SNC MS UK's existing unions include MakeUK.

Other Businesses

SNC MS UK works with partners under a Supplier Enabling Agreement, to produce an annual report to our customers/clients, on the level of risk for modern slavery throughout the supply chain for delivering the programme. The report outlines the location of supply chain partners, the products/goods/services provided, and audit results showing compliance/non-compliance with international standards regarding modern slavery.

Timed Project Plan and Process

SNC MS UK Timed Action Plan for Social Value- Equal Opportunity				
Activity	Owner (Role)	Completion Date	Tools/Processes To Gather Data	To
SNC MS UK Risk Analysis of Supply Chain	Supply Chain Manager	Oct-21	BRISK report	
Initial NGO engagement for supply chain interrogation	Supply Chain Manager	Nov-21	Gap analysis reports	
Liaison with University of Cardiff regarding talks on MS and related issues	Supply Chain Manager & Director Commercial	Nov-21	Delivery of lectures during academic year	
Confirmation/Validation of SNC MS UK's Modern Slavery Policy and Processes	Supply Chain Manager & Director Commercial	Jan-22	Internal review meeting	
Confirmation/Validation of SNC MS UK Suppliers/Subcontractors' Modern Slavery Policies and Processes	Supply Chain Manager	Jan-22	Internal review meeting	
Review of SNC MS UK recruitment policy and processes	HR Manager	Feb-22	Internal review meeting	
Review of SNC MS UK safeguarding policy and processes	Supply Chain Manager	Feb-22	Internal review meeting	
Consultation with trade union representatives for design/implementation of MS Processes	HR Manager	Mar-22	In-person or remote meeting	
Consultation with recognised workplace representatives for design/implementation of MS processes	HR Manager	Mar-22	In-person or remote meeting	

Initial site inspection of suppliers/subcontractors	Supply Chain Manager	Sep-22	In-person or remote visit (Covid restrictions apply)
Pre-Employment checks of prospective SNC MS UK staff	HR Manager	Sep-22	Background check process accessed from Peninsula HR
Consultation with stable partners for aligning MS practices	Supply Chain Manager	Sep-22	Remote meetings
Liaison with NGO regarding staff training/awareness raising	HR Manager	Oct-22	In-person/remote meetings; online training materials
Delivery of Modern Slavery training to staff	HR Manager	Nov-22	Online training modules from Slave-Free Alliance
Annual statement regarding SNC MS UK supply chain practices	Supply Chain Manager & Director Commercial	Dec-22	Publication on SNC MS UK website
Safeguarding monitoring of SNC MS UK staff	HR Manager	Jul-23	Quarterly surveying
Review MS practices with individual suppliers/subcontractors	Supply Chain Manager	Sep-23	Auditing of company information, including incident logs, finances, and policies