Supply Chain Plan Questionnaire

Contracts for Difference

 Allocation Round 7

For solar PV projects equal to or greater than 300MW

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# How to complete this questionnaire

This questionnaire is specifically designed for solar projects that are equal to or greater than 300MW in size.

Please read the Supply Chain Plan guidance before completing this form, which provides valuable information on how to answer this questionnaire. Please ensure your submission is complete and includes all required documentation. Details of any additional documentation required are included in the Supply Chain Plan guidance.

Applicants must provide the information in the format shown in this document. This means that each heading in each scoring table must be explicitly addressed. Applicants may use the Department for Energy Security and Net Zero tables, adapted to their own corporate templates, or make their own response template that sets out explicitly the headings provided in each question. Any use of an applicant’s own corporate template must be subject to the formatting rules set out in the guidance.

Where appropriate, all questions need to be answered with a clear, specific, measurable, unambiguous commitment, except where otherwise stated in the scoring table (some questions do not ask for commitments). Any commitment that does not meet those criteria will be awarded no points, regardless of any of the supporting information provided.

Note that applicants cannot include commitments that merely reflect the fulfilment of their legal obligations, unless the commitment in question goes well above and beyond the minimum legal requirement. For example, if the planning process requires an applicant to perform a specific action, that action cannot count as a commitment to the Department for Energy Security and Net Zero, unless it is demonstrably going beyond what is legally expected.

The project summary section is not scored but must be completed. Your application will not be assessed until the relevant information has been submitted. Sections 1-4 of the Supply Chain Plan questionnaire, excluding annexes, are scored and will count towards the assessment for your Supply Chain Plan Statement of Approval. Examples of what is being sought under most questions can be found in Annex A. Key definitions of terms can be found under Annex B.

Each question comes with a full breakdown of how it will be scored. You must pass this questionnaire, with at least 60% of the total points available to receive your Supply Chain Plan Statement of Approval. Table 1 shows how many points are available per section.

Table 1: Summary of Supply Chain Plan questions and points available.

|  |  |
| --- | --- |
| **Question** | **Points available** |
| 1. **Green Growth**
 | 163 |
| 1.1 Supply Chain Competition | 45 |
| 1.2 Supply Chain Visibility and Fair Contracting  | 38 |
| 1.3 Procurement Value Drivers | 20 |
| 1.4 Sustainable Procurement | 60 |
| 1. **Infrastructure**
 | 68 |
| 2.1 Decarbonisation: Monitoring | 20 |
| 2.2 Planning for Sustainable Decommissioning  | 48 |
| 1. **Innovation**
 | 135 |
| 3.1 Investment in R&D | 75 |
| 3.2 Using SMEs | 60 |
| 1. **Skills**
 | 192 |
| 4.1 Skill Gaps and Shortages | 65 |
| 4.3 Equality of Opportunities | 40 |
| 4.4 Modern Slavery | 87 |
| **Total number of points**: | 558 |

# Project Summary

## Contact Details

|  |  |  |  |
| --- | --- | --- | --- |
| **Company name** |  | **Authorised representative(s)** |  |
| **Company address** |  | **Preferred contact number(s)** |  |
| **Preferred email (s)** |  | **Preferred contact person** |  |
| Project Details |  |  |  |
| **Project name** |  | **Project size (MW installed capacity)** |  |
| **Expected Project commissioning date** |  | **Project location (Grid Coordinates)** |  |
| **Expected Project Life** |  | **Ownership structure (including ownership share)** |  |

## Key Statistics

**This section is not scored** and does not count towards the assessment of your Supply Chain Plan Statement of Approval, nor your Supply Chain Plan Implementation Statement. You must, however, complete it. Your application will not be assessed until the relevant information has been submitted.

### PS1. Job Creation – Direct Jobs

How many direct jobs are linked to the development, construction, operations and maintenance phases of your project? A direct job refers to one that is directly involved in the development, manufacturing, installation, operations and maintenance of a project. Please refer to annual FTE figures only and indicate the year you expect these FTE to be created. Note the figures should distinguish between UK jobs and international jobs and provide a sum total for both. Please state the methodology used for calculating UK jobs and international jobs.

Please break your answer down into the following categories:

* development phase
* manufacturing phase
* installation phase
* operations & maintenance phase

### PS2. Job creation – Indirect Jobs

How many indirect jobs are linked to the development, operations and constructions phases of your project? An indirect job refers to jobs in industries that supply and support the core activities of renewable energy deployment. Note the figures should distinguish between UK jobs and international jobs and provide a sum total for both. Please refer to annual FTE figures only and indicate the year you expect these FTE to be created. Please state the methodology used for calculating UK jobs and international jobs.

Please break your answer down into the following categories:

* development phase
* manufacturing phase
* installation phase
* operations & maintenance phase

# Green Growth

Clean power by 2030 is one of the Government’s five key missions. The clean power transition represents a huge opportunity to generate growth, with new economic opportunities for a range of actors along the supply chain. Major renewable energy projects can support efficient, innovative and resilient supply chains through competitive procurement processes that integrate sustainability impacts along economic considerations.

This is why, in this section, we ask questions about actions that:

* demonstrate a fair, open and competitive procurement process.
* support the sustainability of the supply chain.

## Question 1.1 Supply Chain Competition

The government is keen to understand who the most capable and competitive key component suppliers are, whether in the UK or internationally, for your chosen renewable energy technology. Please describe the procurement rationale for each key component of your generating station (see Annex B for definitions of key components). Note that you must provide answers for all the key components listed for your technology.

Your answer should be no more than 5 pages.

Please answer the following questions, covering all key components:

|  |  |
| --- | --- |
| **Information requested** | **Points available** |
| **Who** are the main suppliers being considered, for each key component? This can include preferred bidders if you are still in the early stages of procurement. Please specify the location of the facilities. Note: the location is not scored, but it requested to understand where there are potentially capacity bottlenecks. | **3 points** if information provided.**0 points** if no information provided. |
| **Why** were these suppliers chosen (i.e., what was strong about their bids)? | **15 points** if a clear statement of reasoning behind the choice of suppliers is provided, including what aspects of their bids were considered to be strongest explaining why they had an advantage over other bidders, including cost, technical considerations, delivery feasibility, or other factors (e.g. sustainability marks, etc)  **0 points** if no information is provided. |
| **Have you** set up conditional contracts with any of these suppliers? | **15 points** if you have set up conditional contracts or preferred supplier agreements with the majority of the suppliers identified.**12 points** if you have set up conditional contracts or preferred supplier agreements with at least three of the suppliers identified, or with at least two but can evidence substantial progress in setting up other several conditional contracts, e.g. MOUs.**10 points** if you have set up at least one conditional contract and can evidence substantial progress in setting up several other conditional contracts, e.g. MOUs.**5 points** if you can evidence substantial progress in setting up several conditional contracts, e.g. MOUs.**0 points** if no conditional contracts have been set up or none are in progress. |
| **Which alternative suppliers** were considered, and why were they rejected?  | **12 points** for providing a comprehensive description of alternative suppliers and reasons for rejection.**9 points** for providing a detailed description of alternative suppliers and reasons for rejection.**6 points** for providing a basic description of alternative suppliers and reasons for rejection.**3 points** for a superficial description of alternative suppliers and reasons for rejection.**0 points** for not providing any information. |
| **Total number of points** | **45 points available** |

## Question 1.2 Supply Chain Opportunities

Are you taking any action to maximise the opportunities to suppliers in international and UK supply chains in the development, construction and operations and maintenance phase of your project by a) improving visibility of opportunities, and b) by ensuring full and fair contracting for all suppliers to access open tenders to compete for projects? Fair contracting means taking reasonable steps to ensure smaller or less experienced firms can compete with larger and more experienced ones**.** This can include actions taken in partnership with other organisations. Please state:

* evidence of supplier engagement events, online portals or engagement with public or trade bodies;
* your most impactful action in terms of improving visibility of opportunities, not captured by the above, including evidence of the level of ambition compared to existing industry standards or common practice;
* your 2 most impactful actions that evidence a fair contracting approach when it comes to smaller suppliers, or those not familiar with your industry;
* key measurable outcomes/KPIs for each action; and
* how delivery will be assured for each action.

Your answer should be no more than 3 pages.

The question will be scored as follows:

|  |  |
| --- | --- |
| **Information requested** | **Points available** |
| Evidence of supplier engagement events, online portals or engagement with public or trade bodies. | **2 points** if evidence provided.**0 points** if no evidence provided. |
| Evidence of ambition compared to existing industry standards or common practice, for your action on improving visibility of opportunities, and for actions evidencing a fair contracting approach | **6 points** if ambition significantly exceeds industry standards or common practice. **3 points** if ambition is only a small incremental improvement on industry standards or common practice.**1 point** if ambition is in line with industry standards or common practice.**0 points** if ambition is below industry standards or common practice. |
| Key measurable outcomes / KPIs for each action | **3 points** for providing clear numerical or objectively measurable targets or outcomes to be completed within a specific timeframe.**2 points** for providing qualitative targets or outcomes within a specific timeframe.**1 point** for setting out aspirations but no hard targets or outcomes.**0** **points** if no measurable KPIs provided. |
| How delivery will be assured for each action | **3 points** for setting out clear delivery plan which includes: target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.  **2 points** for setting out target delivery dates and key milestones building up to final delivery, but lacking clear explanation of dependencies, **1 point** for lack of clear deliverables, milestones, and dependencies. **0** **points** if no delivery assurances set out. |
| **Total number of points** | **12 points** per action, **38 points** available |

## Question 1.3 Procurement Value Drivers

What weight is given in your contracting and procurement strategy to considerations other than price (i.e., your non-price factors that help distinguish between bids). Describe these considerations and support with evidence. Please state:

* The weight given to non-price factors in contracting and procurement strategy.
* Whether any of your non-price factors relate to sustainability (see Annex B for definition).

The Department for Energy Security and Net Zero acknowledges that weightings may differ between key components. Please make clear to which key component each of the non-price factors apply.

Your answer should be no more than 2 pages.

The question will be scored as follows:

|  |  |
| --- | --- |
| **Information requested** | **Points available per action** |
| Weight given to non-price factors in contracting and procurement strategy  | **15 points**: strategy gives significant consideration to non-price factors (i.e., 45% or more weighting is given to non-price factors. Price is not the dominant criteria). **9 points**: strategy gives equal consideration to non-price factors as well as price (i.e., between 35% and 45% weighting is given to non-price factors.) or non-price factors are used as pre-qualification stage questions in tenders.**8 points:** strategy gives some consideration to non-price factors. (i.e., below 35% weighting is given to non-price factors.)**0 points:** strategy gives no consideration to non-cost factors. |
| Non-price factors related to sustainability. | **5 points:** factors related to sustainability are considered[[1]](#footnote-2) |
| **Total number of points** | **20 points available** |

## Question 1.4 Sustainable Production and Manufacturing, Transport, Installation and Construction Procurement

Are you taking action to support the growth of sustainable supply chains that integrate environmentally responsible practices, by increasing the sustainability of production and manufacturing, transport, installation and construction of your project? See Annex B for definition of sustainability.

See Annex A for examples.

Please state:

* Your 3 most impactful actions in terms of **increasing the sustainability of** production, manufacturing, transport, installation and construction phases of your project?
* Evidence of ambition compared to existing industry standards or common practice for each action.
* Key measurable outcomes/KPIs for each action; and
* How delivery will be assured for each action.

Your answer should be no more than 4 pages.

Your question will be scored as follows:

|  |  |
| --- | --- |
| **Information requested** | **Points available per action** |
| Evidence of ambition compared to existing industry standards or common practice, for each action | **10 points** if ambition significantly exceeds industry standards or common practice.**6 points** if ambition is only a small incremental improvement on industry standards or common practice.**2 points** if ambition is in line with industry standards or common practice.**0 points** if ambition is below industry standards or common practice |
| Key measurable outcomes / KPIs for each action | **5 points** for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.**3 points** for providing qualitative targets within a specific timeframe.**1 point** for setting out aspirations but not hard targets.**0** **points** if no measurable KPIs provided. |
| How delivery will be assured for each action | **5 points** for setting out clear delivery plan which includes: target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.  **3 points** for setting out target delivery dates and key milestones building up to final delivery, but lacking clear explanation of dependencies, **1 point** for lack of clear deliverables, milestones, and dependencies. **0** **points** if no delivery assurances set out. |
| **Total number of points** | **20 points** per action, **60 points** in total.  |

# Infrastructure

Transformative investment in new and existing infrastructure is integral to delivering clean power by 2030, as part of the clean energy superpower mission. Upgrading supply chain infrastructure is necessary to improve manufacturing capacity, which in turn is critical to meet increasing national and international demand for key components and drive down costs and risks. Any progress in this regard should align with Net Zero objectives and aim to reduce overall carbon footprint over time, including during the decommissioning phase.

The questions in this section ask about work being done to:

* monitor supply chain carbon intensity.
* plan and invest in decommissioning.

## Question 2.1 Decarbonisation: Monitoring

Describe and support with evidence which, if any, carbon footprint calculation methodology you use, stating whether at corporate or project level, and/or any supply chain decarbonisation programmes you have signed up to (this can be either an Applicant’s own programme or a recognised programme). Please specify the methodology used and include how the data is audited.

Your answer should be no more than 2 pages.

The question will be scored as follows:

|  |  |
| --- | --- |
| **Information requested** | **Points available** |
| Carbon footprint methodology/Supply Chain Decarbonisation programmes | **20 points** if you have and use a carbon calculation tool as part of your portfolio of projects, and /or you run or are signed up to decarbonisation programmes. **0 points** if you cannot evidence either of the above |
| **Total number of points** | **20 points available**  |

## Question 2.2 Planning for Sustainable Decommissioning

Are you taking action to support the growth of sustainable supply chains by **preparing for the sustainable decommissioning of your project?** This means investing in the knowledge, processes and technologies that will help with decommissioning later down the line, it does not mean the Department for Energy Security and Net Zero expects you to have finalised or detailed decommissioning plans. This question is asked to stimulate early investment in the relevant supply chains to decommission large scale infrastructure. See Annex A for further guidance.

Please state:

* Your 3 most impactful actions in terms of **planning for the sustainable decommissioning** of your project.
* Evidence of ambition compared to existing industry standards or common practice for each action.
* Key measurable outcomes/KPIs for each action; and
* How delivery will be assured for each action.

Your answer should be no more than 4 pages.

The question will be scored as follows:

|  |  |
| --- | --- |
| **Information requested** | **Points available**  |
| Evidence of ambition compared to existing industry standards or common practice, for each action | **6 points** if ambition significantly exceeds industry standards or common practice.**3 points** if ambition is only a small incremental improvement on industry standards or common practice.**1 point** if ambition is in line with industry standards or common practice.**0 points** if ambition is below industry standards or common practice. |
| Key measurable outcomes / KPIs for each action | **3 points** for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.**2 points** for providing qualitative targets within a specific timeframe.**1 point** for setting out aspirations but not hard targets.**0** **points** if no measurable KPIs provided. |
| How delivery will be assured for each action | **3 points** for setting out clear delivery plan which includes: target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.  **2 points** for setting out target delivery dates and key milestones building up to final delivery, but lacking clear explanation of dependencies, **1 point** for lack of clear deliverables, milestones, and dependencies. **0** **points** if no delivery assurances set out. |
| **Total number of points** | **12 points** per action **48 points** in total.  |

# Innovation

Innovation is central to achieving clean power by 2030, as part of the clean energy superpower mission, as developing new solutions to resolve the technical challenges and other barriers we face is critical to reduce costs, cut carbon emissions, and accelerate the transition to renewable energy. This is why in this section we ask questions about your project’s:

* Investment in R&D;
* Use of new technology; and
* Role in bringing in SMEs and new entrants to disrupt the market.

## Question 3.1 Investment in R&D

Are you taking action to **invest in R&D** that relates to the challenges faced by Solar PV? Please state in your description the level and type of involvement in the R&D that you have, the timescales, and the Technology Readiness Level (TRL) to be achieved from each action. Please include:

* Your 3 most impactful actions.
* Expected/desired impact(s) on the project for each action.
* Your level and type of involvement in the innovation action.
* Evidence of impact[[2]](#footnote-3) compared to existing industry standards or common practice, for each action.
* Key measurable outcomes/KPIs for each action.
* How delivery will be assured for each action.

Your answer should be no more than 4 pages.

In this question, one of your actions can relate to a previous project, provided that there are demonstrable links between the past activity undertaken and the current project. See Annex B for the definition of ‘demonstrable links’.

The question will be scored as follows:

|  |  |
| --- | --- |
| **Information requested** | **Points available per action** |
| Expected/desired impact(s) on the project for each action.  | **4 points** if comprehensive description of expected impacts is provided.**3 points** if detailed description of expected impacts is provided.**2 points** if basic description of expected impacts is provided.**1 point** if superficial description of expected impacts is provided.**0** **points** if no description of expected impacts is provided. |
| Your level and type of involvement for each action | **2 points** if leading the activity or part of a wider partnership.**1 point** if delegated to a third party.**0 points** for no involvement or no information. |
| Evidence of impact compared to existing industry standards or common practice, for each action. | **12 points** if impact significantly exceeds industry standards or common practice.**7 points** if impact is only a small incremental improvement on industry standards or common practice.**2 points** if impact is in line with industry standards or common practice.**0 points** if impact is below industry standards or common practice |
| Key measurable outcomes / KPIs for each action. | **4 points** for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.**3 points** for providing qualitative targets within a specific timeframe.**2 points** for setting out aspirations but not hard targets.**0** **points** if no measurable KPIs provided. |
| How delivery will be assured for each action. | **3 points** for setting out clear delivery plan which includes: target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.  **2 points** for setting out target delivery dates and key milestones building up to final delivery, but lacking clear explanation of dependencies, **1 point** for lack of clear deliverables, milestones, and dependencies. **0** **points** if no delivery assurances set out. |
| **Total number of points** | **25 points** per action, **75 points** in total |

## Question 3.2 Using SMEs

New entrants and SMEs, wherever they are from, can help bring disruptive practices, ideas and products to the supply chain. Are you taking actions **to identify and promote new entrants into your supply chains through this project**, and to **remove barriers to new entrants**?This should include actions to specifically support SMEs[[3]](#footnote-4), both in the UK and internationally, in the development, construction and operations phase of your project not listed above. Please state:

* Your 3 most impactful actions in terms of promoting new entrants.
* Evidence of engagement with new players and/or SMEs.
* Key measurable outcomes/KPIs for each action.
* How delivery will be assured for each action.

Your answer should be no more than 4 pages.

The question will be scored as follows:

|  |  |
| --- | --- |
| **Information requested** | **Points available per action** |
| Evidence of engagement with new players and/or SMEs | **10 points** if new players/SME participation confirmed in project.**6 points** if evidence of sustained engagement to bring in new players/SMEs provided.**4 points** if superficial evidence of engagement to bring in new players/SMEs provide.**0 points** if no effort can be evidenced.  |
| Key measurable outcomes / KPIs for each action | **5 points** for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.**3 points** for providing qualitative targets within a specific timeframe.**2 points** for setting out aspirations but not hard targets.**0** **points** if no measurable KPIs provided. |
| How delivery will be assured for each action | **5 points** for setting out clear delivery plan which includes target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.  **3 points** for setting out target delivery dates and key milestones building up to final delivery but lacking clear explanation of dependencies. **1 point** for lack of clear deliverables, milestones, and dependencies. **0** **points** if no delivery assurances set out. |
| **Total number of points** | **20 points** per action, **60 points** in total.  |

# Skills

The transition to a green economy in the UK presents both opportunities and challenges, particularly in ensuring the workforce is equipped with the necessary green skills to support and sustain supply chains. There is a recognised gap between the current skills available in the workforce and the skills required for green jobs. However, there is a huge opportunity to create new high-quality jobs and reskilling workers across the economy. Continued investment in training and education are essential to closing the skills gap. In this section, we ask questions about the work being done to:

Address skills gaps and shortages in the industry.

* Estimate the creation of skilled positions and jobs; and
* Ensure a diverse, fair and safe workforce that will contribute to a strong, sustainable supply chain, that remains free from modern slavery.

## Question 4.1 Skill Gaps and Shortages

Are you taking action to address **skills gaps** or **skills shortages in the industry, and encourage transitioning** into the industry? Please state:

* Which technical qualified personnel you have the greatest gaps/shortages in.
* Your 3 most impactful actions in terms of reducing skills gaps or shortages (this can include the creation of apprenticeship, T-levels programmes etc).
* Evidence of ambition compared to existing industry standards or common practice for each action.
* Key measurable outcomes/KPIs for each action; and
* How delivery will be assured for each action.

Your answer should be no more than 4 pages.

Actions can be taken at an industry or company level provided they will have a demonstrable link or impact to the project featured in your Supply Chain Plan. See Annex B for the definition of ‘demonstrable links’.

The question will be scored as follows:

|  |  |
| --- | --- |
| **Information requested** | **Points available per action** |
| Evidence of ambition compared to existing industry standards or common practice, for each action | **10 points** if ambition significantly exceeds industry standards or common practice.**6 points** if ambition is only a small incremental improvement on industry standards or common practice.**2 points** if ambition is in line with industry standards or common practice.**0 points** if ambition is below industry standards or common practice |
| Key measurable outcomes / KPIs for each action | **5 points** for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.**3 points** for providing qualitative targets within a specific timeframe.**2 points** for setting out aspirations but not hard targets.**0** **points** if no measurable KPIs provided. |
| How delivery will be assured for each action | **5 points** for setting out clear delivery plan which includes: target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.  **3 points** for setting out target delivery dates and key milestones building up to final delivery, but lacking clear explanation of dependencies, **1 point** for lack of clear deliverables, milestones, and dependencies. **0** **points** if no delivery assurances set out. |
| State which technical qualified personnel you have the greatest gaps/shortages in | **5 points** if information provided.**0 points** if information is not provided. |
| **Total number of points** | **20 points** per action, **65 points** in total |

## Question 4.2 Equality of Opportunity and Reducing the Disability Employment Gap

 Are you taking action to **promote equality of opportunities in the workforce, which includes reducing the disability employment gap?**

* Your 2 most impactful actions in terms of promoting equality of opportunities in the workforce and to reducing the disability employment gap.
* Evidence of ambition compared to existing industry standards or common practice for each action.
* Key measurable outcomes/KPIs for each action; and
* How delivery will be assured for each action.

Your answer should be no more than 3 pages.

Note: stating or summarising your overall corporate strategy does not count as an individual action.

The question will be scored as follows:

|  |  |
| --- | --- |
| **Information requested** | **Points available**  |
| Evidence of ambition compared to existing industry standards or common practice, for each action | **10 points** if ambition significantly exceeds industry standards or common practice.**6 points** if ambition is only a small incremental Improvement on industry standards or common practice.**5 points** if ambition is in line with industry standards or common practice.**0 points** if ambition is below industry standards or common practice. |
| Key measurable outcomes / KPIs for each action | **5 points** for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.**3 points** for providing qualitative targets within a specific timeframe.**2 points** for setting out aspirations but not hard targets.**0** **points** if no measurable KPIs provided. |
| How delivery will be assured for each action | **5 points** for setting out clear delivery plan which includes: target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.  **3 points** for setting out target delivery dates and key milestones building up to final delivery, but lacking clear explanation of dependencies.**1 point** for lack of clear deliverables, milestones, and dependencies. **0** **points** if no delivery assurances set out. |
| **Total number of points** | **20 points** per action, **40 points** in total |

## Question 4.3 Modern Slavery

Are you taking action to **ensure there is no modern slavery or labour exploitation and that workers are paid properly and treated fairly**? Please state:

* Your 3 most impactful action in terms of ensuring there is no modern slavery or labour exploitation and that workers are paid properly and treated fairly.
* Evidence of ambition compared to existing industry standards for each action:
* Key measurable outcomes/KPIs for each action.
* How delivery will be assured for each action.

Note: stating or summarising your overall corporate strategy does not count as an individual action.

Your answer should be no more than 4 pages. The question will be scored as follows:

|  |  |
| --- | --- |
| **Information requested** | **Points available per action** |
| Evidence of ambition compared to existing industry standards or common practice, for each action | **15 points** if ambition significantly exceeds industry standards or common practice.**9 points** if ambition is only a small incremental improvement on industry standards or common practice.**6 points** if ambition is in line with industry standards or common practice.**0 points** if ambition is below industry standards or common practice. |
| Key measurable outcomes / KPIs for each action | **7 points** for providing clear numerical or objectively measurable targets to be completed within a specific timeframe.**4 points** for providing qualitative targets within a specific timeframe.**2 points** for setting out aspirations but not hard targets.**0** **points** if no measurable KPIs provided. |
| How delivery will be assured for each action | **7 points** for setting out clear delivery plan which includes: target delivery dates, key milestones building up to final delivery; clear explanation of dependencies necessary to ensure delivery, including known risks, and commitment or enrolment of key stakeholders.  **4 points** for setting out target delivery dates and key milestones building up to final delivery, but lacking clear explanation of dependencies, **2 points** for lack of clear deliverables, milestones, and dependencies. **0** **points** if no delivery assurances set out. |
| **Total number of points** | **29 points** per action, **87 points** in total |

#

# Annex A: Examples of what is being sought.

Note: examples are not meant to be exhaustive. These are indicative and other types of action can be taken than those specified below, so long as they are relevant to the question they come under.

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| **Question** | **Example[[4]](#footnote-5)** |
| **Green Growth** |  |
| 1.1 Supply Chain Competition | Guidance in the question. |
| 1.2 Supply Chain Opportunities  | Examples of routine actions include meet the buyer events, workshops, online procurement portals, multi-contract procurement etc. Examples of further actions supporting visibility of opportunity include collaborating with other projects to pool opportunities, running procurement workshops, making sure your Tier 1 suppliers maximise visibility of opportunities downstream of your project, running bespoke events for smaller groups of suppliers, and using multiple supplier portals. |
| 1.3 Procurement Value Drivers | Examples include any weight given in your procurement process to factors such as productivity quality, sustainability (carbon emissions, environmental impact etc), job creation, system integration and innovation, benefits to local communities, action against modern slavery, etc.  |
| 1.4 Sustainable Procurement, Operations and Maintenance | Examples include, but are not limited to, using recyclable materials, minimising carbon emissions from transportation, adopting new technologies for reducing carbon impacts across the supply chain (e.g. e.g. running production processes using dedicated green generation technologies such as renewables or nuclear), collaborating with suppliers to work towards decarbonising their practices, introducing measures to minimise biodiversity impacts of the supply chain. |
| **Infrastructure** |  |
| 2.1 Decarbonisation: Monitoring | Guidance in question.  |
| 2.2 Planning for Sustainable Decommissioning  | Examples could include investing in/contributing towards the research of recyclable materials, participating in working groups that think about end-of-life issues and initiatives, contributing to the research of the design of modular components, activities that promote repair before scrap. |
| **Innovation** |  |
| 3.1 Investment in R&D | Examples include any R&D project that you are involved in or driving that relates to new surveying, construction, maintenance methods, to new component design, or that could lead to a drop in carbon emissions, costs, and higher productivity etc.  |
| 3.2 Investment in New Technologies | Examples include any new technology that will be commercialised or tested as a direct, or partial result, of your project’s needs.  |
| 3.3.Bringing in New Players | Guidance in question.  |
| **Skills** |  |
| 4.1 Skill Gaps and Shortages | Examples of actions to address skills gaps and shortages could include the following: work to support the transition of workers from non-renewables sectors, recognition of equivalent training qualifications from other industries ; working in partnership with regulators and safety forums, educational institutions to address gaps and shortages, setting up your own training programmes, collaboration with others (developers or suppliers) to set up skill programmes including apprenticeships and STEM programmes. |
| 4.2 Equality of Opportunities | Examples of actions that promote equality of opportunities in the workforce and reduce the disability employment gap could include: work to: support in-work progression to help people from diverse backgrounds, perspectives and needs, (including age, ethnicity, education and other abilities) to move into the industry or into higher paid work by developing new skills relevant to the contract; increase the representation of disabled people in the contract workforce; support disabled people in developing new skills relevant to the contract, including through training schemes that result in recognised qualifications; and influence staff, suppliers, customers and communities through the delivery of the contract to support disabled people. |
| 4.3 Modern Slavery | Examples of actions to ensure there is no modern slavery or labour exploitation and that workers are paid properly and treated fairly could include the following: policies that guarantee fair rates of pay, fair working hours and a safe working environment in line with International Labour Organization (ILO) standards both within your workplace operations the supply chain, demonstration that you are auditing your supply chains and taking action where appropriate. |

# Annex B: Key Definitions

## “Key components”

1. Solar panels
2. Inverters
3. Mounting structures
4. Electrical Infrastructure Balance of Plant
	1. Electrical
	2. Structural
5. Installation (other equipment used in installation/construction process)

## “Demonstrable links” between the past activity undertaken and the current project

This means evidence of how activity in a previous project has direct and practical implications for the current project. For instance, lessons learnt applied to the current project, a procurement exercise that covers several projects, R&D investment or new technologies being rolled across several successive projects or infrastructure used across several projects. Activities by parent companies or consortium members can be used provided that the link to the project is within this definition.

## “Ambition significantly exceeds industry standards or common practice”

An ambitious activity means one that goes clearly further in scale, scope, material impact, or represents a wholly different or new approach, to what has commonly been done in the relevant industry in the past five years. For instance, building a ‘supplier portal’ in offshore wind, has become standard practice in recent years and would therefore not be considered ambitious but instead “industry standard or common practice”. The nature of a project’s technology and its size are considered in relation to ambition.

## “Key measurable outcomes / KPIs”

This refers to the key outcomes you will be monitored against. These should ideally be clear numerical or objectively measurable targets to be completed within a specific timeframe. Qualitative targets (e.g., producing a report) are also acceptable but will score less highly than numerical KPIs.

## “How delivery will be assured”

This requires a summary of how your intent, policy or initiative will be translated into concrete outcomes. This usually would include timelines for delivery and an overview of the key steps necessary to translate an intent into an outcome.

## “Detailed” or “comprehensive” information vs. “some” or sufficient information vs. superficial” or “insufficient” information

**Comprehensive:** clear statement of desired effects, timelines, key risks, mitigations, wider context, and industry impacts.

**Detailed**: clear statement of desired effects with supportive details on at least three of the following: timelines, key risks, mitigations, wider value and industry impacts.

**Basic**: clear statement of desired effects but with supportive detail on two or fewer of the following: timelines, key risks, mitigations, wider value and industry impacts.

**Superficial:** information on desired effects is unclear.

## “Sustainability”

Defined as any measure, action or initiative that seeks to reduce the environmental impact of your project. This can include, for example, a reduction in greenhouse gas emissions, or the use of recyclable or re-usable components.

1. See Annex B for definitions. [↑](#footnote-ref-2)
2. High impact research would be looking into solutions that will substantially (a) speed up deployment; (b) reduce costs; c) substantially change how and where your technology is deployed. [↑](#footnote-ref-3)
3. Use the gov.uk and EU definition of SMEs: An SME is any organisation that has fewer than 250 employees and a turnover of less than €50 million or a balance sheet total less than €43 million. [↑](#footnote-ref-4)
4. This is not an exhaustive list of examples. [↑](#footnote-ref-5)