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1. Introduction

Thales UK Limited places sustainable procurement and corporate responsibility at the heart of its operations. This guide is to assist suppliers in applying sustainability principles and understanding impacts, risks and opportunities within the supply chain process.

“Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment”.

Sustainability is but a “label”

Following a sustainable process is best practice; it is more than being ‘green’. Removing unnecessary wastes from the process of procuring what we need. This is about risk management and reducing / mitigating that risk, considering whole life cost and taking account of our Company’s reputation.

2. Purpose

The purpose of this guide is to assist suppliers in our supply chain to work with Thales UK to operate in a sustainable culture and benefit accordingly:

- Communicating risks and opportunities of supply chain vulnerabilities from anticipated climate change, resource availability or social well being
- Capturing innovation with regards to low carbon products and low operational energy usage
- Encouraging education and sharing knowledge and experiences

2.1. Benefits of Sustainable Procurement

- Reducing costs and increasing productivity from more efficient use of resources and reduction of waste in existing products and processes
- A mechanism to drive closer collaboration with strategic suppliers
- Identification of strategic supply risks, in terms of continuity and cost and raw material security
- Access to supplier market innovation and exploiting a rapidly expanding market for alternative materials, and lower cost technologies and products
- Identification and avoidance of risks to reputation and media exposure
- Implementation of best practice procurement techniques reducing potential exposure to financial, regulatory and reputation risks
- Eliminating inefficiencies, streamlining processes, thinking long term, evolving and adapting to new information in a changing world and minimising our impact on our environment
- Operational delivery of the business’ commitments on our Sustainability Programme
- This supports Thales UK Limited’s overall objective to be competitive in the market place
2.2. Why is Sustainable Procurement important to Thales?

Thales Group signed the UN Global Compact in 2003. Our customers see sustainable procurement as a differentiator.

- To maintain and enhance Company reputation;
- To attract and retain the best people;
- To use resources efficiently;
- To ensure future success in a competitive marketplace.

Sustainable procurement forms part of our CR programme. Thales UK expects the same commitment to be flowed down through its supply chain.

**Fig 3: Thales UK Corporate Responsibility Programme**
2.3. Corporate Responsibility

In Thales UK, sustainability is part of our corporate responsibility (CR) which is supported by a set of CR programmes with targets the business is required to achieve. Thales UK has commitment from the highest levels of senior management towards CR.

2015 Thales CR Targets (based on 2012 baseline)

| Energy | Carbon Reduction in tCO₂e from Real Estate | 10% reduction - real estate CO₂e emissions |
| Air    | Carbon Reduction in tCO₂e from Travel (Air, Rail, Fleet) | 10% reduction - travel CO₂e emissions |
| Water  | Water Use Reduction | 10% reduction in water consumption |
| Waste  | Waste Minimisation & Recycling Recovery | 10% reduction in non-hazardous waste. Increase recycling rate to 60% |
| Sustainable Procurement | Greening the Office | 70% expenditure on green office consumables |
| Sustainable Procurement | Sustainable procurement | Incorporate and meet MOD / Government procurement targets in water & waste emissions and supply chain. Improve UK bid process to include HSE requirements. Reinforce implementation of environment in suppliers relationship |
| Ecodesign | Design for Environment | Reinforce implementation of environment in product policy. 30% of product lines integrate 2 to 3 environmental objectives |
| Health and Safety | Health and Safety – Accident frequency rate reduction |

Fig 2: Thales UK Corporate Responsibility Targets

2.4. Certifications

To support our CR programme, Thales UK has certification and verification to:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Certification / Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISO 14001</td>
<td>Environmental Management System</td>
</tr>
<tr>
<td>OHSAS 18001</td>
<td>Health &amp; Safety Management System</td>
</tr>
<tr>
<td>ISO 14064</td>
<td>Greenhouse Gas emissions verification</td>
</tr>
<tr>
<td>BS 8903</td>
<td>Principles and framework for Procuring Sustainably (working towards)</td>
</tr>
</tbody>
</table>

Fig 4: Thales UK Certifications
3. BS 8903 Principles and Framework for Procuring Sustainably

Thales UK is working towards BS standard BS 8903 ‘Principles and framework for procuring sustainably’ and is the ‘daughter’ standard of BS 8900 ‘Guidance for managing sustainable development’.

This standard provides a structure for embedding sustainability within the procurement process.

4. Fundamentals

4.1. Thales UK Sustainable Procurement Policy

This policy directly relates to the Thales Global Purchasing and Corporate Responsibility Charter and Purchasing and Corporate Questionnaire, which you should already have signed and responded to.

Fig 5: Sustainable Procurement BS 8903 Process Overview

Fig 6: Thales Purchasing and Corporate Responsibility
4.2. Thales UK Environment Policy

Our goal is to conduct our current and future business in a way that protects and creates a better future for our environment. Everyone who works for Thales has a responsibility to give their best efforts to achieve this goal. We are committed to do this through our policy principles.

4.3. Thales UK Occupational Health & Safety Policy

Occupational Health & Safety (OH&S) is our highest corporate priority – we put our people first. As such we aim to manage OH&S as any other critical business activity in an integrated, systematic way. This is designed to ensure compliance with the law and other relevant requirements through good practice and continuous improvement; thereby creating a better future for our people demonstrating our commitment to prevent injury and ill-health.

We believe in a culture in which every individual that works for Thales is provided with the resources, equipment, training and empowerment to discharge their responsibility to achieve the highest practical safety standards for themselves, those whom they manage, their colleagues and others that are affected by our business activities.

4.4. Thales UK Energy & Natural Resource Policy

In delivering our business solutions Thales UK is committed to reducing our impact on the environment by identifying carbon reduction opportunities and reducing consumption of natural resources in line with the principles set out in this policy. Thales UK aims to be recognised as an industry leader in energy and natural resource efficiency and carbon reduction management.

4.5. Product Family Policies

Thales UK has identified its key procurement product categories or families. For each commodity within a family, there is a policy defining which target suppliers are preferred and approved, scope and capabilities, contractual framework, KPIs, risk and sustainable procurement. Each policy is required to identify:

- Regulations that apply to that particular product or service e.g. REACH, RoHS, WEEE, conflict minerals or counterfeit.
- The risks and impacts identified in the Thales UK RAGing Matrix (see 7.1.1) and the respective mitigation plans
- The opportunities of cost reduction driven by whole life cost analysis
- Cost reduction levers arising from sustainable procurement principles e.g. reduction in waste, packaging, logistics and energy.

Each policy is signed off by the UK Sustainable Procurement Lead before it is published.
5. Procurement Process

This section captures the key requirements Thales UK considers in our supply chain.

5.1. Sustainable Supply

It is important to understand the different concepts between Sustainable Supplier and Sustainable Supply:

- Sustainable Supplier is where Thales engages with a supplier to understand their measures and targets, and whether they are being achieved.

- Sustainable Supply is where measures are developed to identify suppliers’ contribution to improve the sustainability of that specific supply chain. E.g., waste, water, emissions, materials, service and innovation etc. This is the ethos that Thales UK favours.

5.2. Whole Life Cost

Includes:

- Cost of disposal – (e.g., negotiate with a supplier to include the removal of the product or a hazardous substance at the end of its useful life and ensure disposal is not harmful to the environment).

- Specifying refurbished products (e.g., not generally insisting on new items when refurbished parts or products could be used).

- Direct running costs (e.g., energy, water and other resources used over the lifetime of the product or service).

- Indirect costs (e.g., less energy efficient IT equipment will produce more heat, causing plant in air conditioned buildings to work harder to remove it, so adding to the electricity bill).

- Administration costs (e.g., overheads from purchases that require special handling and disposal such as certain pesticides and cleaning products).

- Spending to save – (e.g., purchasing more durable or energy efficient products which may initially be more expensive, but result in long term savings due to a longer service lifetime).

- Training – (e.g., if the product is not user friendly it may entail time, money and effort being expended in training staff to operate it).

- Recycled content – buying products containing recycled materials (e.g., paper with 80% recycled content; remanufactured toner cartridges etc.

- Recyclability – creating markets for own waste by ensuring product components can be recycled at its end of life.
5.3. Emissions

Thales aims to reduce emissions from energy, travel and logistics. To do this we measure the tonnes carbon dioxide equivalent (tCO₂e) from all emission sources from operations and have them externally verified to the greenhouse gas quantification and reporting standard ISO 14064. CO₂e is used as it provides a unit that demonstrates the equivalent amount of carbon dioxide from a number of greenhouse gases and helps an organisation to develop a carbon footprint.

Measuring carbon helps you to understand your environmental impact and aids carbon reduction measures in an organisation and their supply chain:

- Preventing unnecessary travel.
- Identifying more sustainable travel alternatives.
- Collating orders for fewer deliveries.
- Reducing energy from buildings, processes, projects, products.
- Reducing cost by identifying efficiencies.

How can you help to reduce emissions in our supply chain?
5.4. Waste Hierarchy

The principles of the waste hierarchy (Reduce – Reuse – Recycle – Rethink) can be useful in guiding more sustainable purchasing.

“Waste” is more than what we throw in the bin! Waste is can also be described as “any activity which absorbs time, material, energy or resource but creates no value”.

Prevention

Reducing unnecessary purchasing is the best way to integrate sustainability into procurement:

- Ensure products are definitely needed.
- Ensure products are fit for the purpose to avoid costly and wasteful mistakes.
- Ensure products are durable and covered by a long warranty.
- Ensure packaging is the minimum necessary for protection.
- Avoid disposable products designed for single use.

Preparing for Reuse

- Find out if there is redundant equipment in other departments which could be used.
- Specify goods which are repairable and easily upgraded.
- Specify goods which come with clear and comprehensive maintenance, repair and operating instructions and which are supported with guaranteed stocks of easily replaceable parts.
- Give preference to suppliers that operate take back schemes for end of life equipment and packaging.

Recycling

- Specify products made from recovered or recyclable materials or from a sustainable raw material source.
- Purchase products on which the materials are identified for ease of recycling.
- Wherever possible avoid products made from mixed materials as these are more difficult to recycle.

Other Recovery

- Sometimes the way we do things requires a complete rethink. For example:
- Have all products and alternatives been considered? Does your choice provide the right benefits and timings at the right costs? Are the risks and uncertainties acceptable?
- Do lease arrangements make provision for the owner and tenant to share in the savings either achieves, so that both have an incentive to achieve them?
- Is it feasible to join other departments in a consortium and use the extra buying power to promote environmental alternatives and establish good deals with suppliers?

Disposal

- Where none of the previous four options are viable, the last resort is disposal.
- Ensure this is completed in an environmentally friendly manner in line with national legislation.

How can you help to reduce emissions in our supply chain?
6. Manage Acquisition

Within Project Acquisition planning, in line with the Thales UK CR targets (see 2.2), each of the following will be considered and there relevance to the project and product / service being procured:

6.1. Ethics and Corporate Responsibility

Thales subscribes to the United Nations Global Compact and upholds its principles with respect to human rights, labour, the environment and the prevention of corruption. The company also applies the OECD Guidelines for Multinational Enterprises on employment and professional relations, the environment, corruption prevention, consumer rights, science and technology, competition and taxation.

In flowing down these commitments, Thales requires all of its suppliers to support its corporate responsibility policies and uphold the principles laid down in the Thales Code of Ethics, the United Nations Global Compact and the OECD Guidelines for Multinational Enterprises. Suppliers are asked to complete and sign the Company’s Purchasing and Corporate Responsibility Charter which helps assist in this process.

Thales requests Suppliers to sign up to the Purchasing and Corporate Responsibility Charter, which contains contractual obligations on the part of the Supplier to adhere to standards in the following:

- Human Rights
- Labour Standards
- Environment
- Corporate Governance
- Anti-Corruption

Note: Where the principles laid down by Thales are higher than local regulations and/or the supplier’s code of ethics, the Thales principles will apply.

Questions for the Supply Chain:

- What other internal policies & procedures do they have in place to ensure compliance with anti-corruption laws?
- Has the supplier signed /complies with the principles of the United Nations Global Compact, particularly those relating to human rights and labour standards?
- What is their minimum hiring age?
- Do they comply with the International Labour Organisation (ILO) Convention 14, which guarantees a weekly rest period of at least 24 consecutive hours?
- Do they ensure equal opportunities and treatment of workers through non-discrimination on the grounds of ethnic origin, gender, age, sexual orientation, trade-union membership, personal, political or religious beliefs?
- Do they avoid the use of child labour in accordance with applicable national standards and the principles of international conventions?
- Do they ensure safe and healthy working conditions for workers, in particular with the aim of avoiding risks and preventing accidents?
- Are they aware of the UK Bribery Act and its implications?
- Do they have a code of conduct or similar compliance and ethics related policy in place? (If yes, please send electronic copy)
- Has the company made any public disclosures involving fraudulent or corrupt misconduct or improper accounting, including bribery to any UK or overseas authorities? (If yes, please provide details)

- Has the company or any of its affiliates, or any current director, officer or key employee ever been charged with, or investigated for fraud, misrepresentation, corruption, bribery, money laundering or other related activities? (If yes, please provide details)

Is the company or any owners or key employees of the company identified on any of the following sanctions lists: the World Bank’s list of “debarred” entities, the HM Treasury Consolidated List, the U.S. Commerce Department’s List of Denied Parties, OFAC’s List of Specially Designated Nationals? (If yes, please provide details)

6.2. Emissions / Energy

Sustainable supply expectations:

- To support Thales UK’s objective to reduce energy and improve energy efficiency, thereby reducing CO2 emissions.

- All suppliers of goods, works or services that use gas, electricity or fuel arising in Thales’s operations (on site) are able to demonstrate targeted energy and emissions reduction.

- All suppliers of goods, works and services that consume gas, electricity or fuel are able to demonstrate good energy management practice and compliance with local legislation as a minimum i.e. does the supplier have certification to ISO 50001.

- Thales UK expects all modes of transport supporting our supply chain to be compliant with relevant local air quality standards.

6.3. Waste

Sustainable supply expectations:

- To support Thales UK’s objective to reduce waste to landfill, minimise creation of packaging waste material, promote energy recovery, re-use and increase recycling rate

- All suppliers of goods, works or services that cause waste arising in Thales’s operations (on site) are able to demonstrate targeted waste reductions

- All packaging to comply with Packaging Regulations [when applicable] e.g. Valpak Compliance Scheme

- All suppliers of goods, works and services that create (their own) waste are able to demonstrate good waste management practice and compliance with local legislation as a minimum.

- Purchases of goods that will be disposed of by THALES and its customers at end of life will reduce waste potential to a minimum and consider how this disposal will be done without causing waste to landfill.

Did you know we all pay tax on our packaging waste and that it is 40-50% cheaper to recycle rather than landfill?

Thales UK’s suppliers can directly contribute to reducing the quantity and cost of our packaging waste and the amount of tax we pay to the Government (annual Valpak submission).
Suppliers need to consider:

- The whole life cost of packaging: this includes the cost of the skip on site, the cost of recycling material, the cost of landfill tax.
- What packaging is being used?
- Is the packaging overly heavy / over-sized? Can it be designed to be minimal?
- Can any of the packaging be removed, reduced or reused / recycled?
- What is the percentage recycled content?
- What is the percentage raw material that is from a sustainable source?
- Can the packaging be returned?

Example: Timber

Suppliers need to consider:

- Buy recycled or reclaimed timber
- New timber must have sustainable certification e.g. Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC)

For further information see:

- Central Point of Expertise for Timber Procurement: www.proforest.net/cpet
- Friends of the Earth, Endangered Guide: www.foe.co.uk/campaigns/biodiversity/resource/good_wood_guide/wood_timber_types_a_to_g.html

6.4. Water

Sustainable supply expectations:

- To support Thales UK’s objective to reduce water consumption and improve water efficiency.
- All suppliers of goods, works or services that use water arising in Thales’s operations (on site) are able to demonstrate targeted water reduction consumption.
- All suppliers of goods, works and services that consume water are able to demonstrate good water management practice and compliance with local legislation as a minimum.
### 6.5. Resource Stewardship

With hundreds of suppliers around the world, we need to assess the impact of the regulatory environment throughout our supply chain (e.g., REACH and the Frank Dodd Act). Rising commodity costs and resource limitations require us to make decisions related to material selection and total product life-cycle costs.

<table>
<thead>
<tr>
<th></th>
<th>Primary usage</th>
<th>Years remaining consuming at todays rates</th>
<th>Years remaining consuming at 50% US rates</th>
<th>% Consumption met by recycled materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Antimony</td>
<td>Diodes, infrared devices, alloys, flame retardant</td>
<td>30</td>
<td>13</td>
<td>n/a</td>
</tr>
<tr>
<td>Copper</td>
<td>Wire, coin, plumbing</td>
<td>61</td>
<td>38</td>
<td>31%</td>
</tr>
<tr>
<td>Gold</td>
<td>Jewellery, dental</td>
<td>45</td>
<td>36</td>
<td>43%</td>
</tr>
<tr>
<td>Hafnium</td>
<td>Computer chips, nuclear power, ceramics</td>
<td>10</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Indium</td>
<td>Transistors, LEDs, LCDs (flat screens), alloys</td>
<td>13</td>
<td>4</td>
<td>0%</td>
</tr>
<tr>
<td>Lead</td>
<td>Pipes, batteries</td>
<td>42</td>
<td>8</td>
<td>72%</td>
</tr>
<tr>
<td>Nickel</td>
<td>Batteries, turbine blades</td>
<td>90</td>
<td>57</td>
<td>35%</td>
</tr>
<tr>
<td>Silver</td>
<td>Printed circuits, keyboards, catalytic converters, jewellery</td>
<td>29</td>
<td>9</td>
<td>16%</td>
</tr>
<tr>
<td>Tantalum</td>
<td>Capacitors, aircraft engines</td>
<td>116</td>
<td>20</td>
<td>20%</td>
</tr>
<tr>
<td>Tin</td>
<td>Cans, solder</td>
<td>40</td>
<td>17</td>
<td>26%</td>
</tr>
<tr>
<td>Uranium</td>
<td>Weapons, power stations</td>
<td>59</td>
<td>19</td>
<td>0%</td>
</tr>
<tr>
<td>Zinc</td>
<td>Galvanising</td>
<td>46</td>
<td>34</td>
<td>26%</td>
</tr>
</tbody>
</table>

Fig 8: Supply risk – critical elements and metals that only the ‘earth’ can provide (A Cynic’s Guide to Sustainable Procurement, CIPS)

### 6.6. Natural Resources

**Sustainable supply expectations:**

- To minimise use of natural resources and harm to the natural environment.
- Consideration shall be given to secondary materials (re-used and recycled) where they offer equal or greater value for money.
- All timber and related products including pallets shall be supplied from FSC or PEFC certified sources where possible.
- Raw materials include: Timber, rubber, alloys and metals.
Material Criticality:

It is the Supplier(s) responsibility to comply with all relevant statutes, statutory rules, orders, directives, regulations and standards in force at the time of delivery. Where the supplier suspects a concern regarding the product(s), please inform your local Thales Buyer immediately.

Key areas for concern:

- **WEEE**: Waste Electrical and Electronic Equipment [www.environment-agency.gov.uk/weee](http://www.environment-agency.gov.uk/weee)
- **RoHS**: Restriction on Hazardous Substances [www.rohs.gov.uk/](http://www.rohs.gov.uk/)
- **Rare earth metals**: A set of 17 chemical elements in the periodic table that were defined by the International Union of Pure and Applied Chemistry (IUPAC) [www.iupac.org/](http://www.iupac.org/)
- **Counterfeit avoidance**: DEF STAN 05-135 [www.dstan.dil.d.g.mil.uk/drafts.html](http://www.dstan.dil.d.g.mil.uk/drafts.html)

*(The above list is currently most important to Thales UK, but not limited to)*

### 6.7. Economic Sustainability

Sustainable supply expectations:

- To contribute positively to the economic sustainability of your communities.
- To not knowingly award contracts that undermines the economic viability of our suppliers.
- To pay suppliers in accordance with the contract conditions.
- Where appropriate, to seek competitive local supply and labour.
- To encourage innovation in the supply chain, particularly where economic, social and environmental benefits can be demonstrated.
- To encourage fair trade / fair price.
- To consider social issues in procurement that you do not act in a way that may be considered to ‘distort competition’ or discriminate against.

### 6.8. Biodiversity

Sustainable supply expectations:

- To consider all living organisms and your natural surroundings.
- All suppliers of goods, works or services in Thales’s operations (on site) do not have a negative / detrimental impact on local Thales biodiversity.
- All suppliers of goods, works and services, do not have a negative / detrimental impact on biodiversity both locally and during transportation.
6.9. RFI / RFP / RFQ

Our suppliers need to understand that tender assessment weightings will include sustainable procurement criteria.

It is important that sustainable risks and opportunities (e.g. regarding labour standards and ethics) are identified and recorded.

Where relevant, please address any impacts, risks and opportunities with the Buyer on the following objectives:

- Ethics
- Emissions
- Energy
- Waste
- Water
- Transportation / logistics
- Natural resources
- Economic Sustainability
- Biodiversity

These are an example of standard questions that may be included:

- Have you signed the Thales Purchasing and Corporate Responsibility Charter and completed the CR and Environmental Questionnaires?
- Are you aware of any product / component alternatives that are sustainably responsible?
- Is the product re-usable?
- Is there recycled materials used within this product? If yes, what percentage?
- Are there embodied components within this product that are environmentally damaging?
- Do you inform customers of the risks associated with your products and / or services?

6.10. Supplier Meetings

Sustainable Procurement shall form part of the agenda in supplier meetings such as Quarterly / Strategic Business Reviews.

It is important that Sustainable risks and opportunities are revisited and mitigation action plans assessed and updated accordingly.

During the course of supplier meetings and visits, each of the following shall be considered and documented for impacts, risks and opportunities:

- Ethics
- Emissions
- Energy
- Waste
- Water
- Transportation / logistics
- Natural resources
- Economic Sustainability
- Biodiversity

Contract compliance:

As an approved supplier to Thales, it is the supplier’s responsibility to advise us the origins and sources of supply (E.g. impact of counterfeit material and conflict minerals).

Supplier management:

Managing our supply chain performance based on strategic priority, transparency, risk and opportunity. Thales wants to work collaboratively with proactive engagement of suppliers rather than flow-down of requirements via questionnaires and audits.
7. Enablers

BS 8903 enablers are intrinsically linked to Thales UK in-house activities. However, there is a requirement to engage with Stakeholders and communicate our requirements. This document serves to do this with our Supply Chain.

7.1. Risk Management

RAGing Matrix

Recognising the importance of managing our supply chains in a more responsible way, the RAGing Matrix is a tool to aid identifying risks, impacts and opportunities using a simple red, amber, green colour coding.

It is important that our Supply Chain is aware of the products and services (by Family / Commodity) they are providing and how they relate to the RAGing Matrix (see below). Where reds have been identified, the Supplier is required to collaborate with the Buyer and Acquisition Team to highlight them on the Risk Register and provide a mitigation action plan.

Every red, every purchase, every time.

<table>
<thead>
<tr>
<th>Commodity / Family</th>
<th>Operation &amp; Client CO₂</th>
<th>Operation &amp; Client Air Quality</th>
<th>Water</th>
<th>Waste</th>
<th>Natural Resources</th>
<th>Ethics</th>
<th>Economic</th>
<th>Biodiversity</th>
<th>Material Criticality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities Mgt</td>
<td><strong>R</strong></td>
<td><strong>G</strong></td>
<td><strong>A</strong></td>
<td><strong>R</strong></td>
<td><strong>G</strong></td>
<td><strong>R</strong></td>
<td><strong>A</strong></td>
<td><strong>A</strong></td>
<td><strong>G</strong></td>
</tr>
<tr>
<td>Mechanical Parts</td>
<td><strong>G</strong></td>
<td><strong>R</strong></td>
<td><strong>G</strong></td>
<td><strong>R</strong></td>
<td><strong>A</strong></td>
<td><strong>A</strong></td>
<td><strong>G</strong></td>
<td><strong>G</strong></td>
<td><strong>A</strong></td>
</tr>
<tr>
<td>Mechanical Parts</td>
<td><strong>G</strong></td>
<td><strong>R</strong></td>
<td><strong>G</strong></td>
<td><strong>A</strong></td>
<td><strong>A</strong></td>
<td><strong>A</strong></td>
<td><strong>G</strong></td>
<td><strong>G</strong></td>
<td><strong>R</strong></td>
</tr>
<tr>
<td>Mechanical Parts</td>
<td><strong>A</strong></td>
<td><strong>A</strong></td>
<td><strong>A</strong></td>
<td><strong>R</strong></td>
<td><strong>R</strong></td>
<td><strong>R</strong></td>
<td><strong>R</strong></td>
<td><strong>R</strong></td>
<td><strong>G</strong></td>
</tr>
</tbody>
</table>

Fig 9: Thales RAGing Matrix sample

8. Further Information and Help

We are keen to hear your ideas on moving towards more sustainable products and services.

If you have any questions or would like to discuss any of the topics covered in this guide please speak to your local Thales Buyer. A list of useful websites has been provided in Appendix A.
Appendix A: Useful websites

Thales UK Limited:

The Carbon Trust
www.thecarbontrust.co.uk

The Environment Agency
www.environment-agency.gov.uk

Chartered Institute of Purchasing and Supply
www.cips.org

Department for Environment, Food & Rural Affairs
www.defra.gov.uk

Action Sustainability
www.actionsustainability.com

Business in the Community
www.bitc.org.uk

Public Sector Procurement Portal for Welsh Suppliers and Buyers
www.sell2wales.gov.uk

Northern Ireland Executive
www.northernireland.gov.uk

The Scottish Government
www.scotland.gov.uk
About Thales

Whenever critical decisions need to be made, Thales has a role to play.

World-class technologies and the combined expertise of 65,000 employees in 56 locally based country operations make Thales a key player in assuring the security of citizens, infrastructure and nations in all the markets we serve – Aerospace, Space, Ground Transportation, Security and Defence.

For more than 40 years, Thales has delivered state of the art physical and cyber security solutions to commercial, critical national infrastructure, government and military customers.

Thales will help you refocus your security spend to defend your organisation and prevent significant loss of revenue and reputation. Thales will ensure your competitive advantage is maintained by being able to demonstrate resilient and secure use of physical and cyber security.