
Procurement Policy (External)

V0_1

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1. Purpose and Scope

- 1.1 The purpose of the Policy is to provide clear guidelines on how any Procurement activity is to be carried out.
- 1.2 The Policy applies to all employees, managers and directors of GWR as well as contractors, temporary staff or agents working on behalf of GWR, in any situation where they are involved in:
 - 1.2.1 Procurement or any part of the Procurement Process whether as a requisitioner, authoriser, sponsor or specifier
 - 1.2.2 Authorising expenditure or payments including those via the SAP or Webcycle systems
 - 1.2.3 Business interactions with suppliers on behalf of GWR
- 1.3 Adherence to the Policy is an individual responsibility. The effective implementation of the Policy is dependent upon the active involvement, commitment and adherence from each person involved in any Procurement activity.
- 1.4 Breach of the Policy, or failure to properly adopt the Procurement Process, may constitute a disciplinary offence. GWR will not tolerate:
 - 1.4.1 Breach of this policy by GWR or by suppliers
 - 1.4.2 Financial loss or reputational damage resulting from Procurement or Supplier Management activity
 - 1.4.3 Unethical treatment of suppliers and/or potential suppliers and their associated supply chains
 - 1.4.4 Non-adherence to the Procurement & Supplier Management Policy , which leaves GWR exposed to unacceptable levels of risk

2. Objectives

- 2.1 The Policy exists to provide transparency of process, compliance with GWR's governance requirements and ensures that all Procurement activities are:
 - 2.1.1 Legal, accountable and auditable
 - 2.1.2 Ethically, sustainably and socially responsible
 - 2.1.3 Undertaken to minimise commercial and reputational risk

- 2.1.4 Able to demonstrate best value for money
- 2.2 Any Procurement activity must be undertaken in accordance with the Policy and its objectives in particular item 2.1.1 by ensuring that all Procurement is legal, accountable and auditable.
- 2.3 In addition to the Policy and its objectives we should seek to engage with suppliers who subscribe to and operate on similar principles to GWR. Therefore, as a minimum, all existing and prospective suppliers must be registered as an Approved Supplier through GWR's supplier assurance process and conform to the standards as set out in the Supplier Code of Conduct.
- 2.4 If an individual has any uncertainty as to how to apply the Policy or follow the Procurement Process, or in the event of any perceived conflict with any part of the Policy, they must contact GWR Procurement for advice on how to proceed.

3. Legal, Accountable and Auditable

Legality

- 3.1 Procurement activities will fully respect and comply with:
 - 3.1.1 All applicable UK (England & Wales and Scotland) laws and regulations
 - 3.1.2 All applicable European Union laws, directives and regulations especially those governing Procurement (e.g. Utilities Contracts Regulations 2016), for as long as they shall apply.
 - 3.1.3 All relevant laws, regulations, treaties and agreements to which the UK is party
- 3.2 There are no circumstances in which it is permissible for Procurement activities to be undertaken which would break, or knowingly risk breaking, applicable laws and regulations.
- 3.3 GWR is committed to the fair and effective application of all laws and regulations. There is therefore a positive duty on GWR and its employees to report and refer any and all reasonably founded suspicions of illegal activity. For example, this shall include attempts at corruption or bribery, evidence of anti-competitive activity, breaches of employment or environmental law and attempts to procure inducements from a supplier.
- 3.4 The Policy supports, protects and where possible maintains the anonymity of whistle-blowers inside or outside of GWR who act in good faith, even in the

event that their reported suspicions should subsequently prove to be unfounded or incorrect.

Accountability and Auditability

3.5 There are no circumstances in which it is permissible to undertake Procurement activities or commit GWR's expenditure without being able to document the transaction in such a way that at a future date it is possible to determine (as a minimum):

3.5.1 The originator of the requirement

3.5.2 The purpose of the expenditure and why it was required

3.5.3 Who approved the requisition and by which route (e.g. SAP)

3.5.4 How the Procurement was undertaken to ensure compliance with the Policy

3.5.5 The Procurement Process adopted

3.5.6 That the goods or service were supplied in accordance with the order and met the required standards

3.5.7 The destination of any goods or services received

3.5.8 The route by which payment was authorised, when, by whom and in what sum payment(s) were made

3.5.9 Any post-contract variations and how they were agreed / progressed

3.5.10 The process by which all key decisions were arrived at, and by whom

3.6 It is fundamental for all Procurement activity that the requisitioner / orderer, approver(s), and supplier are different persons and identifiable from the maintained records.

3.7 All relevant records must be maintained for an appropriate length of time and comply with the GDPR regulations and any other applicable relevant laws and regulations.

4. Ethical, Sustainable and Social Responsibility

4.1 Beyond the requirements of law and other regulations in respect to Procurement activities GWR and Group have obligations to the wider community and stakeholders in respect to the way it undertakes its business activities.

- 4.2 This shall include the adherence and application of GWR's Sustainable Procurement Strategy (SPS) available [here](#) and the wider Group Corporate Social Responsibility (CSR) policy when undertaking Procurement activities.
- 4.3 Where there is any perceived conflict between the ethical, sustainable and social requirements as set out in the SPS and those elsewhere included within the Policy, or within wider GWR policies, then advice must be sought from GWR Procurement.
- 4.4 Where significant conflicts arise, it will be a requirement that the Procurement can be demonstrated to have given sufficient consideration and weighting to ethical, sustainable and social issues and that a diligent evaluation process has been undertaken prior to a commitment being made.
- 4.5 Areas of ethical, sustainable and social consideration that may have an impact on the Procurement may include some or all of the following:
- 4.5.1 Sustainability and whole life value
 - 4.5.2 Environmental responsibility
 - 4.5.3 Human rights and the Modern Slavery Act
 - 4.5.4 Equal opportunities and diversity
 - 4.5.5 Impact on society and community engagement
 - 4.5.6 Employment and apprenticeship opportunities
 - 4.5.7 Opportunities for small & medium-sized enterprises (SMEs)
 - 4.5.8 Ethics and ethical trading
 - 4.5.9 Openness, fairness and transparency
 - 4.5.10 Corporate governance
- 4.6 In application of the Policy all Procurement activity will:
- 4.6.1 Focus on through-life costs rather than the initial purchase price;
 - 4.6.2 Adequately assess the key ethical, environmental and social factors (as detailed in the SPS) most relevant to the requirement

- 4.6.3 Treat and trade with all existing and potential suppliers fairly, equally and transparently

5. Health & Safety Considerations

- 5.1 All employees must carefully consider the health and safety implications in conjunction with this Policy and comply with GWR's internal Health & Safety policies. Consideration should also be given to a supplier's safety standards as part of the tendering process. Further advice can be sought from the safety team.

Safety must be a consideration when compiling requirements (for example 'Buy Quiet' and 'Buy Low' vibration campaigns which refer to Noise at Work and PUWER Regulations) and selecting suppliers as part of a tender process and if you have any queries, please consult the safety team initially before progressing.

6. Commercial and Reputational Risk

- 6.1 Potential commercial and reputational risks must be assessed as part of any Procurement activity, which should not impart unnecessary or unassessed levels of risk.
- 6.2 Consideration of commercial and reputational risk should include an assessment of the following key areas:
- 6.2.1 Supplier risks: arising from the nature of the work undertaken by the supplier, any legal actions or proceedings that may have been taken against them and / or any conflict with the supplier's policies and those of GWR as well as risk of obsolescence.
 - 6.2.2 Financial risks: arising from potential financial demise of the supplier or in the level of risk imparted from the proportion of our business in relation to their total annual turnover
 - 6.2.3 Process risks: arising from the Procurement Process followed or failure to adhere to legal requirements, regulatory requirements or industry standards as part of the delivery of the goods or services
 - 6.2.4 Supply chain risks: arising from the ability of the supplier to supply the required goods or services on time and to the required specification including the management of obsolescent goods and/or services.
 - 6.2.5 Control risks: arising from the ability to impart adequate controls on the ordering or replenishment of the goods or services
 - 6.2.6 Environmental risks: arising from the potential ecological or environmental impact of the goods or services

- 6.2.7 Social risks: arising from the potential social risks of the goods or services including consideration of equal opportunities, diversity, human rights and Modern Slavery Act
- 6.3 The level of risk will in most cases be proportionate to the value of the requirement therefore it is important that greater rigour is applied to the risk assessment process for higher value requirements.
- 6.4 The main output of any risk assessment exercise is to identify key risks and consider appropriate mitigating actions to either avoid the risk from occurring or lessen its impact. It is important in this respect that identified risks are communicated to key stakeholders ahead of entering into commitments with suppliers.
- 6.5 Where there is any doubt over how to approach risk assessment as part of any Procurement activity this should be referred to GWR Procurement for review.

7. Best Value for Money

- 7.1 The key aim of any Procurement activity is to obtain the best through-life value for money for the goods and services legally, ethically and sustainably. Value is defined as the economic benefit derived over the expected life of the goods / services and is a balance of time, performance, cost and sustainability factors, and may include:
- 7.1.1 Reduced price
 - 7.1.2 Reduced lifetime operating costs
 - 7.1.3 Avoided Costs
 - 7.1.4 Improved product / service performance
 - 7.1.5 Improved sustainability performance
 - 7.1.6 Positive customer experience impact
 - 7.1.7 Accelerated delivery timescales
 - 7.1.8 Enhanced reputation
- 7.2 Any Procurement activity shall be undertaken to maximise GWR's and the Group's buying power and shall aim to achieve the best value for money in every instance subject to satisfying the other constraints and objectives as

detailed in the Policy with a primary focus on being legal, accountable and auditable.

- 7.3 In order to achieve best value for money the Procurement Process must be diligently followed and, where appropriate, competitive bids sought on an equal basis from suppliers against a prescribed requirement.
- 7.4 For any quotation or competitive bid process pre-defined evaluation criteria must be established and communicated to suppliers. Returned bids must then be evaluated and awarded against the pre-defined criteria.
- 7.5 In order to achieve best value for money for any Procurement activity the following must be considered:
 - 7.5.1 Strict adherence to the Procurement Process
 - 7.5.2 Establishing a specification or scope of key requirements
 - 7.5.3 Identifying potential suppliers from the list of GWR Approved Suppliers, wherever possible
 - 7.5.4 Setting pre-defined evaluation criteria and communicating this to suppliers
 - 7.5.5 Ensuring that all bids can be evaluated fairly and on an equal basis
 - 7.5.6 Cascading GWR's preferred terms and conditions for the requirement whether standard purchase order (PO) terms and conditions or a bespoke agreement approved by GWR Procurement
 - 7.5.7 Evaluation against total expected through- life costs of the goods or services and whether all potential cost factors have been adequately considered in the Procurement (e.g. design, acquisition / construction, operation, maintenance, disposal etc)
 - 7.5.8 Sustainability factors as detailed in the SPS including environmental and social impacts

8. Procurement Process

- 8.1 The Procurement Process outlined in this section and in the process diagrams in Appendix A provide clear guidance on the process that must be followed for any Procurement requirements that are not covered under a current contractual agreement. If there is any uncertainty as to how to follow the Procurement Process, including the appropriateness of any contract agreement for the

procurement of a particular requirement, then advice on how to proceed must be sought in the first instance from GWR Procurement.

8.2 The aim of the Procurement Process is to ensure that all Procurement activity is undertaken in accordance with the Policy and its objectives. There are five key processes:

8.2.1 Low Value Requirements: less than £5k

8.2.2 Mid Value Requirements: £5k-£50k

8.2.3 High Value Requirements: £50k-£426k (including VAT)

8.2.4 Strategic Requirements: more than £426k (including VAT)

8.3 One of the above processes must be followed for all Procurement activity. The only exception to this is for requirements detailed in clause 8.10 below.

8.4 High Value / Strategic Requirements will be led by GWR Procurement (or Group Procurement) who will adopt a cross-functional team approach involving key stakeholders, as appropriate.

8.5 Mid Value Requirements up to £50k will typically be led by the requisitioner. The project lead will be responsible for following the prescribed Procurement Process before committing any expenditure to the supplier.

8.6 Low Value Requirements will be led by the requisitioner who will be responsible for following the prescribed Procurement Process before committing any expenditure to the supplier.

8.7 Any requested deviation from GWR's standard purchase order terms and conditions must be forwarded to GWR Procurement for review and authorisation before progressing.

8.9 All tender documents, including PQQ and ITT returns must be held on file for a minimum of 7 years.

Other considerations

8.10 There are eight areas of considerations to the prescribed process diagrams whereby the Procurement may require additional consultation or follow a different process. The process considerations and their specific requirements are:

8.10.1 **Capital Expenditure (CAPEX) and Works**

Requirements for capital expenditure projects and works requirements must also be referred to the GWR Finance team as well as GWR Procurement for review prior to engaging suppliers or committing expenditure. These requirements will likely require consideration of a number of critical factors including design, compliance with CDM regulations, funding, Network Rail asset protection and potential impact to existing operations. A CAPEX form will be required to be fully authorised before any spend is committed therefore it is essential that the requirement is reviewed with GWR Finance, GWR Procurement and GWR Property Asset Management Team at the earliest opportunity.

8.10.2 **Property Consultants**

Requirements for property consultants including designers, architects, engineers, planners etc must be sourced under the Property Consultants Framework whereby a tender or mini-competition is issued to each of the property consultants within the Framework. Any requirements for property consultants must be discussed with the relevant representative from GWR Procurement before engaging any suppliers or committing expenditure.

8.10.3 **Property Asset Management Team**

Requirements affecting GWR Property related assets and our scope of the Asset Management System, for Stations and other Commercial Leased Premises, shall be referred to GWR Property Asset Management Team at the concept stage of any proposal. This is in line with the Asset Management Plan (AMP) process, GRIP / PACE Stages, Governance Control Review, Property Projects Product Matrix compliance.

Requirements for working on GWR Electrical Services shall include the suitability and competency, at the pre-qualification questionnaire stage, of a Supplier (with membership of an electrical governing body) meeting the requirements of our 'Safe Working on Low Voltage Electrical Systems' policy. GWR need to ensure potential bidders have their own 'Low Voltage Safe System of Work' including a comprehensive permit to work system.

Requirements for any GWR Property Tenancies impacting on Tenancy Agreements must be referred to Group Property Head of Estates, Property Asset Management Team and GWR Procurement for review and approval before engaging suppliers or committing GWR to any financial or legal obligation.

All new / modified proposals to station property assets (within station lease) **must** obtain the appropriate consents including, but not limited to; NR / GWR PRAM, included on the ISP, Landlords Consent including EIS, LBC (as required), GWR / NR BEAP through approved DIA's, MP / GCR.

Supporting Policy documents must be made available to the Supplier as part of the contract award activity for compliance and awareness relevant to the procured services before any works can commence on GWR managed premises.

The requirements set-out above support and maintains GWR's ISO55001:2014 accreditation in the decision making in asset management. Including; life-cycle delivery (asset creation, operation, maintenance and disposal of assets), design, asset performance and evaluation, documented information, continual improvement, CDM2015, NR requirements for asset protection and technical approvals with the RAM-Buildings team led by GWR Property Asset Management Team.

8.10.4 **IT**

Requirements for any IT related goods or services must be referred to the GWR IT team for review prior to engaging suppliers or committing expenditure. These requirements may have an impact on GWR's network and IT infrastructure therefore it is essential that they are reviewed with the GWR IT team at the earliest opportunity.

8.10.5 **Recruitment**

Requirements for temporary or permanent external recruitment must be approved through the Authority to Recruit (ATR) approval process prior to the commitment of any expenditure for any permanent or temporary (including agency) staff. For non-technical temporary recruitment GWR has one preferred supplier for which any opportunities must be submitted for fulfilment. For all other requirements the GWR Recruitment team will work with GWR Procurement to specify the most appropriate sourcing method.

8.10.6 **Business Consultants**

Requirements for business consultants and business consultancy services must be approved through the ATE process prior to engaging any suppliers or the commitment of any expenditure. These requirements may have an impact on, or offer opportunities for synergies, with other projects therefore it is essential that they are approved through the approval process before any expenditure commitment is made.

8.10.7 **Leases**

Requirements for Rolling Stock Leases and Property tenancy leases are excluded from this Policy. Requirements for any other type of lease or hire agreement must be referred to GWR Procurement for review prior to engaging suppliers or committing expenditure. These requirements usually operate with non-standard terms and conditions therefore it is essential that they are reviewed with GWR Procurement

at the earliest opportunity. Particular consideration should be given to the length of lease versus any remaining franchise duration.

8.10.8 **Sponsorship and Charitable Donations**

Sponsorship. Use of GWR's finances for sponsorships must be referred to Sales and Marketing for review prior to committing expenditure. This is to ensure that there is a review of objectives, expected benefits, alignment to GWR strategic objectives and the proposed beneficiary prior to any commitment being made.

Charitable Donations. All requests for charitable donations must be approved by either the Business Assurance Director, Finance Director or Managing Director prior to the commitment of any donation. Any requests for donations above £5K will be subject to additional Rail Division approval including the prior approval of the Charitable Donations Committee (CDC) for all donation requests over £10K.

8.10.9 **Affiliate and Intra-company trading**

Where another group company (First Group or TOC) provides a service to GWR the company providing the service is responsible for drafting the Master Services Agreement and associated Work Order. Such agreements are subject to approval by the DfT and must be approved via the CAF process.

9. Authority and Approvals

- 9.1 Only directors, managers and employees with delegated authority can approve expenditure to suppliers and only in instances where the expenditure is being committed in accordance with the Policy and in particular the Procurement Process.
- 9.2 The level of authority that has been delegated to them by the Executive Committee will be detailed in their delegated authority schedule, which must be signed by all parties detailed in the schedule in order to be valid and in force.
- 9.3 Expenditure can only be approved where there is a budget in place for the specific requirement or there is DfT approval. The available budget must be allocated to the type of expenditure being committed and not be taken or reallocated from another budget allocated for a different purpose.
- 9.4 No contract (excluding PO only contracts) should be entered in to without prior completion of a Contract Approval Form (CAF). CAF's for low/medium value requirements should be completed by the business owner and by Procurement for any activity above £50k. They are sent via electronic workflow to a pre-determined list of approvers. For the avoidance of doubt, a CAF is also required for any and all extensions, renewals or variations to a contract regardless of

value but should reference only the value of the extension, renewal or variation. If the commitment, extension, renewal or variation is less than £10k in value then a CAF is not required.

- 9.5 Where a contract is defined by the DfT as a Key Contract, approval must also be sought from the DfT to amend, vary, extend or award the contract.
- 9.5 If there is any uncertainty as to the levels and use of delegated authority, then advice must be sought from GWR Finance.

10. Raising Purchase Orders

- 10.1 Purchase orders can only be raised for goods and services to approved Suppliers where there is confirmation of budget and the expenditure is being committed in accordance with the Policy.
- 10.2 Expenditure can only be committed to suppliers through a valid purchase order being raised and fully approved by a manager(s) or director(s) with the appropriate level of delegated authority, or in accordance with the order process detailed in an existing contract (e.g. telephone bookings for taxis).
- 10.3 Aside from individual contracts where there is a documented variation to the prescribed purchase order process there are no circumstances where works, goods or services can be requested from suppliers via telephone, or other unofficial methods, with the commitment or promise of a purchase order to follow.
- 10.4 GWR has two principle systems for raising purchase orders:
 - 10.4.1 SAP e-Procurement
 - 10.4.2 IFMS

11. Supplier or Contract Management

- 11.1 After the selection or appointment of a supplier, or the raising of a purchase order, for a particular requirement it is important that the supplier delivers the goods or services to the agreed service level, specification and standard as stated during the Procurement or in the contract. This will involve some form of supplier or contract management which should be led by the business owner.
- 11.2 The level of supplier or contract management will depend on the importance, complexity and value of the requirement. For higher importance / complexity / value requirements it may be necessary to implement some or all of the following:

- 10.2.1 Setting targets / objectives for key deliverables
- 10.2.2 Establishing a regular report to track progress against key criteria
- 10.2.3 Setting up joint performance review meetings to review progress
- 11.3 For strategic suppliers and contracts GWR Procurement may lead the supplier management process and implement a supplier performance management (SPM) or supplier relationship management (SRM) system whereby a scorecard is established for measurement against key criteria.
- 11.4 For non-strategic suppliers and contracts there is a requirement for there to be a designated 'business owner' of the contract and / or supplier. For contracts with a significant value (typically above £50k per annum) this relationship should be formally contract managed in line with 11.2 above. For more guidance on this the business owner should contact GWR Procurement.
- 11.4 GWR's Supplier Relationship Management and Supplier Performance Management Programs are governed within the framework of BS11000.

12. Contract Changes and Variations

- 12.1 Whether the appointment is made using standard PO terms and conditions or a bespoke contract negotiated by GWR Procurement the requirement deliverables should be detailed as clearly and unambiguously as possible to ensure that the supplier clearly understands what is required of them.
- 12.2 The final contract deliverables and price must be in accordance with the approval that was provided for the expenditure. Any post-contract changes or variations, which result in an increase to the price or a material change to the agreed deliverables will require formal approval from the budget authoriser, and potentially GWR Procurement depending on the value and complexity.
- 12.3 Under no circumstances shall an employee have the unilateral authority to change or vary a contract, including standard purchase order terms and conditions, without first obtaining the necessary approvals from the budget authoriser, and GWR Procurement, as required.

13. Gifts, Hospitality and Other Inducements

- 13.1 GWR and Group operates a Gifts and Hospitality Policy and all employees are bound by its terms. It is each employees' responsibility to ensure that they understand and follow the Gifts and Hospitality Policy.

- 13.2 Accepting or giving any gift or hospitality that is deigned to or may be seen to influence business decisions is not acceptable. No GWR employee shall offer, give, seek or receive either directly or indirectly inducements or other improper advantages for business or personal gain.
- 13.3 Where the value of gifts or hospitality could be seen as excessive, or in the event that it exceeds the value in 13.4 below, the recipient must obtain clearance from his or her line manager prior to acceptance and log the gift or hospitality on the group register. If clearance is received to accept, the gift or hospitality must be recorded in the Gifts and Hospitality Register as soon as practicable.
- 13.4 Any gift or hospitality above £100 in value for a single gift or event, or where the cumulative value is greater than £100 from a single person or entity, this must be formally reported to your line manager for review and, if deemed acceptable, added to the Gifts and Hospitality Register. If the value of the gift or hospitality is not clear then it should be treated as being above £100.
- 13.5 If an employee is in any doubt as to whether he or she may accept an offer, that employee must discuss the issue in advance with their line manager.

14. Conflicts of Interest

- 14.1 When dealing with suppliers, potential conflicts of interest can sometimes arise, which may be in the form of spouses or other relatives being employed by the supplier or you, or a close family member, possessing shareholdings or other stakes. Any potential conflicts must be reported to your manager as soon as they are identified. They will not normally prevent GWR from trading with the company concerned, but it is important that any potential conflicts can be reviewed, recorded and managed.
- 14.2 Former employees may be potential suppliers and indeed their knowledge of GWR may make them a suitable partner. It is important that they do not receive special consideration or access to information not available to other potential suppliers. If their perceived inside knowledge gives them an unfair competitive advantage, steps must be taken to ensure fair competition among all potential suppliers.
- 14.3 Employees should avoid dealing with suppliers in their private affairs particularly if this potentially puts them under some obligation to the supplier. Where such arrangements are unavoidable, it is essential that they ensure that they are not offered any sort of deal which is not commonly available, and which could be construed as a reward for actions taken in the course of their employment.

15. Legal and Ethical Concerns

- 15.1 Any legal and / or ethical concerns as well as any approaches from current or potential suppliers deemed to be improper, whether in the form of inducements or threats, must be reported to GWR Procurement or via the whistleblowing process.
- 15.2 Whether ultimately proven to be verified or not, it is important that all legal and / or ethical concerns are reported to enable a full investigation.
- 15.3 All employees undertaking any business activity are bound by the Group's Code of Business Ethics as detailed in the Group Corporate Social Responsibility (CSR) Policy.

16. Anti-Competitive Behaviour

- 16.1 Individuals may become aware of multiple suppliers appearing to act in collaboration to potential fix or inflate prices. Any such suspicions must be reported, together with any supporting evidence, to GWR Procurement.

17. Whistle Blowers

- 17.1 GWR and Group operate a Whistle-Blowing Policy and all employees are bound by its terms. It is the Group's policy to support, protect and, where possible, preserve the anonymity of any of our employees that in good faith report apparently questionable activity, even if their fears subsequently prove to be unfounded.
- 17.2 Early reporting is essential so that, where necessary, legal advice can be taken and both the individual and the Group protected.

18. Definitions

Term	Definition
AMP	Asset Management Plan – documented information that specifies the activities, resources and timescales required for an individual asset, or a grouping of assets, to achieve the organisations' asset management objectives.
Approved Supplier	Any supplier that, as a minimum, has been fully accredited through GWR's supplier assurance process. This is subject to any additional accreditations that may be required in accordance with Engineering Policy documents.
Asset	Item, object or tangible entity that has potential or actual value to an organisation
Asset Management	Coordinated activity of an organisation to realise value from its' assets.
Asset Management System (AMS)	Management system for asset management whose function is to establish the asset management policy and asset management objectives.
ATE	Authorise to Engage
BEAP	Built Environment Accessibility Panel
CAF	Contract Approval Form
CDM	Construction, Design & Management (regulations)
CSR	Group Corporate Social Responsibility
DfT	Department for Transport
DIA	Diversity Impact Assessment
EIS	Entry into Service stage of the NR Landlords Consent Process.
FTS	Find a Tender Service
GCR	GWR Governance Control Review
GDPR	General Data Protection Regulation
GRIP	Governance for Railway Investment Projects process was developed to minimise and mitigate the risks associated with projects to enhance or renew the operational railway and projects in a high street environment.
Group	FirstGroup Plc and its group companies
GWR	Great Western Railway
GWR Procurement	The Great Western Railway (GWR) Procurement Team
IFMS	Integrated Fleet Management System
ISP	Integrated Station Plan hosting all 'live' and proposed projects / programmes in concept / development / implementation stage.

ITT	Invitation to Tender
LBC	Listed Building Consent
MP	GWR Mobilisation Panel
NR	Network Rail
PACE	Project Acceleration in a Controlled Environment
PO	Purchase Order
PQQ	Pre-qualification Questionnaire
PRAM	Property Route Asset Management Technical Surgeries led by GWR Property Asset Management Team and NR Buildings RAM teams.
Policy	GWR Procurement and Supplier Management Policy
Procurement	All activities for the buying or leasing of goods and services through their expected life cycle including, as appropriate, specifying the requirement, supplier engagement, tender activity, contracting, ordering, contract management and end of life disposal. This Policy excludes 3 rd Party commercial funding agreements.
Procurement Process	The approach to be followed for the Procurement in accordance with the relevant process diagram in SMS-1530-10, SMS-1530-11 and SMS-1530-12.
UCR	Utilities Contract Regulations
RAM	Risk Assessment Method (statement)
SAP	SAP e-Procurement System
SME	Small and medium-sized enterprises
SPS	Sustainable Procurement Strategy
SRM	Supplier Relationship Management