



**Procurement Policy & Contract Management**

**Version 2.0 – May 2024**

**Approved by ELT  
May 2024**

**Approved by the Finance Committee  
May 2024**

## **Contents**

1. Purpose of Document.....	3
2. Review of policy .....	3
3. Objectives of the Procedures / Key Terms .....	3
4. Exceptions.....	4
5. Conflicts of interest.....	5
6. Procurement of Goods and Services .....	5
7. Procurement Routes .....	6
8. Business Requirement Documents ('BRD') .....	8
9. Routine and Ordinary expenditure.....	8
10. Approval of "Business Critical" Expenditure.....	9
11. Audit of expenditure .....	9
12. Managing Budget Overspends .....	9
13. VAT .....	10
14. Contract Length.....	10
15. Form of Tender and Tendering Process .....	10
16. Less than three quotes / Single Source Contracts & Tenders.....	12
17. MEAT Tender Evaluation Process.....	12
18. Invoice/Payments Processing.....	12
19. Pre-contract due diligence, eligibility and vetting .....	13
20. Contract management, ongoing due diligence.....	14
21. Benchmarking .....	14
22. Post Contract Evaluation .....	15
23. Contract Documentation Filing .....	15
24. Purchase of Computer Equipment and Software.....	15
25. Preferred Suppliers .....	16
26. Legal Fees .....	16
27. Data Protection and Confidentiality .....	17
28. Environmental Social Governance Considerations ('ESG').....	17
29. Templates and other Guidance .....	17
30. Appendices .....	18
31. Version Control .....	18

## 1. Purpose of Document

This document has been produced to define and explain each individual's responsibilities in relation to the Law Society of Ireland's (the 'Law Society') procurement/tendering and ongoing contract management procedures. It should be viewed as a framework document. Further systems and procedures may be introduced from time-to-time as the need arises.

This document is particularly relevant to directors, managers, budget holders and finance staff, although all staff should be aware of its contents. Managers should ensure that the sharing of this information and the understanding of its implications, are part of effective staff induction.

In addition to this policy, guidance notes which outline best practice procurement techniques and provides templates, are available.

Budget holders cannot make procurement decisions in isolation. Budget holders must ensure that any and all financial and operational (inc. HR, Facilities, Education, and IT) decisions are consistent with the long-term strategy of the Law Society. Similarly, budget holders are expected to use existing procurement contracts to avail of corporate discounts and achieve value for money.

## 2. Review of policy

This policy will be continuously reviewed by the Director of Finance & Operations and Executive Leadership Team ('ELT') and submitted to the Finance Committee for review and approval at least annually. All suggestions for amendments or additions should in the first instance be directed to the Operations & Risk Manager. Minor amendments/updates will be agreed by the ELT e.g. changes in minor thresholds and refinement of guidelines; major amendments will be approved by the Finance Committee e.g. changes in tendering procedures process. Any changes will be supported by clear rationale, communicated to all staff and monitored via version control.

## 3. Objectives of the Procedures / Key Terms

- To ensure that the procurement of and tendering for goods and services (including human resources) are **properly authorised, recorded and monitored**; and risk minimised.
- That goods and services are only ordered if there is sufficient budget.
- To ensure that the purchased goods and services are:
  - of a satisfactory quality
  - offer value for money; and
  - maximise discounts through group aggregation of requirements where possible.
- To ensure that three quotes are obtained for all expenditure.
- To ensure that on-going monitoring of contracts for services, including cost overruns
- To minimise the chances of misappropriation and protect the Law Society and its staff in such an event.
- To minimise opportunities for fraud

- To protect the Law Society's staff from vexatious allegations from suppliers and contractors
- To continuously improve our procurement processes and interface with suppliers and contractors
- To ensure that all dealings are carried out in accordance with best professional practices and ethical codes of conduct.
- To minimize exposure to contractual risks.

**Goods:** the purchase, lease or rental physical products e.g. stationery, IT equipment etc.

**Service:** any intangible output/service purchased e.g. legal, professional, consultancy, IT maintenance etc.

**Value for money ('VFM'):** The optimum balance of whole life cost ('WLC') and quality. Procurement decisions should be based on value for money. This means **all aspects** of costs, not just the initial purchase cost, should be considered when deciding to award a contract or to purchase goods or services. Quality of product, cost benefit analysis, customer relationship and ESG considerations are examples of quality and value for money.

**Operational expenditure** is any expenditure for goods and services that have a limited life and are consumed over the course of a 12-month period. This includes raw materials, salaries, rent & taxes, postage, stationery and utilities.

**Capital expenditure** is the expenditure which benefit extends to more than one year. This includes improvement or maintenance of long-term assets to improve the efficiency of the Law Society. Land, building, plant & equipment, furniture & fixtures, or license are common examples of Capital Expenditure.

**VAT** – For Law Society business, VAT must be included in the overall cost as the Law Society is unable to reclaim VAT. For any of the Law Society's commercial entities (that are currently trading), VAT can be deducted from the final cost as these entities are able to reclaim VAT. (See appendix 4 for list of the Law Society's commercial entities.)

#### **4. Exceptions**

Expenses expenditure, such as travel & accommodation while on business for the Law Society, are outside of the scope of this policy. Information and guidelines for this type of expenditure can be found in the Expenses Guidelines.

Separate procedures for legal fees are in place and the regular procurement routes do not apply to this area of expenditure (see section 26 – Legal Fees).

**However, the principle of VFM must be applied when incurring any and all expenditure.**

## 5. Conflicts of interest

Conflict of interest occurs when an employee could be in a position, or appears to be in position, to influence procurement decisions that might not be in the best interests of the Law Society or could benefit them or their friends or family unfairly.

Conflicts of interest must be declared as early as possible in the procurement process. Where a conflict of interest arises, another Budget holder or Director will be required to review the quotation/tender process and the ELT will approve the expenditure.

Where a serious conflict of interest arises, the budget holder must excuse themselves from the process (if possible).

If this is not feasible (i.e. due to budget holder speciality, unavailability of another suitable budget holder) this should be discussed with the Director of Finance & Operations. If a provider receives information not available to all potential providers any agreement will be invalidated.

Budget holders must not accept gifts or hospitality unless this complies with the Law Society's Gifts and Hospitality policy.

## 6. Procurement of Goods and Services

All staff should be aware that expenditure is committed **when an order is placed** on behalf of the Law Society, not when payment is requested. The order represents the contract between the Law Society and the supplier/service provider, and it is important that all purchases are made using an order. It is important that all orders are:

- Authorised by relevant project owner/budget manager
- meet agreed business requirements
- placed properly
- within agreed budgets
- within delegated commitment thresholds

Where there could be ambiguity or dealing with a new supplier, orders should be confirmed in writing via e-mail. The email should be retained in a secure network folder and used to resolve any subsequent disputes, if these arise.

It is important that all contracts entered on behalf of the Law Society deliver value for money and are in the best interests of the Law Society. A competitive process is the best means of securing VFM for the Law Society.

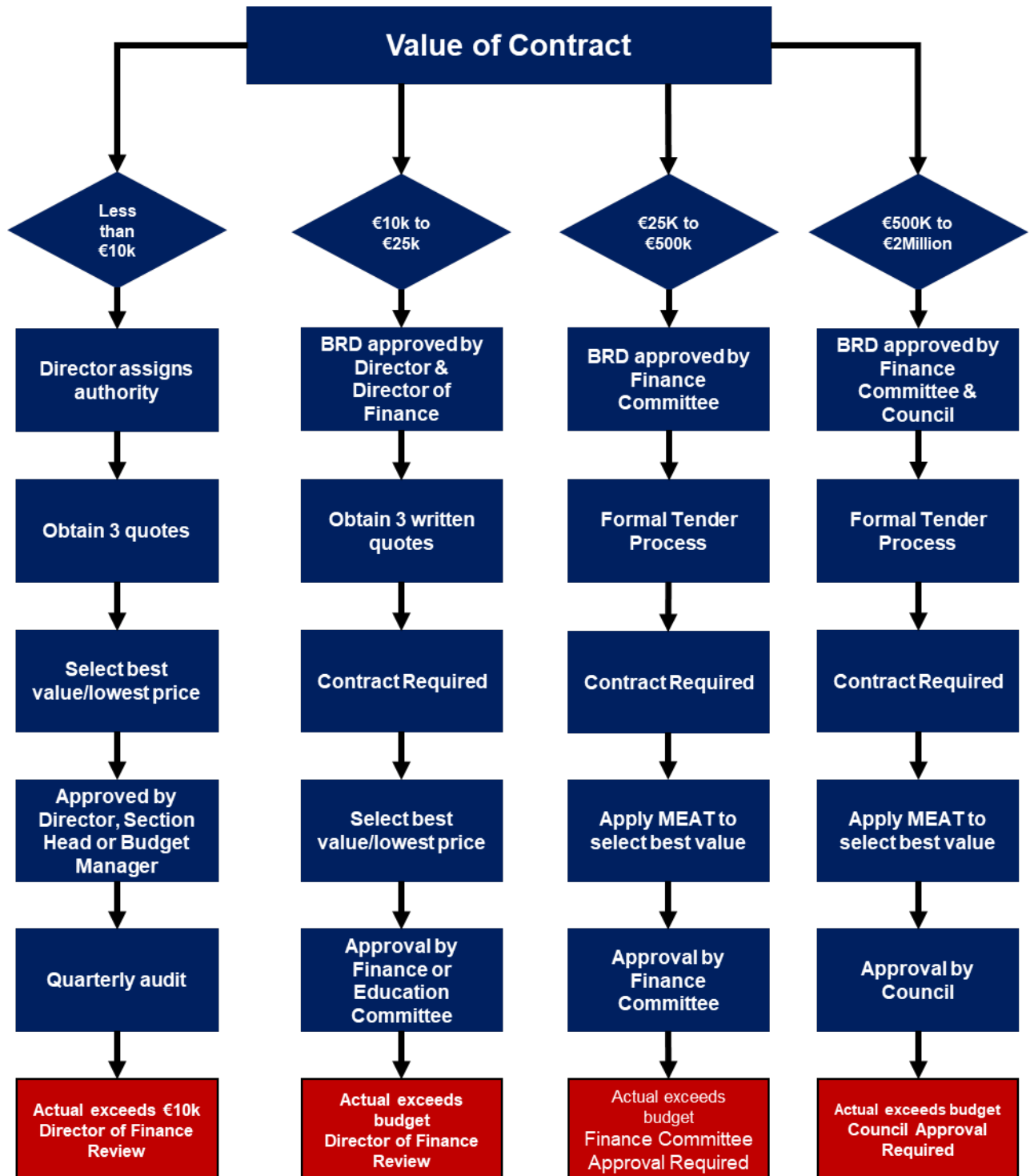
The Law Society has entered several contracts to maximise discounts through the aggregation of its purchasing power. All staff are encouraged to use these existing contracts, wherever possible. This information can be found in the contracts register (see Section 20 – Contract Management).

Budget managers are required to obtain three quotes for all expenditure.

## 7. Procurement Routes

All Law Society staff are required to comply with the following procurement processes when entering into contracts with suppliers/contractors.

The procurement route is simplified in the following decision tree:



In summary:

- Business Requirement Document ('BRD'), must be submitted for approval prior to the commencement of the procurement process for all expenditure €10,000 and over (see section 8 for BRD requirements)
- Staff should obtain three quotes for all expenditure below €1,000 (inclusive of VAT) and orders should be approved by the appropriate Director or those who have been assigned authority by appropriate Director.
- Staff are required to obtain three written quotes for all expenditure between €1,000 and €10,000 (inclusive of VAT) and orders/contracts are to be approved by the appropriate Director and the Director of Finance & Operations. A BRD should be provided if the expenditure is recurring (i.e. software licence).
- Staff are required to provide a BRD, obtain three written quotes for all expenditure between €10,000 and €25,000 (inclusive of VAT) and orders/contracts are to be approved by the appropriate Director, the Director of Finance & Operations, and the Finance Committee if necessary.
- Approval of expenditure for the Education Department between €10,000 and €25,000 (inclusive of VAT) lies with the Education Committee, with the Finance Committee notified. Staff must follow the same process as outlined above.
- Staff are required to provide a BRD and conduct a formal tender process for all expenditure in excess of €25,000 (inclusive of VAT). All Tenders need to be evaluated using the Most Economically Advantageous Tender (MEAT) process (see further guidance below) and contracts between €25,000 and €500,000 (inclusive of VAT) must be approved by the Finance Committee, and the Education Committee where appropriate.
- All Tenders between €500,000 and €2,000,000 (inclusive of VAT) must be approved by Council.
- All contracts or procurement above €2,000,000 (inclusive of VAT) must be approved by the Members of the Society
- A formal contract is required for all expenditure above €10,000 (inclusive of VAT). The contract must be approved in accordance with the Law Society's delegated approval processes.
- Approval thresholds include all costs (including VAT for the Law Society and it's non-commercial entities and delivery costs) and must not be fragmented or split to avoid breaching the thresholds
- New or lapsed suppliers must be vetted using the pre-approval questionnaire prior to entering into an agreement for services/goods (see section 19)

Most high value and complex capital expenditure will be conducted using specialist advisors such as conveyancing or design teams that are led by an architect or project & cost manager. In these circumstances, the specialist advisor will provide the contract templates.

All construction and engineering contracts must be managed by a centrally appointed architect, civil engineer or project & cost manager who will lead a design team responsible for the procurement and management of the contracts in accordance with industry best practice.

## **8. Business Requirement Documents ('BRD')**

For all new expenditure €10,000 and over, budget managers must complete and submit a Business Requirement Documents ('BRD') detailing:

- a) the business rationale
- b) scope of the project/expenditure
- c) proposed budget breakdown and timelines
- d) budget savings
- e) key performance indicators (KPIs)
- f) internal and external dependencies
- g) risks

All BRD's should be accompanied by quotes and proposals from third party providers, and rationale for selection of the preferred provider.

If a project budget breaches the thresholds set out in section 7 after it has commenced, a BRD must be prepared, and the steps set out in section 12 (budget overspends) should be followed.

## **9. Routine and Ordinary expenditure**

The Procurement Routes apply only to "new" expenditure i.e. not routine and ordinary expenditure incurred in the day to day running of the Law Society.

Examples of routine and ordinary expenditure include cleaning, maintenance (painting, servicing etc.), and utilities.

Examples of new expenditure include new equipment, new programmes, and new services.

Budgets for day-to-day maintenance can be deducted from new projects if the overall project cost includes some of these items. (E.g. Routine painting budget used for renovation projects).

However, if a project has **any** element of new expenditure and exceeds the threshold for a BRD, a BRD must be prepared and clear rationale for the "deducted" costs provided.

Budget managers must obtain 3 quotes for **all** expenditure to ensure VFM is being achieved.



## **10. Approval of “Business Critical” Expenditure**

From time to time, urgent and/or time sensitive business needs may require approval of expenditure outside of the Committee schedules. A “Business Critical” approval route is available for such instances. This can only be used when expenditure or time is critical and is necessary for business continuity i.e. when a significant discount can be obtained if an order is placed within a short time frame or an urgent requirement to replace faulty equipment.

The budget holder should prepare and submit a BRD to the Director of Finance & Operations, the Director General and the Chair of the Finance Committee who will consider each request on its merits and “pre-approve” expenditure.

Each Business Critical BRD will then be included in the regular approval timetable and submitted to the relevant committee to ratify.

## **11. Audit of expenditure**

The Finance & Operations Department may conduct an audit of any area of expenditure when deemed necessary.

All areas of expenditure are also subject to audit in line with the Law Society’s External and Internal Audit processes and guidelines.

The Finance & Operations Department will conduct a quarterly audit of the following areas:

- Expenditure under €10,000
- Expenditure approved by the Education Committee
- BRDs

This is to ensure that procurement policies are being implemented on a consistent basis, procurement routes are appropriate, thresholds are not being fragmented, and suppliers are appropriately vetted and benchmarked.

## **12. Managing Budget Overspends**

Where an expenditure budget is likely to be, or has been, exceeded, the budget manager must liaise with their department Director to identify solutions to rebalance their budget before submitting any further expenditure requests.

If an approved BRD actual spend increases beyond approved spend, the department Director must submit an explanatory note to the Finance Committee.

This note should include:

- Original approved BRD
- A summary that states how the overspend occurred, what this is likely to be and explains why additional expenditure is necessary
- Whether other budget lines in their department can be used to fund the overspend
- Confirmation that there will be no further overspends

### **13. VAT**

For Law Society business, VAT should be included in the overall cost as the Law Society is unable to reclaim VAT.

For any of the Law Society's commercial entities, VAT can be deducted from the final cost as these entities are able to reclaim VAT (See appendix 4).

### **14. Contract Length**

The maximum length of a contract is 3 years. At this point a full review and tender process must be conducted, for contracts worth over €25,000 before a renewal is agreed. For contracts under €25,000 a full benchmarking exercise must be conducted.

Longer periods will be determined by the complexity of the project, existing regulations, guidance or legislation (e.g. appointment of the Law Society's auditors)

Rationale for a contract period longer than 3 years should be set out in the initial BRD.

### **15. Form of Tender and Tendering Process**

Prior to commencing a tender process, to either provide or receive services/goods, the Finance & Operations department must be advised. This is to ensure that there are no conflicts with existing tenders/contracts etc.

Tender documentation must not state the Law Society's expectations of the cost or the budget allowed for the project to ensure that the prospective supplier is as competitive as possible and does not inflate costs to fit the criteria.

Should this information become available to the prospective supplier this will invalidate their tender.

Care should be taken in establishing, detailing and recording the evaluation criteria as once the invitations to tender have been sent to prospective suppliers the criteria cannot be amended.

Budget managers must ensure they keep records of which suppliers have been invited to tender, when the invitations were sent and the replies received.

Budget managers may communicate with the prospective suppliers on the content or specification of the tender. However, they must ensure that they do not communicate any information that could be deemed to be providing an unfair advantage to the supplier as this may invalidate the supplier's application. All responses to specific contractor queries should be shared with all parties without favour.

The Request for Proposal ('RFP') document should include:

- Short background to the Law Society
- Summary of the good/service required
- Comprehensive and clearly written specifications.
- Delivery timescales.
- Deliverables by which performance will be measured (KPI's etc)
- Criteria for awarding the contract.
- Environmental/sustainability statement (see Section x – ESG)
- The closing date beyond which tenders will not be accepted, the format and number of copies required.
- A contractor will be ineligible if its contract sum is more than 50% of its annual turnover.
- The name and contact details of the budget holder dealing with the tender.
- Any special conditions e.g. Health and Safety, Equal Opportunities, Disability
- Requirement for prospective contractors to participate in pre-approval process.
- The insurance cover the tenderer should have in place – Professional Indemnity, Public Liability and Employee Liability (€2m, €12m and €12m respectively)
- Instructions for submitting tenders and the tender closure time and date (this should cover how envelopes should be marked and where they should be delivered to)
- Requirement for references.

Contractors could be invited to submit a tender by:

- Placing an advertisement in an appropriate trade journal
- Using an existing select list of contractors or specialist suppliers
- Inviting a selection of established firms and obtaining trade or other references

The tendering process should allow enough time for contractors to prepare a quality submission. Ideally this should not be for less than 30 days unless business requirements necessitate a shorter period.

- Tenders should only be opened after the closure date/time and by two designated managers.
- The tender submissions should be assessed using the specified evaluation criteria by staff who have the necessary skills and capabilities.
- A report should be prepared, which identifies the preferred tenderer.

## **16. Less than three quotes / Single Source Contracts & Tenders**

Budget managers are required to obtain a minimum of three quotes to ensure that VFM and the most appropriate services are being obtained. In certain circumstances, there may be justifiable and exceptional circumstances for not doing so (e.g. specialism of supplier, only one supplier in the market, preferred supplier available, or loyalty discounts available). Rationale and supporting information for not obtaining three quotes must be included in the BRD or provided to the approving budget manager.

A Single Source Tender means only one evaluated responsive/eligible bid in an open tender, based on a justification that only one known source exists or that only one single supplier can fulfil the requirements.

In general, Single Source Tenders should be avoided, if possible.

Examples of necessary single source tenders at the Law Society include legal database services in the Library Department (as specific content is exclusive to individual providers) and the provision of Apple hardware in the Education department.

## **17. MEAT Tender Evaluation Process**

Contracts valued over €25,000 (inclusive of VAT) should be awarded based on Most Economically Advantageous Tender ('MEAT').

Marks should be awarded for price and quality based on an assessment of the overall complexity and degree of specialism required. For example:

- Highly technical tenders should be weighted 80% quality and 20% price (i.e. advisory services)
- Less technical tenders should be weighted 20% quality and 80% price (i.e. refuse collection).

Prospective tenders should be notified of the tender evaluation process and weightings to be used as part of the invitation to tender process.

Further details on how to apply MEAT is available in the detailed guidance document.

## **18. Invoice/Payments Processing**

All invoices or contractor claims/valuations must be approved for payment by the budget manager, although the actual checking and confirming of details can be delegated in accordance with the thresholds above.

Two people should be involved in passing invoices for payment with separate people certifying:

- That goods or services have been received within the agreed timescales and milestones
- That the invoice is correct, has appropriate budget provision and is therefore certified for payment.

This segregation of duties is particularly important when high value and portable items such as confectionery, alcohol or electronic goods are concerned.

All invoices must be coded and sent to the Finance Section [accountspayable@lawsociety.ie](mailto:accountspayable@lawsociety.ie) where it will be registered and forwarded to the appropriate budget holder for checking, coding and approval.

Should an invoice be incorrect, the budget manager should contact the good/service provider to remedy.

The Financial Controller must be informed if there are queries delaying authorisation or if payment is to be withheld for any reason. The Finance Section is responsible for arranging payments to suppliers for goods and services received and maintaining a central record of those budget managers authorised to approve invoices and other payments such as expenses and credit card claim forms.

Once approved, suppliers will be paid in the next scheduled payment run. If accelerated payment terms need to be negotiated this must have prior written approval from the Financial Controller.

Any lease, hire purchase agreement or other similar contract involving expenditure will be subject to the same authorisation procedures as above, with the appropriate expenditure amount being the total committed expenditure over the period of the contract.

No lease, hire purchase or similar contract should be entered into without adequate advice and approval from the Director of Finance & Operations. Any deviation in terms and conditions must have prior written approval from the Director of Finance & Operations before work commences.

## **19. Pre-contract due diligence, eligibility and vetting**

Prior to entering a contract with a new or lapsed contractor, a pre-approval questionnaire (appendix 1) must be completed to demonstrate that all reasonable steps have been taken to verify:

- Governance & Compliance (i.e. Annual filings)
- Turnover & financial health
- Legal Status
- Conflicts of interest
- References
- Insurance Cover (where appropriate)
- Accreditation (i.e. Health & Safety) (where appropriate)
- Data Protection / Confidentiality Agreement (see section xx) (where appropriate)
- ESG statement (see section xx) (where appropriate)

A lapsed contractor is one who has not conducted any business with the Law Society for a period of 3 years or more.

The Finance & Operations department will conduct an online vetting check on any new or lapsed contractors prior to any agreement being confirmed. Contractors must also be vetted when awarded a contract of €25,000 or more.

A contractor will be deemed ineligible, and the Law Society will not enter a contract if any of the information identified during this process does not meet the Law Society's standards and requirements.

If the contract sum is more than 50% of a contractor's annual turnover, they will be deemed ineligible, and the Law Society will not enter a contract.

## **20. Contract management, ongoing due diligence**

All signed / executed contracts, regardless of value, that involve an ongoing maintenance element or where the supply involves ongoing liaison with the supplier, should be proactively and effectively managed and monitored by the budget manager to maximise value for money and ensure competitiveness and effectiveness of all the Law Society's contracts with external partners.

The following are standard steps that should be followed in managing a contract:

- have a programme of checking goods or services against the contract specification (e.g. scorecards, KPIs, benchmarking etc)
- ensure that there are regular procedures for reporting and for identifying inadequacies / poor performance and appropriate remedial action
- maintain record of supplier performance
- regular review of scope, schedule, and delivery of services
- regular review of actual costs versus approved budget
- regular review of market conditions that may lead to cost increases
- ensure that all insurance levels and tax clearance requirements as prescribed in the competitive process are maintained by the supplier throughout the life of the contract
- consistent and proactive engagement with provider

## **21. Benchmarking**

All contracts should be evaluated and benchmarked annually.

Benchmarking involves comparing practices, processes, or performance metrics against those industry leaders or competitors to ensure that the Law Society is obtaining VFM and identify areas for improvement, and best practices.

## **22. Post Contract Evaluation**

Once a contract €10,000 and above has been completed, a post contract evaluation should be carried out within three months of the project's completion.

This is to:

- determine the validity and suitability of the project criteria as established by the Law Society.
- ascertain if the supplier met the required project criteria and provided value for money.
- establish if it is appropriate to use the supplier again.

The review should record knowledge gained, whether all expected deliverables and benefits set out in the business case were achieved, what lessons were learned, and any problems encountered. The Finance Committee may periodically request budget holders to present these reports as part of its oversight function.

## **23. Contract Documentation Filing**

All signed original contracts should be maintained by the Section/Department, though Budget Managers should retain a copy for their own reference.

Budget Managers should keep a documentation file (hard and soft copy) on a secure network that provide a clear audit trail supporting the contracting process (inc. BRDs, written approvals, minutes and risk assessments).

A master contracts register for each Department must also be maintained with any contract with a value of €10k or more included. This Contracts Register can be accessed via the Society's intranet page under "[Policies and Guides > Procurement](#)".

Suppliers should not commence work until the contract (and any additional paperwork) is signed, ensuring that the scope of work and price has been properly agreed.

Where relevant supplier insurance cover details should be sought and discussed with the Finance & Operations Department. This is particularly relevant to building/maintenance contracts and professional services where professional negligence claims could arise.

## **24. Purchase of Computer Equipment and Software**

All IT equipment (laptops, mobile phones, tablets, AV etc.) and software must be purchased by the IT Department via approved suppliers. This ensures that the Law Society obtains the most competitive pricing and value for money as well as allowing for IT support efficiencies and tailored solutions to meet most Law Society staff requirements.

The IT Department provides standard equipment and software package for staff and the technical specifications of the standard package can be found in Appendix 3. Any requests for equipment must be submitted using the IT Equipment Purchase Order Form (Appendix 2).

Any equipment and software above or not included in the the standard specifications must be supported by clear business rationale and the department Director and submitted to the SMT for approval. Mobile phones and tablets are not considered standard and purchase of these must follow this process.

All hardware & software expenditure (including standard spec and bulk purchases) is subject is the procurement routes set out in Section 7.

All IT equipment and software is subject to the usage guidelines set out in the Law Society's IT Policy.

## **25. Preferred Suppliers**

The Law Society operates a list of preferred suppliers (this can be found the at Law Society's intranet page under "[Policies and Guides > Procurement](#)"). Suppliers are automatically entered onto the list if they have undertaken more than three pieces of work which have met with the Law Society of Ireland's requirements in terms of delivering products and services of a suitable quality, price and within the timescale agreed.

Contracts with preferred suppliers should be reviewed and managed as per Section 20.

Preferred suppliers should be limited to recurring supplies such as stationery, travel, photography services and consultancy. Suppliers will be removed from this list if they have not completed work for the Law Society in the past three years or recent work has not met the standard agreed.

## **26. Legal Fees**

The Law Society has a series of approved legal advisors and agreed fee rates ("panels") in place for legal fees. Law Society staff must select from these panels when seeking legal representation.

These panels are periodically reviewed and benchmarked in line with guidance set out in this Policy. Legal fees should be fixed in advance and be in accordance with the agreed fee rate table.

Budget Managers and Committees should make provision for any legal fees which it anticipates might arise.

If legal advice from outside of the agreed panels is required, approval is required from the Litigation Management Sub-Committee and the fees should not exceed the agreed fee rates set out in each panel.

Obtaining of Opinions or the engaging of counsel must be approved by the Co-ordination Committee and/or the Litigation Management Sub-Committee in advance, even if provided in the committee's budget.



In urgent circumstances, a Director or Committee Chair may obtain independent legal advice of a value up to €5,000 without having to first revert to the Co-ordination Committee or Litigation Management Sub-Committee. However, said Committees must be informed as soon as is feasible in such instances. Should the value of this advice exceed €5,000, approval from the Co-ordination Committee or Litigation Management Sub-Committee is required.

## **27. Data Protection and Confidentiality**

The Budget Manager should consult the Privacy Officer if a potential contract is of a nature that may require a data processing/sharing or confidentiality agreement. Review and approval by the Privacy Officer is required before formal agreement can be entered into.

## **28. Environmental Social Governance Considerations ('ESG')**

The Law Society needs to demonstrate that we have taken reasonable steps to adhere to the principles of Environmental Social Governance ('ESG'). You should therefore consider appropriate factors when evaluating potential quotes or tenders. This should include as far as possible/reasonable:

- Checking whether goods or services are sustainable or have been sustainably sourced i.e. paper is made from sustainable forests
- Considering the carbon emissions or waste produced by the manufacturer of the good or the delivery of services i.e. use zero carbon or renewable energy
- Confirming that the supply chain minimizes the risk of child labour or modern slavery i.e. selecting goods that have a fair-trade accreditation.

## **29. Templates and other Guidance**

The Law Society has prepared a suite of supports (procedures, best practice etc.) that provides detailed and practical guidance on how the Procurement Policy should be implemented.

All detailed guidance and templates that should be used in the procurement process are included in the Law Society's intranet page under "[Policies and Guides > Procurement](#)"  
These include:

- BRD Template
- RFP Template
- Pre-contract questionnaire
- Decreasing Balance Budget Tool
- Scorecards
- Previous tenders
- Detailed guidance notes

### 30. Appendices

**Appendix 1** – Pre-contract Questionnaire

**Appendix 2** – Law Society of Ireland IT Equipment Purchase Policy & Order Form

Appendix 3 – Preferred Supplier List

Appendix 4 – Law Society of Ireland Commercial entities

All appendices can be found at the Law Society’s intranet page under “[Policies and Guides > Procurement](#)”

### 31. Version Control

Version	Date	Author	Section	Rationale
1.0	Nov-22	G Newman J Moody	n/a	Original Published Policy
1.1	Feb-23	G Newman	3	Creation of Exceptions section
1.1	Feb-23	G Newman G Cregan	6, 14	Addition of pre-contract due diligence and vetting procedures
1.1	Feb-23	G Newman T Blennerhassett	19	Addition of IT Equipment/Software purchase policy
1.1	Feb-23	G Newman	21	Clarification of legal fee procedures
1.1	Feb-23	G Newman	n/a	Section numbers rearranged with addition of new sections
2.0	May-24	G Newman G Cregan	All	Annual Review