**Supplier Resilience Matrix – Examples for 2023-24**

| **Contract Description** | **Contract Ref No** | **Supplier** | **Level of Criticality**  | **Resilience Mitigations undertaken** | **Additional Mitigating Actions Undertaken** |
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| Provision of Tyre Mileage Contract Services | C5915 | Bridgestone | Level 1 - Critical to contracting organisation | Utilisation of factories in Spain & PolandSurplus Stock in Ireland & Zeebrugge Use of on line raw material price trend tools | Modified commercial arrangements put in place Regular communication with supplier.  |
| Supply of Liquid Fuel for Bus & Rail | C5166 | LCC  | Level 1 - Critical to contracting organisation | Buffer stock held by supplierIncreased stock held by Translink Hedging of future fuel prices and engagement of pricing advice | Regular (weekly) communication with supplier. Cost protection by continuing to hedge fuel price. |
| Supply of steel products | C7202 | Kennedy & Morrison | Level 1 - Critical to contracting organisation | Buffer stock held by supplierIncreased stock held by Translink | Regular (weekly) communication with supplier. Cost increases dealt with by exception. |
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| Corporate Clothing  | C6971 | Tailored Image | Level 1 - Critical to contracting organisation | Increased stock holding by supplier Review situation in country of raw material availability | Monthly reviews with supplier to discuss raw material cost increases/decreases and market trends. |
| Occupational Health | C5049 | Independent Occupational Health Services | Level 1 - Critical to contracting organisation | Contract performance secured to ensure resource available. Increased flexibility to support needs. Additional services provided for business challenges (eg Covid, mental health) | Regular reviews with contract manager. Contract extended to protect critical service to business. |
| Provision of Drug & Alcohol Testing | C4770 | Randox | Level 1 - Critical to contracting organisation | Protection of service to the business. Ensure recovery of service after Covid caused reduction in number of tests. | Negotiation on proposed cost increase. Internal processes made more robust to ensure arranged tests and requirements are supported. |