

11th February 2025

DfT Supplier
Event
Cambridge



Mark Phillips—
Head of Lifecycle
Assurance —
Department for
Transport



Agenda – Cambridge SME Event 11th February 2025

Item	Topic	Lead	Time
1	Welcome and introduction	Mark Phillips – Head of Commercial Lifecycle Assurance – Department for Transport	10:00
2	Keynote Speaker – Commercial Director – Department for Transport	Paul Rodgers – Commercial Director – Department for Transport	10:10
3	Commercial Policy Update	Ian Edwards – Head of Commercial Strategy, Strategy, Policy and Capability – Department for Transport	10:20
4	High Speed 2 – Supply Chain Opportunities	Robin Lapish – Supply Chain Lead – HS2 Ltd	10:40
5	DfT Small Business Action Plan & perceived barriers for SMEs	Robert Vaughan – Small Business Champion – Department for Transport	10:55
6		Break	11:05
5	Amey- Working with SME's and VCSE's	Amanda Felstead – Principal Procurement Manager	11:35
7	Transport for London- Delivering Supplier Diversity at Transport for London	Luke Jarvis- Director of Procurement & Commercial Capital	11:50
8	Balfour Beatty- The opportunity and how to become part of the journey	Chris Partridge- Procurement Manager – UK Construction Services	12:05
	East West Rail- Connecting People, Building Communities - the Economic Benefits of East West Rail	Mark Ollerton- Commercial Strategy & Supply Chain	12:20
9	Networking session	Department for Transport East West Rail High Speed 2 MCGA National Highways Network Rail Transport for London Railway Industry Supplier Qualification Scheme Amey Balfour Beatty Kier Skanska BAM Nuttall AECOM WSP RIA	12:35
10	Lunch/Networking		13:15

Paul Rodgers,
Commercial
Director,
Department
for Transport





Department
for Transport

SME Supplier Event Commercial Policy Update

Ian Edwards

Head of Commercial Strategy, DfT

dftcommercial@dft.gov.uk

DfT Group is large in... Scale, Scope and Reach



Update on over-arching principles

Procurement Policy Note 05/21:

National Procurement Policy Statement

- Creating new businesses, new jobs and new skills.
- Tackling climate change and reducing waste.
- Improving supplier diversity, innovation and resilience.
- New statement will come into effect by February 2025.

[National Procurement Policy Statement - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Supplier Code of Conduct

[Codes of conduct for suppliers and grant recipients - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Expecting our suppliers to act in a manner that is compatible with public service values, upholds the reputation of government, promotes innovation and expertise, opens up the market to small and medium-sized enterprises (SMEs), and contributes to growth and prosperity in the UK.



The key areas we will cover:



The Playbooks



Social Value



Reducing Environmental Impact

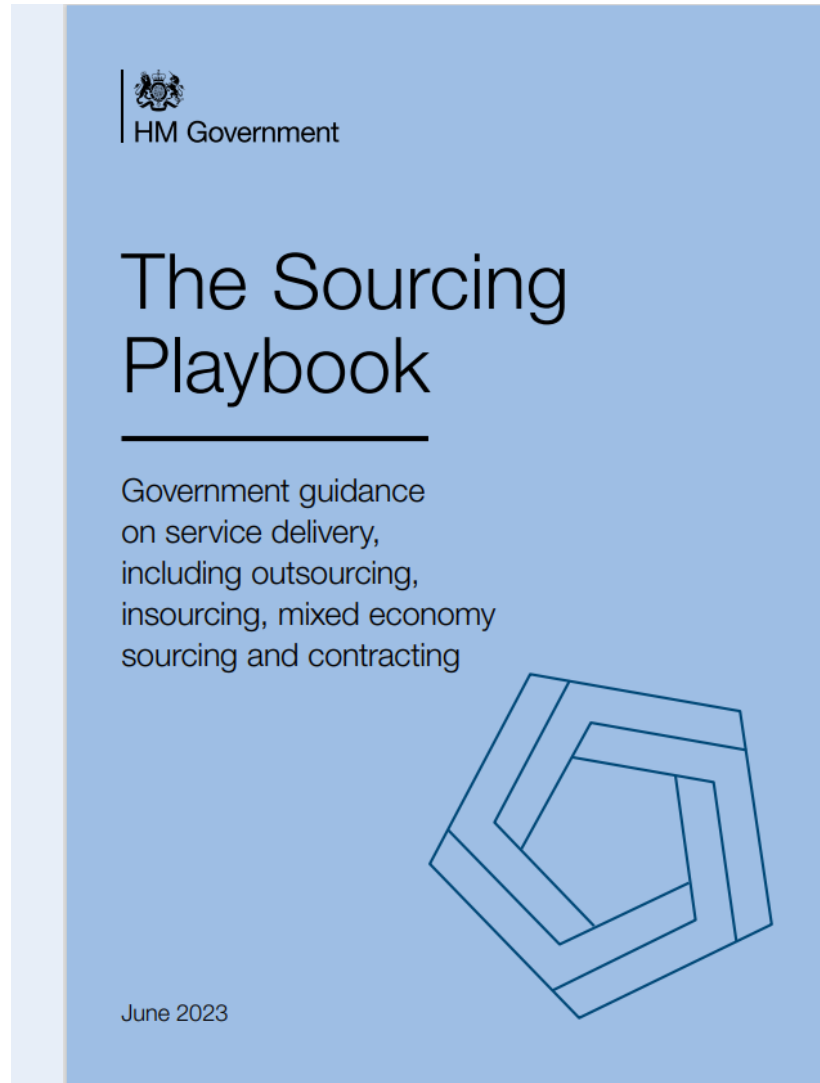


Innovation



Transforming Public Procurement with the introduction of the Procurement Act

The Playbooks

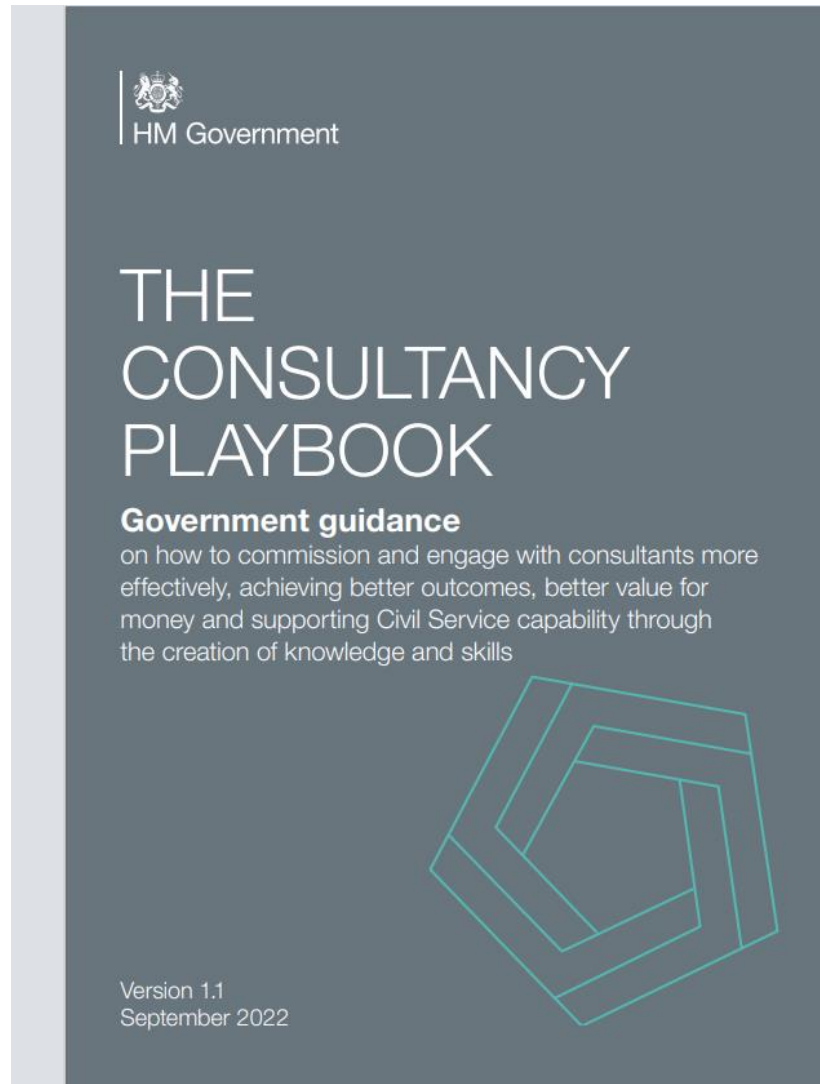


The Sourcing Playbook - GOV.UK

Updated Playbook published in April 2024 has renewed guidance around:

- **Publishing Pipelines:** to provide a better expectation of future opportunities.
- **Preliminary market engagement:** should actively seek out suppliers that can help to improve service delivery, including SMEs and Voluntary, Community and Social Enterprises (VCSEs).
- **Proportionality:** Procurement processes should be of proportionate duration and effort to the size and complexity of the contract.
- **Enabling SMEs and start-ups:** to lead or be part of public sector supply chains.

The Playbooks

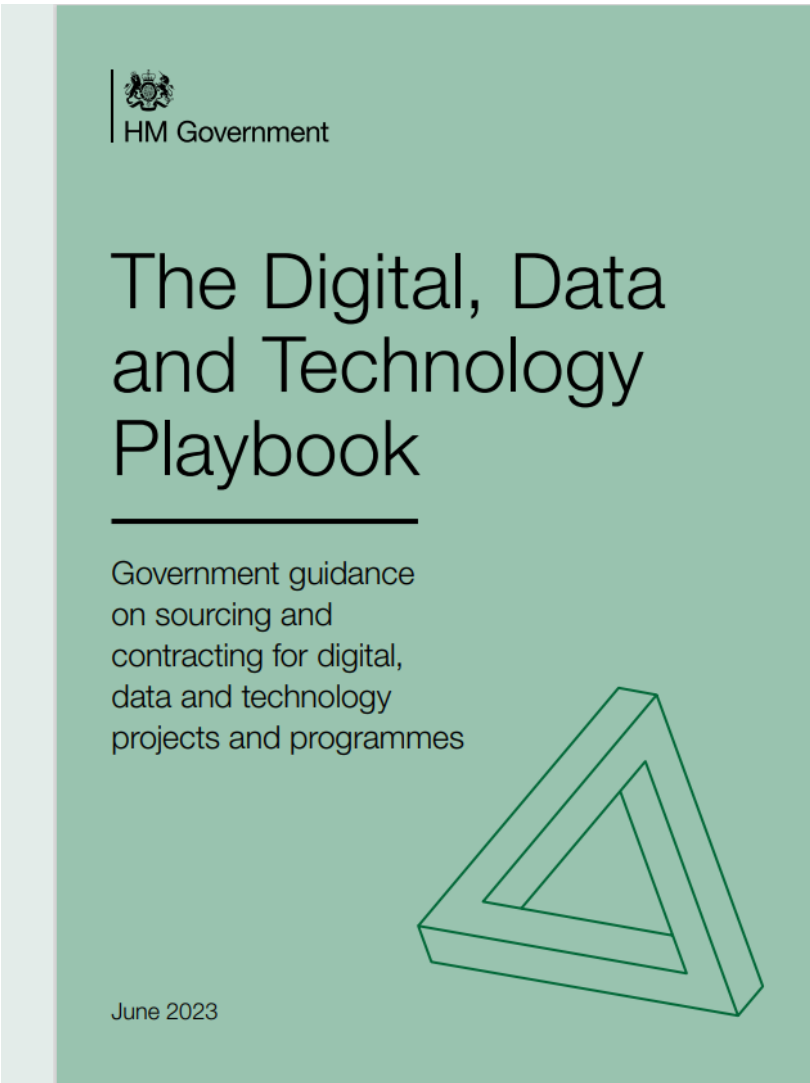


The Consultancy Playbook - GOV.UK

Updated Playbook published in 2022 has renewed guidance around:

- **Skills Transfer:** Prioritising knowledge generation and knowledge and skills transfer.
- **Engagement:** Engaging with the whole market including SMEs.
- **Access to opportunities:** Key actions for contracting authorities to consider across the commercial lifecycle to facilitate access for companies of all sizes.

The Playbooks



The Digital, Data & Technology Playbook - GOV.UK

The Playbook recognises that SMEs make a considerable contribution to the DDaT industry and have been key contributors to much of the innovation and product development that has emerged in recent years.

- **Engagement:** The Playbook sets out expectations for suppliers, particularly where SMEs and VCSEs are engaged through their supply chain.
- See publishing.service.gov.uk

Social Value

DfT has implemented the Cabinet Office Social Value Model.

This covers a range of social, economic, and environmental benefits.

A minimum 10% of the overall award criteria for a procurement must now be attributed to questions focussing on a social value theme:

- Tackling Economic Inequality
- COVID-19 Recovery
- Fighting Climate Change
- Equal Opportunity
- Wellbeing

More information can be found in [Procurement Policy Note 06/20](#)



Reducing Environmental Impact



Carbon Reduction Plans:

- Suppliers bidding for contracts over £5million per annum are required to submit an organisational carbon reduction plan.
- This includes a public commitment to achieving net zero emissions within their organisation by 2050.
- Failure to do so will mean suppliers are excluded from going through to the next round of bidding.
- More information can be found in [Procurement Policy Note 06/21](#)

Construction Playbook:

- The Construction Playbook also requires suppliers to provide whole-life carbon assessments, Net Zero strategies, and to consider the environmental benefits of Modern Methods of Construction where possible.
- A new Net Zero specific guidance note has been published alongside the latest version of the Construction Playbook and can be found [here](#).

Innovation: More flexible IPR

- **Option 1:** Buyer owns all New IPR with limited Supplier rights to all New IPR in order to deliver the Contract.
- **Option 2:** Buyer ownership of all New IPR with non-exclusive Supplier rights.
- **Options 3 & 4:** Supplier ownership of all New IPR with Buyer rights for the current contract only or broader public sector functions.
- **Option 5:** Options 2, 3, or 4, plus Buyer rights to a gain/profit share.

Supplier ownership should in future be considered for use where:

- (a) There is no clear benefit in the Buyer owning the new IPR, or;
- (b) Where any new IPR created cannot easily be separated from the Supplier's Existing IPR.

See the [Model Services Contract - GOV.UK \(www.gov.uk\)](https://www.gov.uk) for further detail on how these options are intended to operate.



Some SME initiatives to note:

Procurement Policy Note 01/18: Supply Chain Visibility - GOV.UK

The Contracts Finder platform enables suppliers to Government to advertise subcontracting opportunities. Will be strengthened through PA23.

[Procurement Policy Note 01/18: Supply Chain Visibility - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policy-notes/procurement-policy-note-01-18-supply-chain-visibility)

Procurement Policy Note 11/20: Reserving below threshold procurements - GOV.UK

Opportunities to reserve procurements for SMEs / VCSEs - this means being able to run a competition and specify that only SMEs and VCSEs can bid.

[Procurement Policy Note 11/20: Reserving below threshold procurements - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policy-notes/procurement-policy-note-11-20-reserving-below-threshold-procurements)

Short form terms and conditions - GOV.UK

Adoption of the Short Form Contract, aimed at avoiding the use of overly complex terms which can increase costs and act as a barrier to the involvement of SMEs.

[Short Form Contract - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policy-notes/short-form-contract)

Transforming Public Procurement

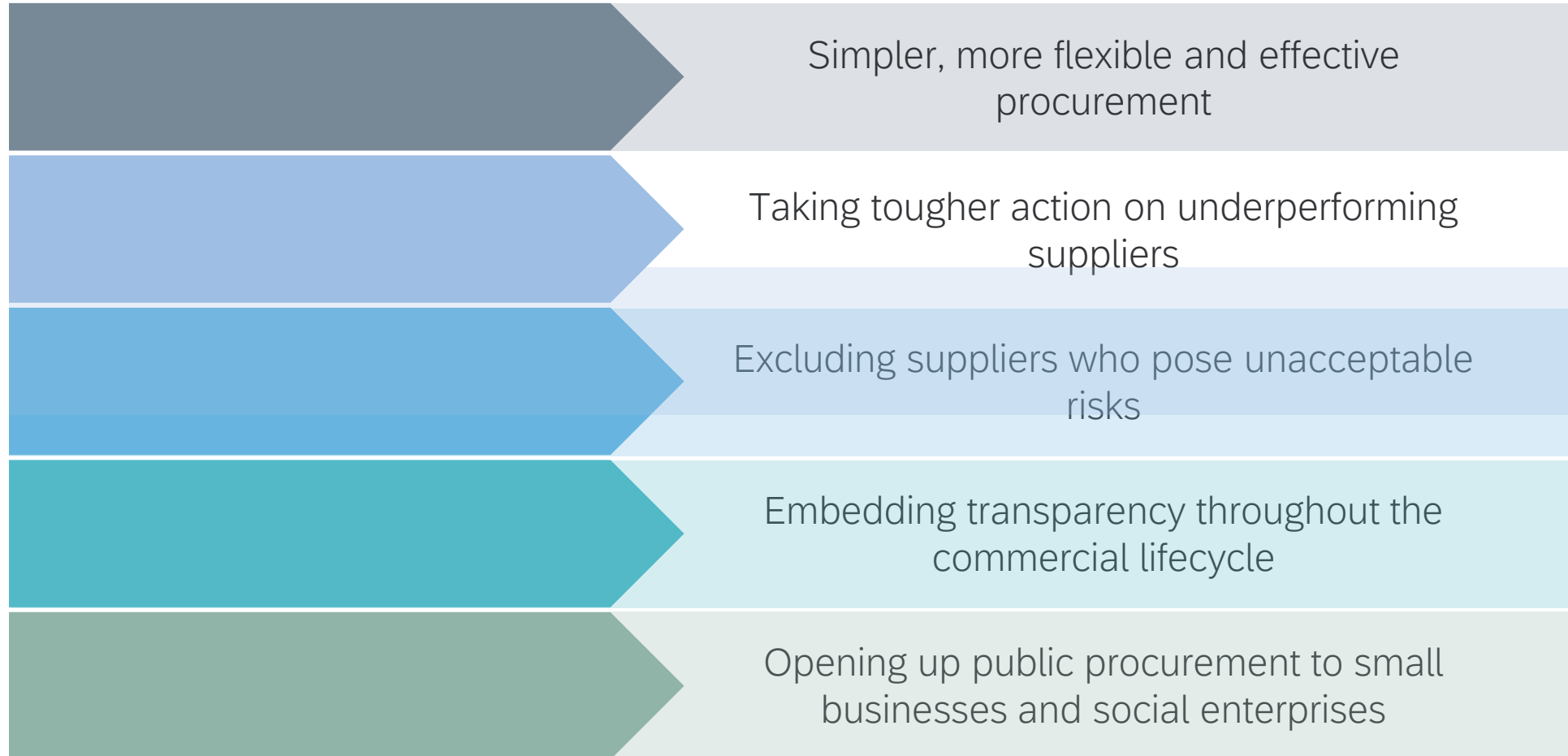
What is it?

The Procurement Act (2023) replaces current procurement regulations and is expected to be implemented from February 2025.

You can view the new Procurement Act on the [UK legislation website](#), and the official record of the Bill's progress through Parliament, with all supporting documents on the [Parliamentary website](#)



What is Changing?



What this means for you

The Act places a requirement on contracting authorities to assess **barriers facing SMEs and VCSEs** throughout the entire procurement lifecycle, and to consider what can be done to overcome them.

Emphasis on **early engagement** and visibility of the engagement process in the early stages of the procurement lifecycle.

Increased **transparency** throughout the procurement process

Focus on fostering **innovation**, a key area that recognises SMEs and VCSEs are essential in providing new, innovative solutions in procurement projects.

Better **flexibility** through streamlining the process when bidding for public contracts, while also giving more room for negotiating prices and innovative solutions with companies.



Department
for Transport

dftcommercial@dft.gov.uk

Ian Edwards

Head of Commercial Strategy, DfT



DfT SME Supplier Day

HS2 Supply Chain Opportunities

HS2

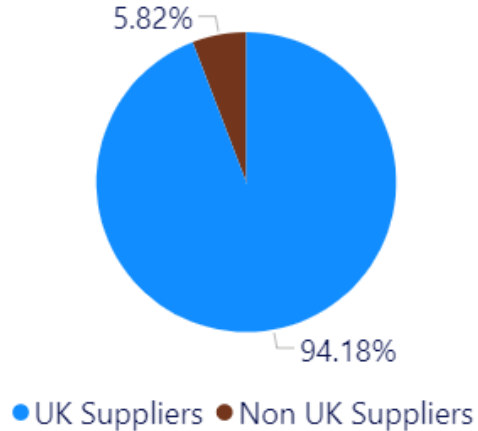
Project update



- **Over 50% complete**
- **New CEO incoming**
- **Peak construction to 2026**
- **Transition to rail systems & fit-out from 2026/7**
- **31,000 people**
- **Over 1,500 new apprenticeships; 4,500 people back into work**
- **40% carbon reduction in civils**

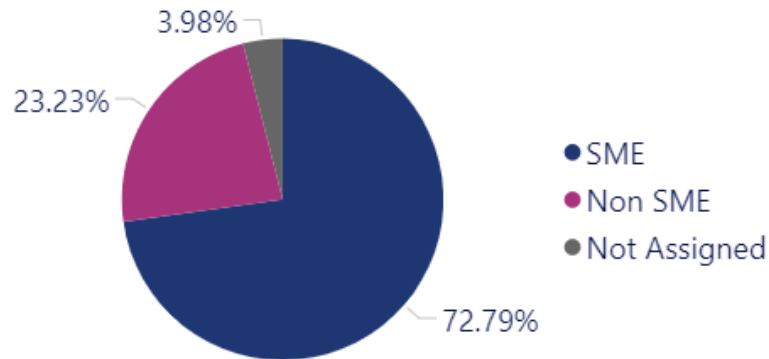
HS2's supply chain

Suppliers UK/Non UK



UK/Non UK Tier	Non UK Suppliers		UK Suppliers	
	% Count of Suppliers	Count of Suppliers	% Count of Suppliers	Count of Suppliers
1	2.71%	59	97.29%	2119
2	10.76%	136	89.24%	1128
3	10.28%	11	89.72%	96
4	16.67%	1	83.33%	5
Total	5.82%	207	94.18%	3348

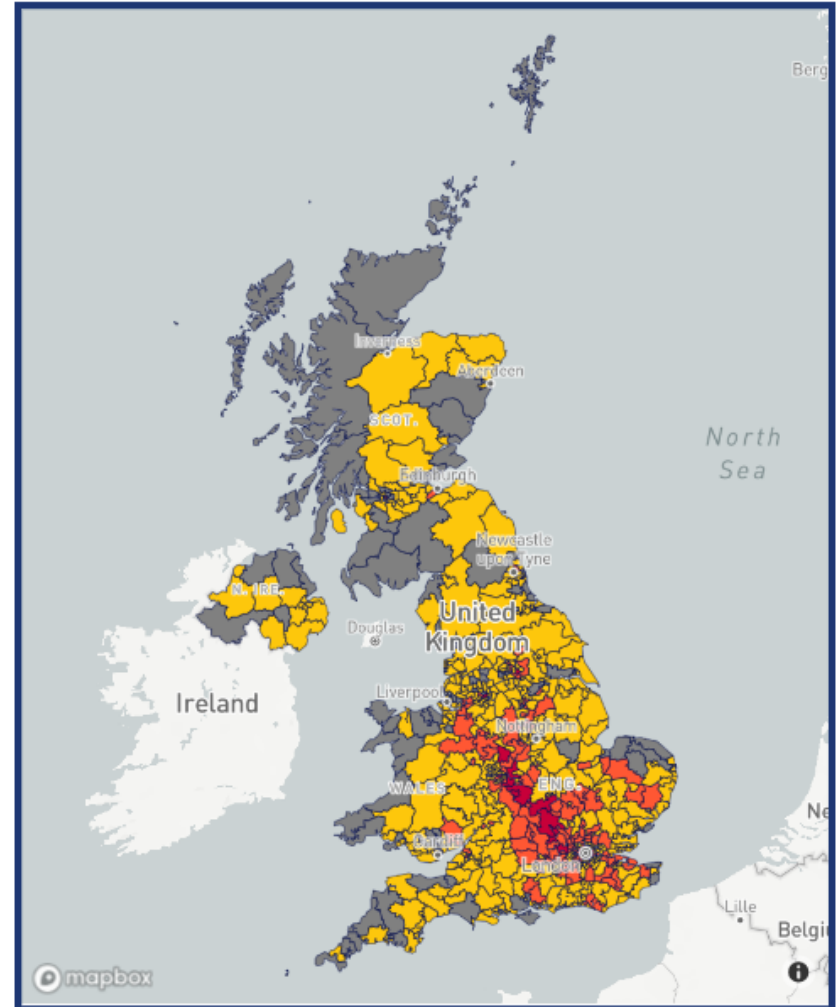
Suppliers SME/Non SME



Organisation Size	Non UK Suppliers	UK Suppliers
Large	78	747
Medium	43	650
Micro	27	1069
Not assigned	17	124
Small	41	749
Total	206	3348

3.98% of the Supply Chain does not have Employee data submitted in Companies House. Therefore, SCM is unable to categorise the supplier by size.

Supply Chain Constituency Map



Map available for viewing on HS2 website on supply chain page

Information & guidance via hs2.org.uk

Coronavirus (COVID-19) Media Contact us

HS2

What is HS2 ▾ The route ▾ Why HS2 ▾ Building HS2 ▾ In your area ▾ **Supply chain ▾** Jobs and skills ▾ About us ▾

Home » [Supply chain](#) » Direct contract opportunities

Direct contract opportunities

See the current and future contract opportunities.

Status: All ▾ Category: Rolling Stock ▾ Value band: All ▾ [Filter](#)

Downloadable contract opportunities

[Current and future contract opportunities table](#)

Opportunities found 1

Description ▾	Award Date	Status	Category	Value band
HS2 rolling stock procurement	Q4 2021	Awarded	Rolling Stock	£500m - £3bn Less

Tenderers/Suppliers with contact details

Hitachi-Alstom High Speed JV (Hitachi Rail Ltd. and Bombardier Transportation UK Ltd)

Train External scope:
HS2procurement@hitachirail.com

Train Internal scope:
procurement.hs2@alstomgroup.com

Ref. HS2 Project_917

[Find out more](#)

1

Subcontracts and pipelines



HS2

Search

[What is HS2](#) [Building HS2](#) [In your area](#) [Supply chain](#) [Jobs and skills](#) [About us](#)

[Home](#) » [Supply chain](#) » Indirect contract opportunities

Also in this section

Indirect contract opportunities

We publish information on key awarded tier 2 subcontracts within our supply chain and encourage interested suppliers to get in touch using the contact details provided.

We also publish details of live and upcoming subcontract procurements to be undertaken by our tier 1 contractors, to provide early visibility of opportunities to the market.

[Apply for live indirect contract opportunities on CompeteFor](#)

Downloadable tier 2 awarded contracts AND tier 1 contractor procurement pipeline



[Current indirect contracts](#)



[JV Procurement Pipeline](#)



Maximise your chances of success

1

Get to know us - have policies and case studies in place

2

Build your networks - seek business support

3

Understand the process and requirements

4

Make a plan, ask questions early, **evidence** your capabilities

Key takeaways

View HS2
supplier
guidance



www.hs2.org.uk

Register on
CompeteFor



www.CompeteFor.com/hs2

Use free
industry
resources

SUPPLY CHAIN SUSTAINABILITY
SCHOOL



www.supplychainschool.co.uk

Work with
business
organisations



FSB, ACAS,
Chambers,
Growth Hubs

Contact us
directly



scc@hs2.org.uk

Perceived barriers for SMEs Open Discussion

If you have not scanned this QR code already, please do so and answer our quick poll on perceived barriers for SMEs.



Break 35 minutes

Amey

Delivering sustainable infrastructure solutions, enhancing
life, protecting our shared future

February 2025

Amey —

Life's better connected

We are a leading provider of full life-cycle engineering, operations and decarbonisation solutions, for transport infrastructure and complex facilities.

We combine exceptional expertise in Consulting & Design, Advisory & Analytics, Transport Infrastructure and Complex Facilities to design, manage, and maintain clients' assets throughout their lifetime.

Our leading data and analytics capability enable us to create transformative solutions that strengthen resilience and drive sustainable improvements.





Buildings - We deliver essential facilities management, asset management and decarbonisation services for the education, defence, health and prison estates

We manage and maintain approximately 4 million square miles of public and private buildings and work with organisations like the Ministry of Justice, the Ministry of Defence, the Department for Work & Pensions, and the NHS.

Rail - We support our clients to deliver major infrastructure investment projects to upgrade the rail network with the latest technology as well as deliver day-to-day operations, such as regular asset inspections, to keep the lines running safely.

We are one of the largest and most diverse multi-discipline rail organisations in the UK, covering rail systems including track, structures, signalling, power, and electrification, along with associated civil engineering works. We also operate light rail franchises through Docklands Light Railway (DLR) and Manchester Metrolink.

Highways - Our expert teams provide engineering design and whole-life asset management advice, recommending solutions which maximise road capacity, reduce negative environmental impacts and strengthen our infrastructure for a more sustainable future.

We design and maintain assets on local and strategic roads, managing over 30,000km of highway for National Highways, Transport Scotland, Department for Infrastructure (NI) and numerous local authorities.

- Group external spend 2024 was circa £1.2bn with over 3000 suppliers
- 55% of overall spend was with SME's
- Over £4.5m spend was with Voluntary, Community and Social Enterprises
- Our approach is to be open to all businesses, creating social value is key to the way we work
- We use Constructionline as our Supply Chain Accreditation system – Gold Standard is our standard requirement for service providers
- ESG is ingrained in our culture as we drive towards net zero solutions



- Aim is to foster supplier diversity and create an inclusive economy by making opportunities visible and accessible to SMEs and VCSEs
- Build strong, trusted relationships within the supply chain, enhancing communication, streamlining processes, and driving innovation
- Partner with organizations such as the Supply Chain Sustainability School (SCSS) to support suppliers in developing their skills and competencies
- Support SMEs by providing training and expertise to help them become accredited, allowing them to secure further opportunities and build capacity and capabilities
- Encourage supply chain to complete the National Highways Supplier Development System



Our purpose is to create sustainable infrastructure solutions, enhance life and protect our shared future.

Our ESG strategy focuses on delivering this purpose



Our three ESG goals

Delivering sustainable infrastructure solutions that enhance life and protect our shared future.

ENVIRONMENT

Accelerate the change to a resilient and low carbon future

Decarbonisation and energy efficiency

Nature positive

Infrastructure resilience

Net Zero organisation



SOCIAL

Enhance the wellbeing of people and communities we impact

Investing in our people

Creating opportunities

Sustainable supply chain

Involved communities



GOVERNANCE

Achieve sustainable and responsible growth

Governance

Transparency and partnership

Ethics and compliance

Risk management




Enhancing the wellbeing of people and communities we impact.

INVESTING IN OUR PEOPLE

Championing a safe and progressive workplace where people can be their best

Our actions

1. Refresh and enhance our approach to behavioural safety, centred around our Zero Code
2. Use Safety Improvement groups to focus on common injury and fatal risk reduction
3. Build on our Wellbeing & Inclusion Strategy, with the aim to be the best in our sector for employee health, wellbeing and inclusion
4. Develop our people to create high performing teams in a changing world

 Increasing productivity

 Reduced risk

CREATING OPPORTUNITIES

Creating new employment and skills opportunities, delivering the infrastructure needs of the future

Our actions

1. Develop education and employment pathways to encourage and enable young people into our sectors
2. Offer bespoke programmes for those that face barriers into employment, targeting areas of social deprivation so everyone can access employment
3. Embrace difference and nurture diverse talent across our sectors and workplace
4. Communicate our ESG ambitions to attract and retain the best talent to deliver for our customers

 Opportunity for growth

 Increasing productivity

SUSTAINABLE SUPPLY CHAIN

Engaging and integrating suppliers, championing local business and elevating the total value they bring

Our actions

1. Achieve ISO 20400 Sustainable Procurement Management
2. Champion and mentor VCSEs within infrastructure services to develop and grow
3. Provide opportunities and development for SMEs and VCSEs, supporting local economic growth
4. Collaborate with suppliers to implement innovation

 Opportunity for growth

 Increasing productivity

INVOLVED COMMUNITIES

Engaging the people who are impacted by the solutions we're designing and delivering

Our actions

1. Track the social and economic value we bring to continuously improve
2. Strengthen our community engagement and social value activity across our portfolio of project
3. Offer solutions that improve safety, enable access to green space and create healthy communities
4. Add social value within all the services we provide

 Opportunity for growth

- **Our door is open**
- To work on Amey sites providing services you will need Constructionline Gold status
- We support SME's with obtaining relevant accreditations
- We want to help you achieve your goals and offer support for more SME and VCSE organisations
- Please feel free to come and talk to me, or make contact on the details below



Amanda Felstead
Principal Procurement Manager
Amanda.felstead@amey.co.uk

Delivering Supplier Diversity at Transport for London

Luke Jarvis – Director (Capital)
Procurement and Commercial



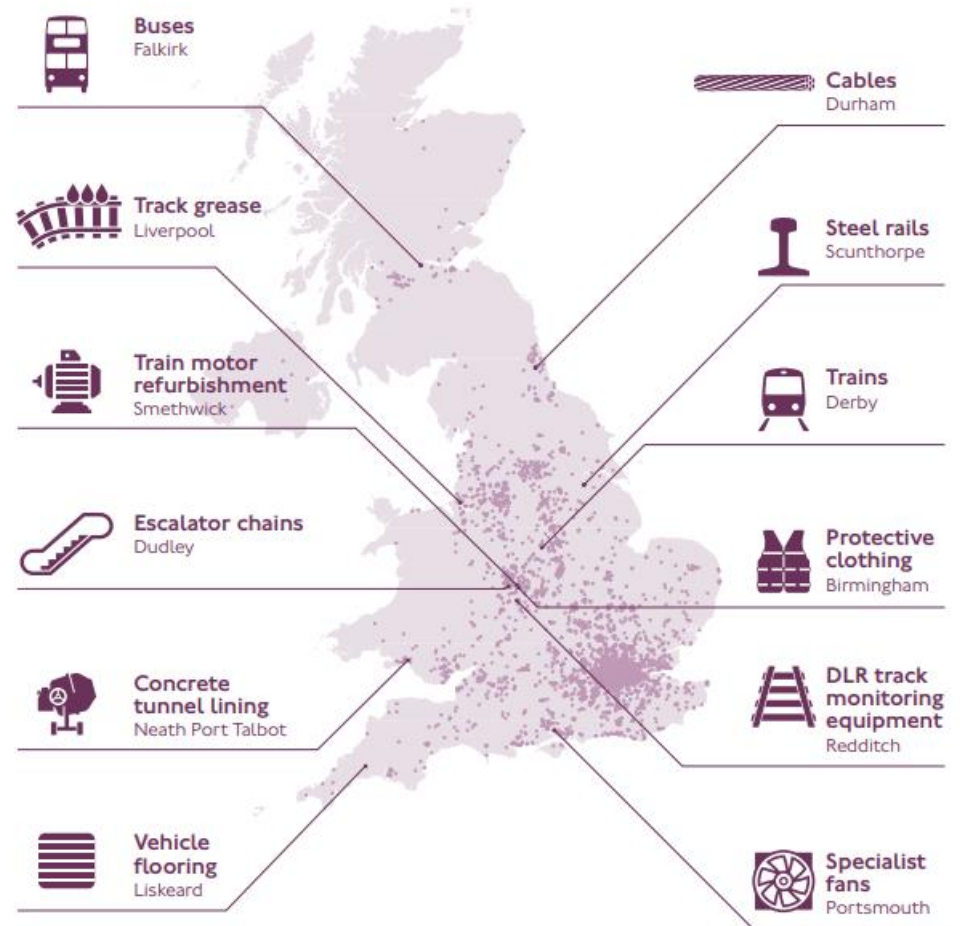
Transport for London's Supply Chain

We source products and services from across the UK:

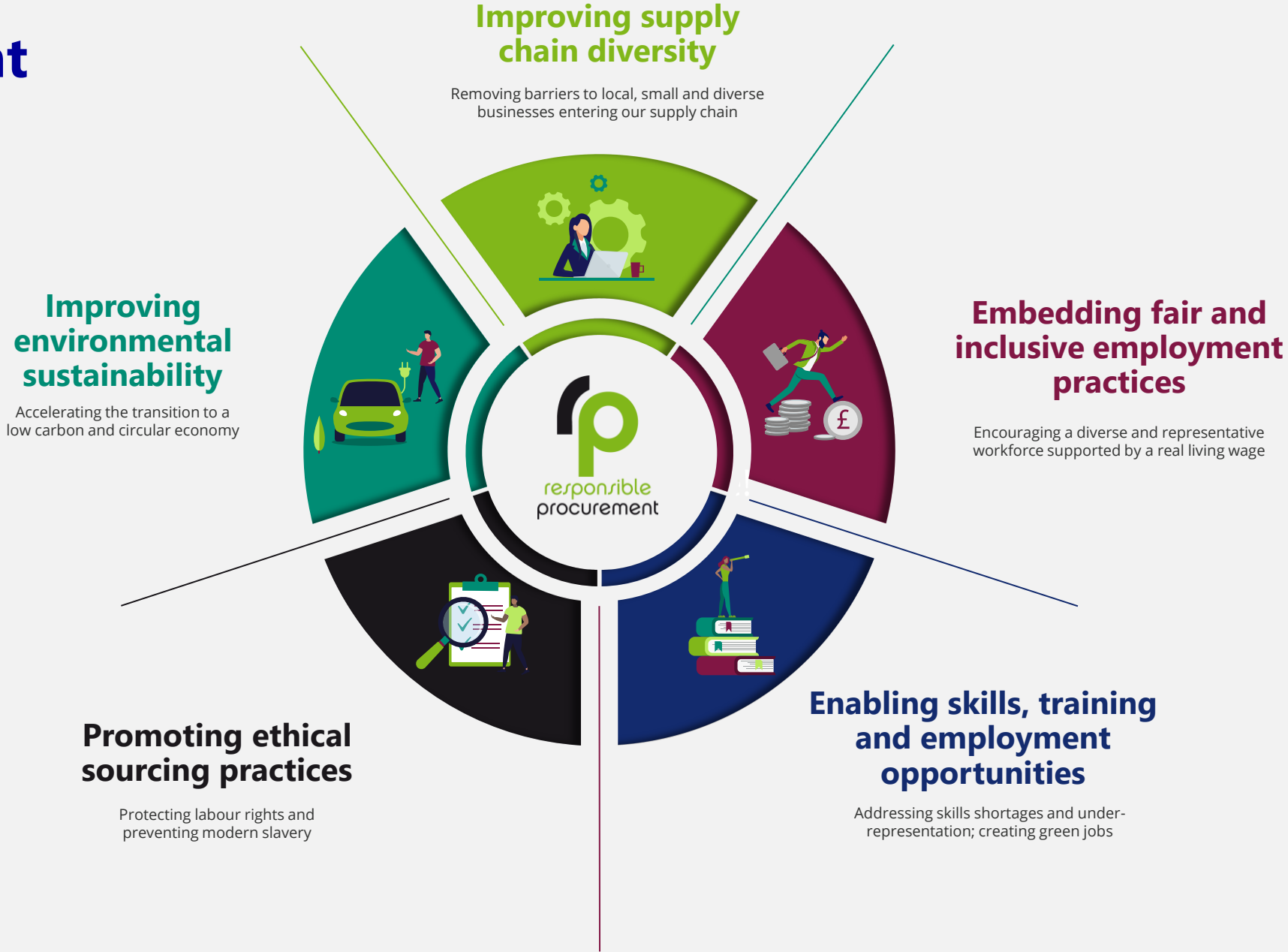
- £6bn annual spend
- 3,172 UK based suppliers
- 1,780 SMEs

Impact on the UK economy

- £5.3 billion in Gross Value Added to the UK economy
- Supported 92,580 jobs
- Nearly 2/3 outside of London



Responsible Procurement Policy



Background | *Increasing TfL spend with Small and Diverse Businesses*

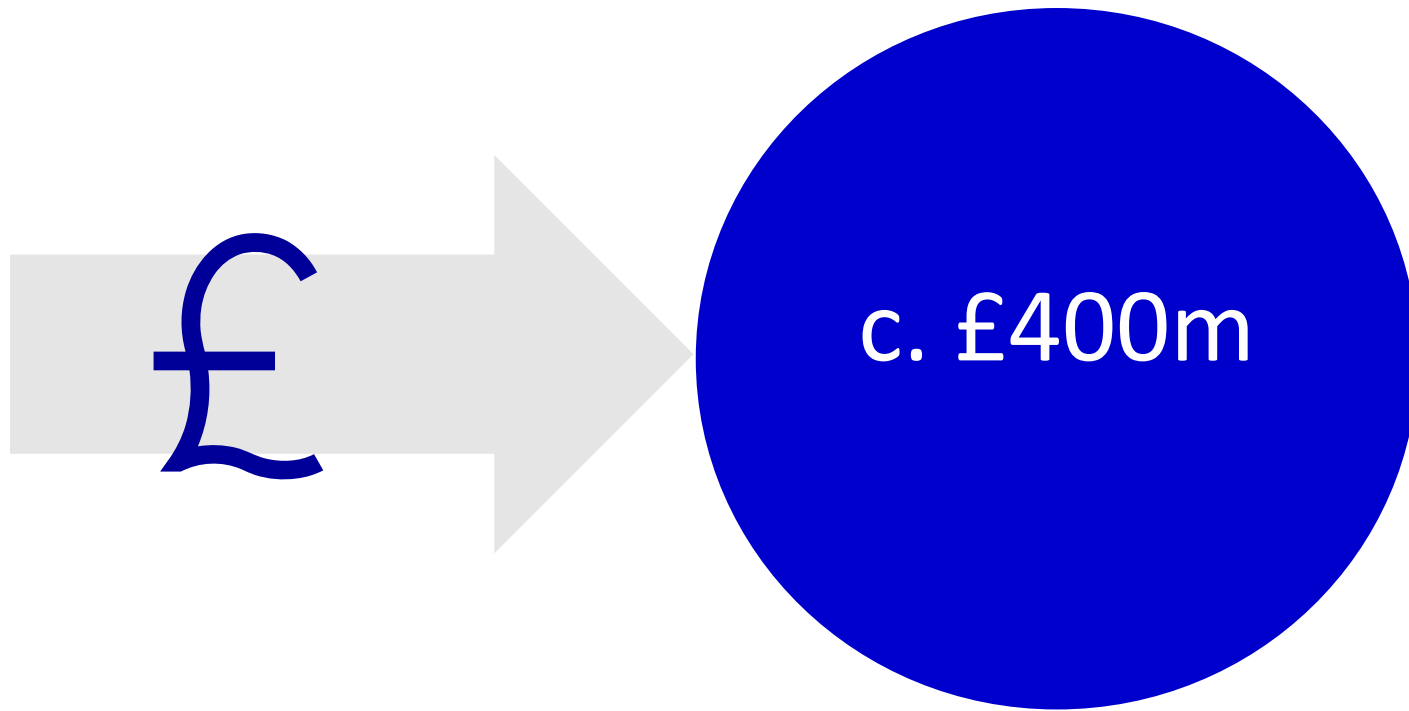
As part of the Mayor's Responsible Procurement Policy and Implementation Plan and as signatories of the London Anchors Institutions' Network charter, TfL is committed to:

'working towards purchasing 20% of goods and services from small and medium enterprises directly or via the supply chain'

To reach this target Transport for London have been implementing a number of actions to open up our supply Chain



TfL's direct spend with SME suppliers | (2023/24)

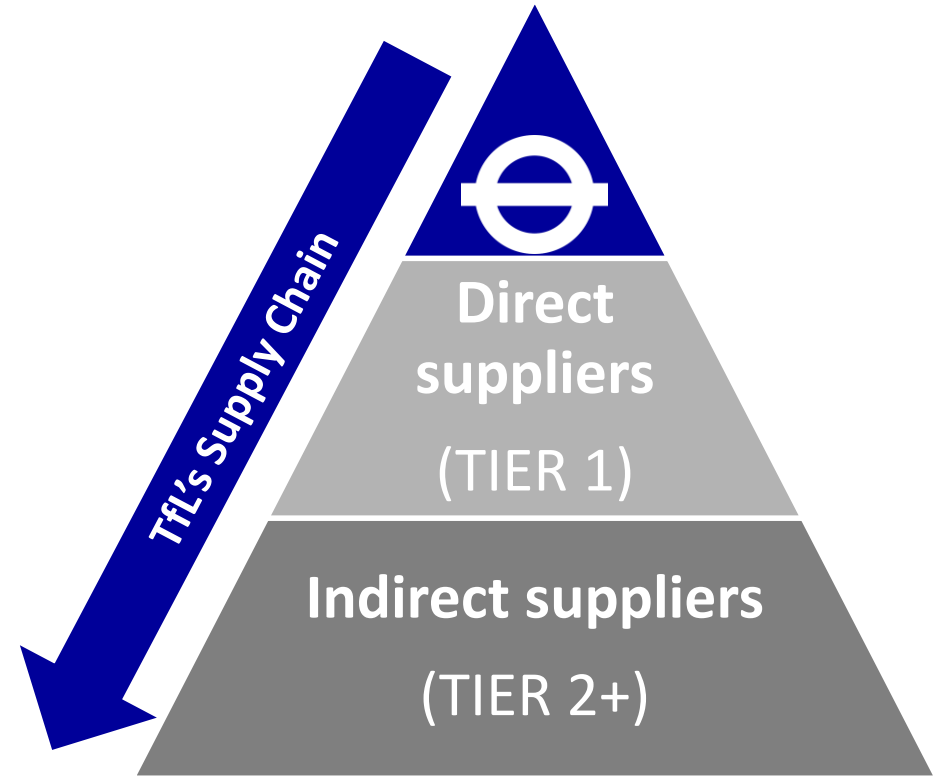


TfL's direct annual spend with SMEs is **c.£400m** or **8.9%** of our total addressable spend in 2023/24



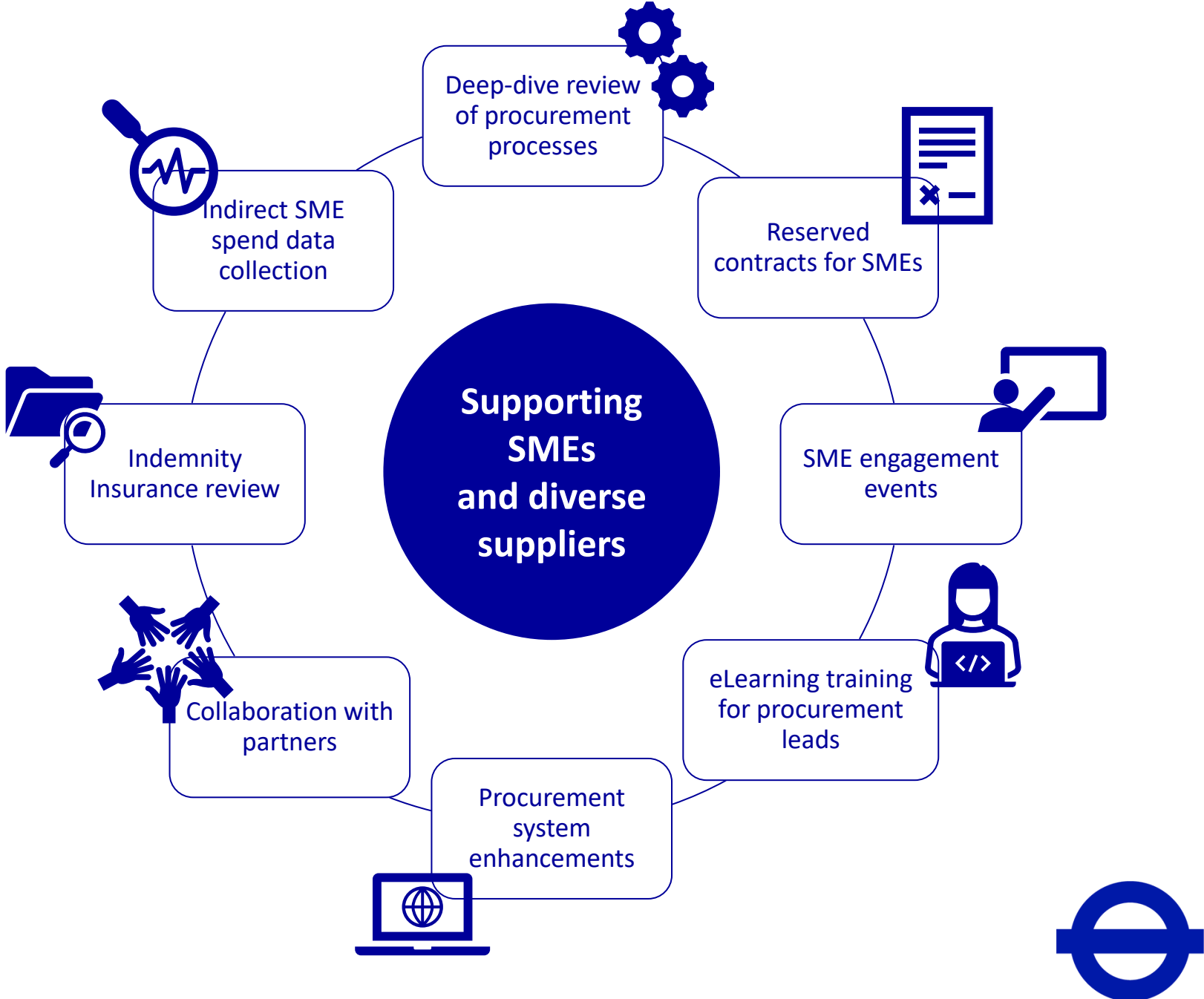
Supply chain opportunity

Along with increasing our **direct spend** with SME, there is significant **opportunity** to spend more TfL money with **SME suppliers**, within TfL's vast supply chain (our indirect suppliers).



Supplier Diversity

TfL: Our key activities



Supporting supplier diversity within P&C | *Reserved contract opportunities*



Project or Programme title

- ✓ Name badges
- ✓ Fire Risk Assessments – Work Package 4, 5
- ✓ Painting and Decorating – Work Package 1
- ✓ Research and engagement
- ✓ Pest Control

**For illustrative purpose only*

More information can be found on the **GLA's Grow London Local** and **London Anchor Institution Network** webpages

Including SME training guides that TfL supported production:

- **Guide to Social Value for SMEs**
- **Guide to Public Sector procurement**



What's next

- **New Procurement Act**
 - ‘...duty to have regard for SMEs...’
 - Continue to consider barriers and how to reduce them
- **New Responsible Procurement Implementation Plan**
 - Supplier diversity will continue to be a priority
 - Increased focus on Tier 1 subcontracting
 - Collaboration and upskilling of SMEs



How to access TfL opportunities

- ✓ To become one of our suppliers, your organisation needs to register on **Find a Tender Service** and/or **Contracts Finder**.
- ✓ It is also important that you register on our e-tendering system, **SAP Ariba Business Network**.
- ✓ For additional help and support in registering on SAP Ariba, contact **TfL's Supplier Enablement Team** by email: ariba_supplier_enablement@tfl.gov.uk.



- ✓ Our contract pipeline is updated every 4 weeks and reflects upcoming contracts over £100k
- ✓ We publish our direct awarded contracts (typically over £5,000) on our website.

Come and find us at the event today to know more



Balfour Beatty

DfT SME Supplier Event

Cambridge - 2025

11th February 2025





Balfour Beatty is a leading international infrastructure group

With 26,000 employees, 12,000 based across the UK

Beatty finances, develops, delivers and maintains the increasingly complex infrastructure that underpins the UK's daily life

Projects across transportation, power and utility systems, social and commercial building

Our Supply Chain

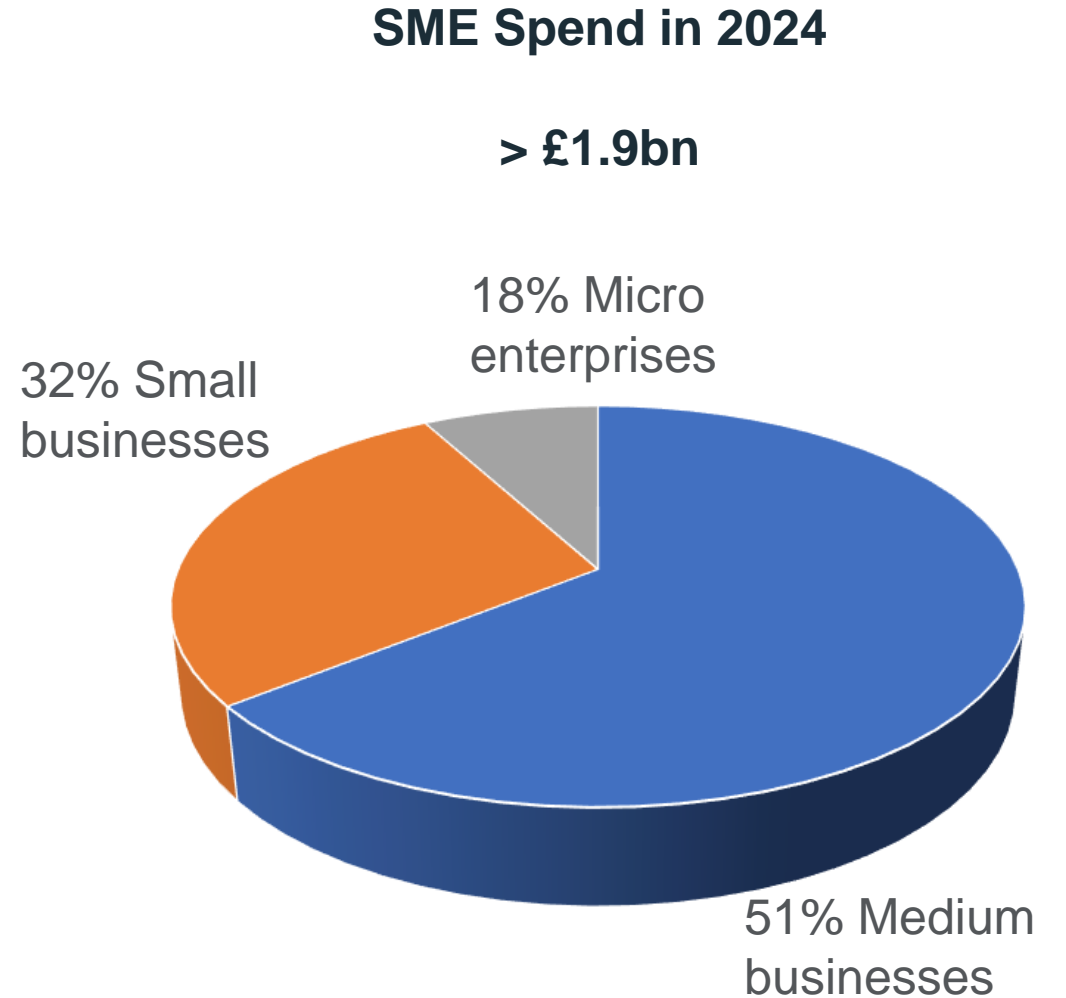
In the UK, Balfour Beatty has **7,922** suppliers, many of which we have worked in partnership with for over a decade, and some of which we have worked with for over 30 years

They include large multinational companies, micro businesses and social enterprises.

Out of 7,922 suppliers, **4,941 or 62% are SMEs**

In 2024, our total UK spend with our suppliers was **> £4.7bn**

40% of our spend is with SMEs equating to **£1.9bn**.



Our Procurement Strategy

Our Procurement Strategy builds on recent achievements, sets out our procurement priorities and how we will do business with our valued supply chain partners

We spend two thirds of our revenues in procuring goods and services from our supply chain partners

Making sure that we are spending this money wisely is, therefore, a priority

Our goal is to deliver continuous improvement and bring value to Balfour Beatty, our customers and the communities we work within.



Key Opportunities (Map)



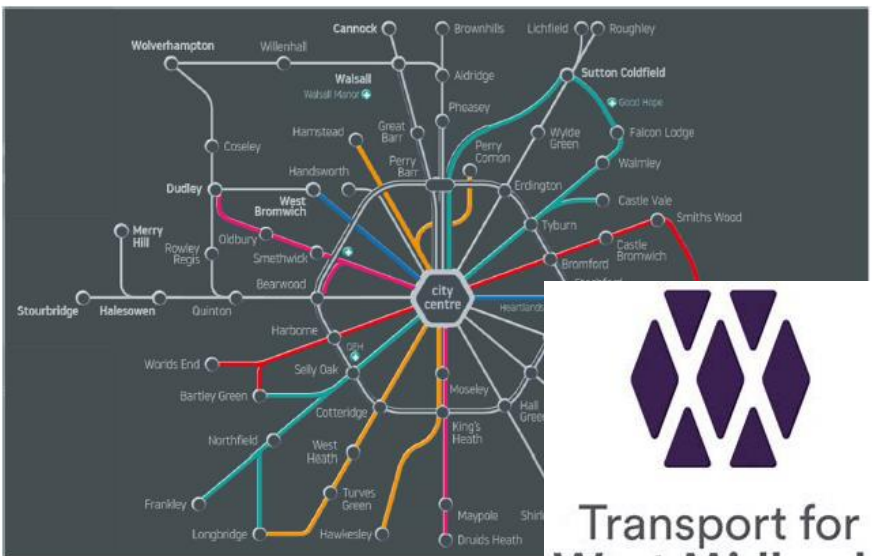
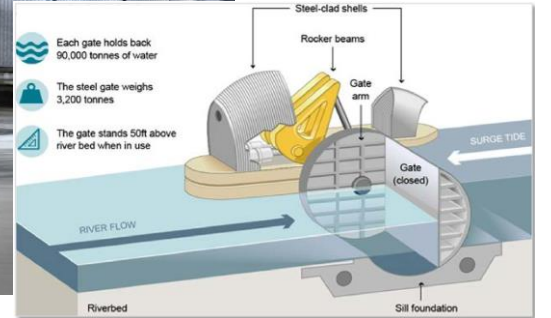
Key opportunities:

- MSF4 - Cross City Bus Corridors £95m
- SCAPE – Hagley Road Phase 2 £18m
- SCAPE3 - Chelmund's Cross £10m
 - SCAPE3 - A43 Phase 3 £28m
- MSF4 - A509 Isham Bypass £110m
- MSF4 – M6 Jct 3 Improvements £15m

- PT&D: Bramford Substation £20m
- CCS - USVF RAF Mildenhall £23m
- Cambourne to Cambridge Strategic Bus Corridor £100m
- Cambridge Southeast Transport £160m

- SCAPE3 - Leigh Port £14m
- SCAPE3 – River Thames Term Service Contract £TBC
 - Project Halo £30m

2025 Exciting Year Ahead



GREATER CAMBRIDGE PARTNERSHIP



What you need to do

- Please contact us if you wish to be engaged on regional or national opportunities
- All subcontractors need to be a member of ConstructionLine and be at Gold level or to the Common Assessment Standard (CAS).
- All of our enquiries are issued via our Jaggaer Balfour Beatty procurement portal

Contact for further info:

- Chris Partridge, Procurement Manager, Balfour Beatty UKCS Regional Civils
- Chris.partridge@balfourbeatty.com

Balfour Beatty



East West Rail

Mark Ollerton

Commercial Strategy and
Supply Chain

11 February 2025



Legend

-  New East West Rail Station
-  Network Rail Station
-  East West Rail alignment
-  Potential future section of EWR
-  Existing Railway



Benefits of EWR

Cut travel times and bring more jobs within reach of local people

Open up new areas for businesses to grow

Spread prosperity across the region

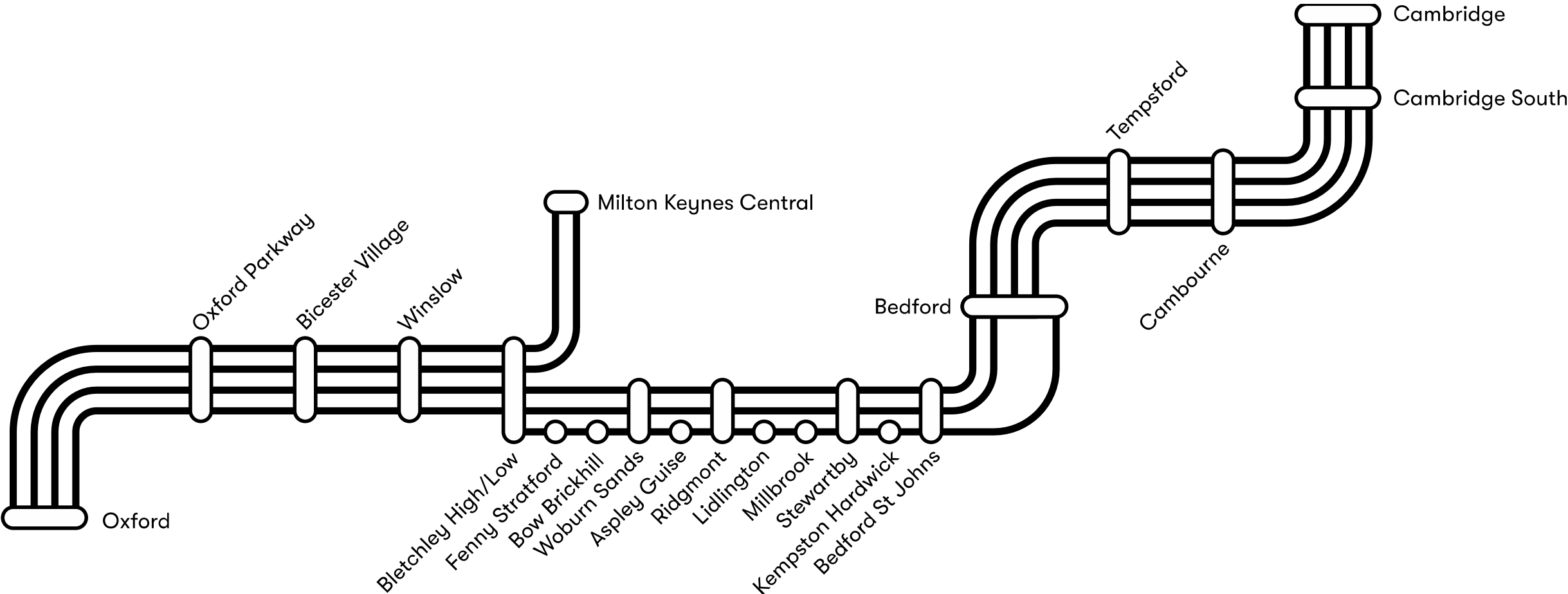
Improve quality of life

Ease congestion and open up new journeys

Provide a greener way to travel



Proposed service pattern



Connection Stage 1

- Track works fully complete
- Test trains have commenced
- Entry into service 2025
- 99,320 railway sleepers
- 267,266 tonnes of ballast



Bletchley to Bedford

- £240m to accelerate Oxford to Bedford services
- Upgrades to the Marston Vale Line
- Introduction by 2030



East West Railway Company Ltd

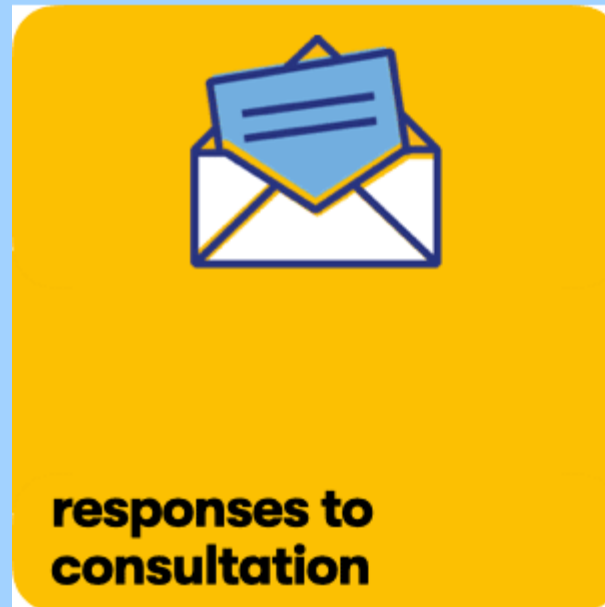
Connecting Lives, unlocking the future

EWR has the potential to unlock transformational economic growth between Oxford and Cambridge. Joining up globally competitive science supercluster, and enabling homes, jobs and investment, EWR will bring billions of pounds in benefit not just to the region but the UK as a whole.

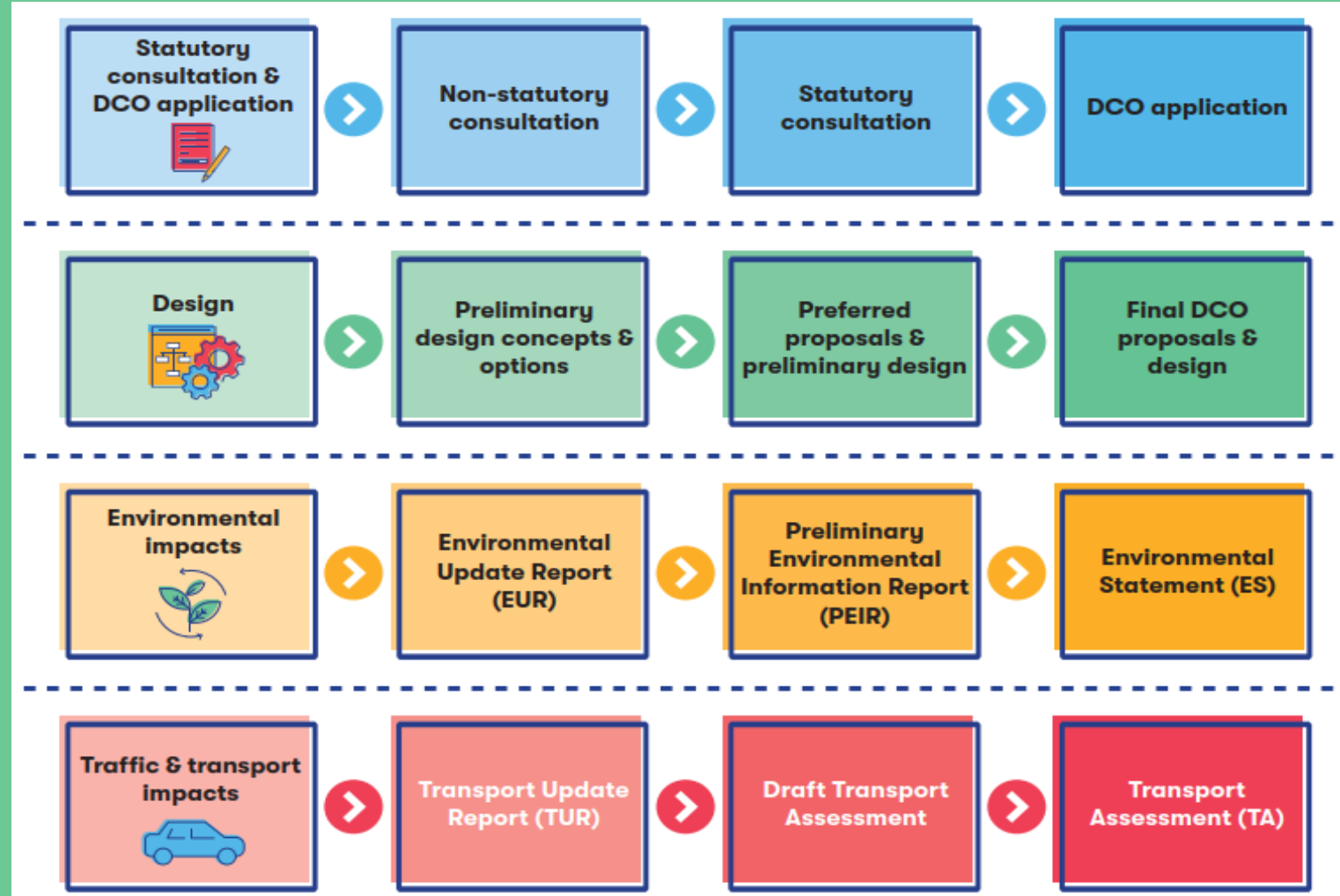
EWR Co will develop and deliver this new railway service into use, specifically focusing on unlocking economic growth. Once delivered, we'll hand over the railway to Network Rail (or the future transitioned organisation GBR), to be operated and maintained as part of the national network. EWR Co is a catalyst for growth and is benefits-led, community-conscious and delivery focused. We'll integrate all the necessary elements of the railway to deliver it quickly, safely, sustainably and cost effectively, applying lessons from previous programmes and setting new industry benchmarks.

Non-statutory consultation 2024

- 16 in-person events
- 3 online events
- 24 / 7 virtual consultation room
- Plans available at information points across the route



Key documents – From now until DCO application



Environment & Biodiversity

• Environment and sustainability

- At the heart of everything we do
- We have aligned our nine environmental principles with ten of the UN Sustainability Development Goals



Biodiversity

- 10% biodiversity net gain
- 20 Ecological Compensation Sites (ECS) on CS1
- 45 ponds, badger setts, over 70 bat boxes
- Planted more than 150,000 plants and trees



Welcome to the East West Rail Portal

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← Lift #

User Access

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Helpdesk

Need assistance?

Please contact the Jaggaer helpdesk:

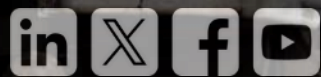
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Q&A

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Open Networking
Session
Lunch 13.15



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