**Product / Service:** Software Licences

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|  | **Negative Impacts / Risks** |  | **Positive Opportunities** |
| **Environmental** | * Production of physical media – high carbon production process, including non-recyclable & non-renewable materials & water (impact on biodiversity / mining impacts) * Vehicle fuel & emissions (carbon impact) – high order frequency of physical media * Physical media may be delivered in excessive packaging | * Transfer software via electronic key * Consolidated orders & reduced delivery frequency of physical media * Low CO2 vehicles for delivery * Reduce levels of packaging / use recycled packaging |
| **Social** | * International supply chains (potential for issues such as child labour / poor pay & working conditions / health and safety breaches) * Working conditions of (national) professional resources (unsocial hours / job security) * Disruption to permanent workforce (perceived quality work being given to external suppliers) – exacerbated with offshoring * Frequency & timing of deliveries – congestion & noise impacting residents | * Professional resources (national) – good wages / good development opportunities * Apprenticeship opportunities * Fresh approach to internal challenges – business (and potentially sustainability) impact * Consolidated orders & deliveries (including shared contracts) |
| **Economic** | * Multiple purchases of individual items of physical media (potential duplication in licence coverage) | * Rationalise licensing & suppliers * Asset management software to prevent over-licensing * Opportunities for small & medium enterprises |

**RELATED PROC HE:** KE