

Org



G-Cloud 15 – Lot 2b - Software as a Service (SaaS)

Contact Centre as a Service (CCaaS)

Service Definition Document

Contact Details

For more information or questions about this service, please contact us at: bids@thisisorg.com

Notices

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Org – Company Overview

At Org, we advise, resource, and deliver transformational change for our clients. Org is a more human kind of professional services company created to harness the power of people who get things done. We humanise the experience of transformational change for organisations and help you bring this to life with your people and customers.

Org is an Irish owned, globally operational, professional services business that was originally established in 1988. Since then, it has grown from a recruitment solution business into a business with three decades of expertise and experience across advisory solutions, resourcing and managed services. With over 3 000 employees and 2,500 associates operating from 20 locations in 10 countries across three brands (Org Advisory, Morgan McKinley and Abtran), Org provides end-to-end, seamless support to a global customer base. Their specialist technology division, Org Technology Services, specialises in the delivery of transformation change enabled by technology across marketing, sales, customer service, finance, HR, engineering, data, automation and AI. The capability within our group allows us to provide solutions to all needs within business transformation and growth.

Here at Org, we help make transformational change happen; our people have sat in your chair and walked in your shoes. We focus on understanding and addressing your “WHY” so we can develop customised solutions that deliver successful and measured outcomes. By harnessing the power of people and technology, we accelerate your time to value. Our aim is to provide a refreshing way of thinking and solutions development for modern day problems. We will work smarter and in a more practical and humanistic way to ensure that you see results in real time.



Org Group Overview

Our Vision

Our vision is to be the leading provider of independent advisory and technology services that deliver the solution you need, not the solution we have or ‘think’ you need; to offer expertise, time and value every step of the way, whilst delivering sustainable business change. At Org we help make transformational change happen.

WHY.

We are unashamedly different; we want to disrupt traditional thinking and make transformation More Human.

HOW.

By asking our clients to explore 'WHY' they are transforming, to ensure they can achieve successful outcomes.

WHAT.

Guide clients through the transformation journey, as our people that have walked in their footsteps.

Our Value Proposition: Transform Every Customer Interaction

Many public sector organisations know they need to modernise, but often aren't sure where to begin, how to guide their workforce through change, or adopt AI safely and effectively. Familiar routines may feel comfortable, but they can slow progress, raise costs, and restrict capacity. Our service helps organisations recognise this tendency and gives them the skills, confidence, and ability to rethink how work gets done.

Reimagine CX with cloud-native flexibility and AI-driven intelligence.

Org recognises that the public sector also values continuity, which can make adopting innovative technologies challenging. Org will support Public Sector organisations to embrace change and new technology with targeted support to help teams:

- Understand the reasons for change,
- Recognise the practical benefits of new technology,
- Focus on improved outcomes for citizens and reduced admin workloads,
- Acquire digital skills and boost confidence,
- Adopt technology safely with clear oversight and governance.

This focus ensures that transformation is guided by people and organisational needs, not just technology, with Org's comprehensive support throughout the transition.

Org A&T drives value for our clients and delivers tangible business outcomes, delivering value at scale, optimising costs and boosting capability, whilst reducing TCO, unlocking automation with AI and empowering organisations and citizens through intelligent, adaptive experiences.

Reimagine Customer Engagement: The Benefits

Move beyond telephony. Amazon Connect is a cloud-native, AI-native platform that unifies voice, chat, and digital channels...enabling automation, self-service, and agent assist at scale through agentic AI.

Turn Conversations into Intelligence. Uncover patterns, sentiment, compliance risks, and opportunities, from churn prediction and contact drivers to cross-sell and coaching insights.

Deliver Measurable Business Outcomes. Reduce total cost of ownership, strengthen CX visibility, drive operational gains and garner richer insight across every interaction. Double-digit improvements in compliance accuracy, coaching effectiveness, and customer satisfaction.

Unlock the Value of Agentic AI. Contact centres sit at the edge of the Agentic AI shift. Older platforms drain cost, slow change, and cannot learn fast enough from real customer behaviour.

We support public organisations to:

- Prepare proactively for change rather than just respond to it.
- Find out where AI and automation truly add value.
- Get staff involved early so they feel engaged and not threatened.
- Develop reinvention skills throughout teams.
- Achieve real improvements in efficiency, quality, resilience, and citizen satisfaction.

Ultimately, we make technology adoption practical, responsible, and focused on what matters most: delivering better services for citizens and creating better workplaces for staff.

Org Groups Core Services

We put customer outcomes at the heart of Org and help develop solutions covering the entire spectrum of Professional Services, from Executive Strategy and Execution to full IT development and Support Services. Our Advisory & Technology Services include:

Organisational Effectiveness Structure, resilience and ability to service customers in a sustainable manner Target Operating Model Organisational Redesign UX Process Design Customer Journey	Transformation Capability Seamless solutions to manage transformational change across business and technology Portfolio Management Agile Adoption Change Management Transformation Office	Finance Optimisation Modernised and streamlined finance functions to provide best in class services Cost Performance Risk & Audit Data Reporting Centres of Excellence
Business Systems Systems designed to enhance business performance and user experience CRM Business Mapping ERP HRIS	Digital Ecosystems Digital transformation solutions that are aligned to the strategic objectives of organisation Cybersecurity Cloud Solutions Data & Analytics RPA & AI	Omnichannel Experience The Org Omnichannel ecosystem is a cloud-based Contact-Centre-As-a-Service solution tailored to the contact centre needs of an organisation Contact Centre Secure Mail Room Integrated Case Management Workforce Management

The Transformational Customer Journey: The 4 Cs for Success

We believe that careful consideration and planning of the steps in your journey to deliver your strategic objectives is essential to success. Org's 4 C's form a huge part of this success. At any point on the journey, there can be a complex set of variables, data and insights that require understanding and intervention.



Working with HappyPath Labs

Org Group acquired a minority shareholding in HappyPath Labs in September 2025, a provider of expert specialist contact centre services.

Founded in Cork in 2022, HappyPath Labs has quickly established itself as a leader in delivering innovative solutions across a wide range of industries and as an accredited 'Select Tier' partner of Amazon Web Services (AWS), has earned recognition for its proven technical expertise in AWS services: AWS have accredited HappyPath Labs as an Amazon Connect Service Delivery Partner.

Experts in BPO and Contact Centres, both on-premise and as part of our Contact Centre as a Service (CCaaS), HappyPath Labs provide:

- Operational assessment and discovery services
- Expert customer experience transformation activities
- Software engineering, IT and operational support services.

HappyPath Labs provide hands-on engineering expertise, while Org take responsibility for contract management, governance, project management, engineering oversight, and architectural management.

- **Org Group:** Prime contractor responsible for project management, service delivery management, client relationship management, implementation and deployment management and testing.
- **HappyPath Labs** – Providing hands-on engineering expertise and responsible for enterprise architecture, solution design, migration design and development.

HappyPath have held ISO27001:2022 accreditation since 2024 and were voted 'National Start-Up of the Year 2025'.

Org has achieved accreditation for Cyber Essentials and Cyber Essentials Plus. Happy Path Labs confirm that they will achieve certification in advance of contract award.

Social Value

Org’s approach to reducing the environmental impact of the proposed services/managed service is fully aligned with international best practice and recognised environmental standards.

We apply social value and sustainability principles across all areas of design, delivery and operation to ensure that every element of the proposed solution supports responsible procurement, energy efficiency and carbon reduction.

We have a dedicated Sustainability Manager and a comprehensive Sustainability Strategy aligned with the United Nations Sustainable Development Goals (UN SDGs), the EU Climate Action framework, and a Net Zero emissions policy. This strategy is embedded throughout our organisation, reflected in the delivery of all client programmes and provides reporting on the progress towards the Sustainable Development Goals.

Org’s environmental and social responsibility is built on three core pillars, which align with G-Cloud’s Social Values:

Org’s Pillars of environmental and social responsibility		G-Cloud Social Value alignment
1	Happy Society	Breakdown Barriers to Opportunity Build an NHS for the Future
2	Healthy Planet	Make Britain a Clean Energy Superpower
3	Thriving Economy	Kickstart Economic Growth

These pillars guide how we deliver technology and services that create measurable environmental, social, and economic value.

Happy Society: Training is provided for our employees throughout their careers to continue their development. This consists primarily of training that is identified to support the individual’s career development path, training to address any performance issues and training in new technologies and processes that are implemented in support of the service.

Within the Org Group, to support the community we have introduced a community investment policy that formalises our community partnerships and defines the conditions under which we provide support. Our employees vote annually on three charities they wish to support. We report on our community engagement metrics to capture community contribution data, this includes money donated, volunteering days and number of beneficiaries impacted.

Healthy Planet: We are an extremely low-impact organisation in terms of our carbon footprint. What we do is people based, we advise and deliver transformational types of service with extremely low impact. Travel of our staff is probably our highest impact on the environment. We work in a hybrid environment and actively encourage working practices that reduce energy usage and consumption of resources.

Within Org Group, we continue to reduce operational carbon emissions. In line with the public sector energy efficiency directives, we have aligned our target of achieving an absolute energy consumption reduction each year of 1.9% and committing to reach Net Zero emissions by 2030.

To reduce embodied and emitted emissions, our environmental initiatives focus on identifying opportunities to:

- Reduce energy consumption and emissions from the sites where our services are provided, including through the increased provision of renewables.
- Reduce emissions for transportation, for example by increasing the use of electric vehicles, public transportation, and remote working tools.
- Reduce paper and transition towards a paper-free service, encouraging customers and service users to adopt digital alternatives.
- Reduce embodied emissions by working with direct suppliers within the service to reduce the carbon footprint of products and services.

We are certified to ISO 14001 Environmental Management System and have successfully maintained certification through external surveillance and recertification audits. These standards provide the structure for continuous improvement, pollution prevention and compliance with all relevant environmental legislation. We are required to report on our targets and maintain an ongoing risk register of actions.

Thriving Economy: Org is committed to providing equal opportunities at all stages of employment and to avoiding unlawful discrimination in employment and in the conduct of its business. We aim to create a working environment which is free of discrimination, harassment and bullying. That everyone is treated with dignity and respect is an important aspect of ensuring equal opportunities in employment. We do not discriminate against staff on the basis of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. We have an Equal Opportunities Policy available upon request.

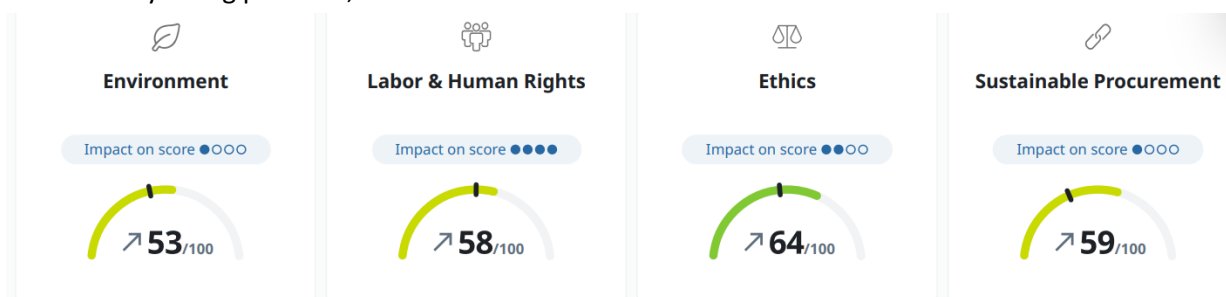
We have implemented a Green Public Procurement Strategy which ensures that products and services selected for our operations and client projects have the lowest possible environmental impact. Environmental and lifecycle considerations are embedded into procurement decisions, favouring suppliers that:

- Demonstrate sustainable and ethical business practices.
- Provide environmentally responsible materials and products.
- Offer low-carbon alternatives to disposable or high-impact goods.

Our Supplier Code of Conduct requires all partners to meet strict sustainability criteria, including accountability for emissions, responsible waste management, and the adoption of recyclable or biodegradable products wherever possible.

Measuring our Success

To ensure that we are achieving against our social metrics, we have engaged with the globally recognised sustainability rating platform, EcoVardis.



EcoVardis Scores for 2025

We have made significant progress since our initial assessment in 2024 and will maintain the momentum into 2026. We have implemented a number of activities that align with our sustainability pillars and social values.

Happy Society – Break-down Barriers to Opportunity

We actively foster an inclusive, diverse workforce culture, ensuring every employee feels valued and given the support they need. From global awareness training to employee engagement groups, and surveys to assess our performance, we're continuously reviewing ways to improve each year.

- Provision of skills development training and actions to promote internal mobility through regular assessment of individual performance. Individual development and career plans for all employees.
- Actions to ensure equal pay for equal work and grievance mechanism to report concerns around working conditions.
- Actions to promote the inclusion of employees with disabilities.
- Training of employees and grievance mechanism to report child labour, forced labour and/or human trafficking issues.
- Family Friendly programs (FFPs) implemented (e.g. parental or care leaves, childcare services or allowances).
- Flexible organisation of work (e.g. remote work, flexitime).
- Actions to address stress and psychological wellbeing in the workplace.

With more than 800 of our people all over the world taking the time and effort to make a difference in the lives of others, we are proud to reveal that we have reached our target of £1 000 000, supporting over 200 charities in our global communities and volunteering for more than 8,000 hours with local causes.

At the end of 2025 we launched a group wide ESG initiative called Org Group Impact which is our new unified group CSR initiative to amplify our positive influence across communities worldwide. The key areas covered will be fundraising, volunteering, sustainability, partnerships and supporting your community. This will be tracked and reported on regularly.

Environment - Make Britain a Clean Energy Superpower

In 2026, our carbon reduction plan and carbon footprint measurement will be verified by a third party, which will provide a transparent view and action plan in terms of our emissions. Some of our initiatives are detailed below:

- Efficient utilisation of office space to allow HVAC systems, PC's, and lighting to be turned off when not in use and installing of LED lighting across all sites
 - We have seen a reduction of energy consumption of lighting systems, saving approximately 54 000kWh per year reducing energy consumption by 22%.
 - We are working towards reducing our waste carbon footprint to below 2 tonnes per person of CO² from all sources by 2050. For two of our sites, we have already achieved 1.79 tonnes of CO² and 1.80 tonnes of CO².
 - Across our sites 49% of our waste was recycled.
 - We have reduced our energy consumption by 1.7% overall and we will continue to reduce our energy consumption by installing solar panels at our office locations. This will save an estimated 121 metric tons of CO² equivalent annually.

- We are also working with our electricity provider on continuing to increase renewable energy sources. We are currently at 71% renewable energy and we are reviewing options to increase this to 100% verified green electricity by 2026.
- Training of employees on energy conservation/climate actions, waste reduction.
 - Recycling rates increased from 40% to 51%. All our sites have clearly labelled segregation bins in strategic areas
 - We share and implement great ideas to create a smarter, greener environment. This includes Tidy Towns, STEM programmes, and Beach clean-ups.
 - Promoting sustainable travel through our Cycle to Work Scheme and subsidised cost public travel passes.

Thriving Economy – Kickstart Economic Growth

The scale and urgency of climate change and rising inequality require collaboration at every level. Our suppliers are key to our success and we understand that by working closely with them to encourage continual improvement, will have an impact beyond ourselves alone.

To achieve our aims, we have a documented Supplier Code of Conduct, that enables continuous improvement and reflects our sustainability expectations relating to ethics, decent working conditions and plans to measure and reduce environmental impact.

Where possible we commit to environmentally sound procurement practices and ensure that our supply partners adhere to ethical business practices. Part of our procurement selection process is an evaluation as to whether the products and services have a reduced environmental impact throughout their life cycle, compared to their competition, and to choose those with the lowest footprint where possible.

For example, all onsite consumables are either biodegradable or recyclable and we have recently revised our strategy regarding cleaning products to ensure that only eco-friendly consumables are used across our sites.

These measures not only help lower our environmental impact but also contribute to cost savings for the company and align with Green Public Procurement (GPP) principles

Along with our suppliers, we learn and work together to achieve our sustainability targets.

AWS Global Sustainability Leadership - Cloud-Native Sustainability with Amazon Connect

The CCaaS solution will be delivered on Amazon Connect, a fully managed, cloud-native, serverless platform hosted on Amazon Web Services (AWS). This architecture eliminates the need for on-premises telephony systems, servers, or data centre infrastructure, resulting in significant reductions in energy usage, electronic waste, and carbon emissions.

- **Net-Zero Commitment:** Amazon has pledged to achieve net-zero carbon emissions by 2040 through The Climate Pledge, ten years ahead of the Paris Agreement target.
- **Renewable Energy:** AWS is on track to power its entire global infrastructure with 100 percent renewable energy by 2025 and has already reached this goal in several regions.
- **Scale of Investment:** AWS is the world's largest corporate purchaser of renewable energy, with more than 500 renewable energy projects worldwide generating over 25 gigawatts of clean power capacity.
- **EU Leadership:** The proposed hosting region, EU-Central-1 (Frankfurt), benefits from a renewable energy-rich grid and compliance with the Climate Neutral Data Centre Pact, ensuring carbon-neutral, water-efficient, and energy-optimised operations by 2030.

Org will deliver a modern, scalable, and environmentally responsible CCaaS platform that directly supports your sustainability and climate-action goals. By combining Org's ISO 14001-aligned sustainability framework and Green Procurement Strategy with AWS's renewable energy leadership and cloud efficiency, this solution achieves measurable reductions in energy consumption, carbon emissions, and electronic waste. This approach ensures that customer care contact centres operate on a sustainable digital foundation that is efficient, resilient, and aligned with national climate and circular economy objectives.

CCaaS Service Overview

Org offers a cloud-based Contact Centre as a Service using Amazon Connect, an AWS managed cloud contact centre platform. The service enables organisations to deliver customer contact across voice and digital channels using a configurable cloud platform, without on premises telephony infrastructure. Amazon Connect is designed to support scalable operations, secure administration and continuous service improvement through configuration and automation. It provides built in channel management, routing, agent tools, operational oversight and reporting while providing the flexibility, scalability and speed required to turn operational insight into meaningful change.

Leaders choose Amazon Connect because it finally removes the operational handbrake. It gives them the freedom to redesign journeys, automate intelligently and scale instantly without being constrained by legacy limitations.

Amazon Connect enables modern CX by delivering:

- Instant scaling during demand surges. Protects service levels, reduces queue pressure and removes operational risk during spikes in volume.
- Consumption-based pricing tied to actual usage. Lowers fixed cost, improves financial predictability and drives efficiency at every level.
- A single environment for voice, chat, messaging, automation and routing. Simplifies operations, eliminates integration overhead and creates a unified customer experience.
- Native AI for intent recognition, agent assistance and intelligent routing. Increases containment, improves accuracy and elevates the quality and speed of every interaction.
- Continuous enhancement without downtime. Accelerates innovation, avoids service disruption and ensures access to the latest CX and AI capabilities all year round.

This creates an operating environment where change becomes fast, stable and measurable. New channels can be launched quickly. Journeys can be refined based on data rather than assumptions. Automation can be deployed across predictable tasks without compromising service. Amazon Connect becomes the foundation that allows modern service models to operate at speed, evolve continuously and deliver measurable outcomes across cost, experience and performance

Cloud native by design. Built for public sector resilience.

Amazon Connect is delivered as an AWS managed service designed for high availability and fault tolerance, operating across multiple physically separated availability zones within an AWS region. This architecture supports continuity during infrastructure failures and enables rapid scaling to manage major demand events.

The service supports secure operation through AWS native security controls and operational tooling, including role-based access control, encryption in transit and at rest, and integrated logging and monitoring. This provides public sector buyers with a platform aligned to modern information assurance expectations, with clear auditability and control.

AI ready engagement platform, not just telephony

Amazon Connect is built to enable modern service delivery beyond basic call routing. It provides the platform foundations to deploy AI assisted citizen services in a controlled and safe way, including conversational self service, intelligent routing and agent assistance. Buyers can begin with core contact handling and progressively adopt AI capabilities as governance and operational readiness mature.

This creates a practical route to introducing automation and intelligent service experiences without locking into proprietary systems or complex upgrades.

What the Service Delivers

Amazon Connect provides a unified cloud platform for contact handling, service flows and operational oversight, enabling organisations to continuously improve citizen services through configuration, automation and insight.

Voice contact handling, inbound and outbound calling. Deliver secure, high quality inbound and outbound voice services with native queueing, routing, call controls and call recording. Support dynamic routing decisions based on customer inputs, attributes, service priorities and real-time agent availability.

Interactive Voice Response using configurable contact flows. Design and evolve citizen call journeys using visual contact flows, enabling rapid updates without infrastructure change. Use real-time decision logic, data lookups and integration triggers to create adaptive self-service experiences that reduce avoidable contact.

Web chat with routing and agent handling. Provide real-time digital engagement with queue-based routing, transcript capture and agent handling through the same operational model as voice. Support consistent service experiences and faster resolution through shared workflows and centralised management.

Email handling with routing, queueing and reporting. Enable email as a managed, routed channel with service team queueing, prioritisation and workload management. Track volumes, ageing and performance and apply structured routing rules to ensure consistent handling and governance.

Tasks and work item routing to support omni channel work management. Route non-voice work items using the same skills and queue logic as other channels, enabling omni channel delivery without separate systems. Improve control over backlog management, prioritisation and service responsiveness.

Skills based routing, queues and agent routing profiles. Manage complex operations through native skills, queues and routing profiles to ensure contacts are handled by the right capability at the right time. Support dynamic routing strategies that balance citizen experience, service priorities and operational efficiency.

Agent workspace with integrated contact control and customer context. Provide a modern agent experience with integrated contact controls, interaction history and workflow support. Enable consistent handling across channels and support faster time to competence through structured experiences and integrated knowledge.

Supervisor tools including monitoring, barge in and real time oversight. Enable real time operational control through live monitoring, intervention and workforce visibility. Supervisors can observe contact flows, queue performance and agent activity, intervening where needed to protect service outcomes and citizen experience.

Call recording and transcripts where enabled. Capture interaction records to support quality, compliance, assurance and service improvement. Transcripts and recordings can support faster review cycles, more consistent quality oversight and stronger auditability.

Native reporting, operational metrics and historical reporting. Access real time and historical performance metrics to measure demand, service levels, citizen experience indicators and operational trends. Support evidence-based service management without relying on manual reporting or disconnected datasets.

Pricing Model

Amazon Connect pricing is designed to align cost directly to usage. Unlike traditional CCaaS platforms that charge fixed fees per agent licence (often with additional licence tiers for analytics, WFM and AI), Amazon Connect is primarily consumption based. This means you pay for what you use across voice and digital channels, rather than paying upfront for capacity, licences, or bundled feature tiers. At a practical level, Amazon Connect pricing can be understood in three layers. The first is contact volume and channel consumption (minutes and digital interactions). The second is optimisation capability (AI, analytics, quality management and performance). The third is supporting AWS services required to store, integrate and report on operational data. The commercial advantage of this structure is that it avoids paying for idle licences and allows cost to scale up or down naturally with seasonality, business cycles and demand.

For voice, the main cost driver is call minutes. You pay per minute of voice usage processed by Amazon Connect, and separately you incur telephony and carrier related charges such as inbound routing, outbound calling and phone numbers. This is comparable to a utility bill: the more minutes consumed, the higher the cost. The benefit is transparency and control. For example, if automation or improved routing reduces average handle time by 30 seconds across 100,000 calls per month, the reduction in minutes flows directly into a lower monthly bill. In a licence-based pricing model, that operational improvement often does not reduce platform costs because licences remain fixed.

For digital channels, the model remains consumption based rather than “digital seat” based. Chat is typically charged on message or usage volume rather than per agent. Email and tasks are charged based on handling and workflow activity. The effect is that omni channel adoption can scale without purchasing additional feature licences. For example, moving high volume, low complexity queries from voice to chat typically reduces total cost by shifting traffic to a lower cost channel, while still improving responsiveness and customer experience.

The most important evolution in Amazon Connect pricing, and the one directly relevant to the ‘Unlimited AI’ conversation, is the introduction of Unlimited AI pricing (also described by AWS as ‘all-you-can-eat AI pricing’). Under this model, first party AI and optimisation capabilities can be used broadly across the contact centre without separate AI consumption charges, with pricing remaining tied only to underlying channel usage (voice minutes and digital interactions). This removes the traditional trade-off of only analysing a small sample of contacts to manage marginal AI costs. Instead, AI can be applied across 100% of interactions without the risk of a separate, unpredictable AI bill.

A simple example illustrates the difference. In a traditional CCaaS model, enabling conversational analytics, auto QA, agent assist and WFM often pushes customers into a premium licence tier for every agent, even if only certain teams or interactions benefit. Under Amazon Connect with Unlimited AI pricing, the commercial model supports broad adoption because cost is driven by interaction volumes and minutes, not by how many AI capabilities are enabled. This is particularly valuable where AI is used for compliance, quality assurance, training and insight generation at scale.

Unlimited AI pricing also improves predictability. It converts what is normally a variable AI consumption cost into a model that is easier to forecast because it is tied to metrics that are already tracked operationally: call minutes, interaction volumes, and peak seasonality patterns. AWS positions this approach as eliminating cost driven compromises in AI adoption and ensuring access to future AI capabilities without constant commercial renegotiation.

Amazon Connect also offers an alternative “a la carte” approach where channels and AI capabilities are priced separately based on usage, which can suit smaller deployments or targeted use cases. AWS documentation confirms Unlimited AI pricing is the default option and can be enabled or disabled per Connect instance, giving commercial flexibility depending on the buyer’s operating model.

Finally, like any AWS native service, there will be supporting AWS costs alongside Amazon Connect. These commonly include storage for call recordings and transcripts, logging and monitoring, and any analytics or reporting services used to build dashboards and MI extracts. These costs are typically modest relative to channel consumption at scale, but should be included in any TCO view for completeness.

In summary, Amazon Connect pricing is a utility model. Channel usage (minutes and interactions) drives the bill, and organisations can choose between per capability optimisation pricing or an Unlimited AI model that enables extensive use of AI while keeping commercial drivers anchored to the same consumption metrics that already govern contact centre cost. For a breakdown of pricing, see the Pricing Document for this Service. *Pricing details are provided in the Pricing Document.*

Optional services and extensions

Amazon Connect includes native platform features as described above. Where buyers require additional services beyond the core SaaS platform, optional services can be procured separately. These may include integration with third party systems, migration activities and enhanced reporting or analytics layers. Optional items are defined and costed in the Pricing Document.

Benefits of the Service

Amazon Connect enables public sector organisations to modernise citizen contact with a platform designed for resilience, control and continuous improvement

- Reduce cost to serve through consumption-based pricing and automation - Move away from licence heavy models and align spend to real demand.
- Increase resilience during disruption events and demand surges - Scale capacity quickly without infrastructure constraints.
- Improve citizen experience through faster resolution and consistent service - Unify channels, routing and workflows across voice and digital contact.
- Accelerate service change without lengthy delivery cycles - Update contact journeys and routing rules through configuration and reusable patterns.
- Strengthen governance, auditability and operational control
- Apply role-based controls, logging and structured oversight across the service.
- Create an AI ready foundation for future service delivery
- Adopt intelligent self-service, agent assistance and automation safely over time.

Resilience and Scalability

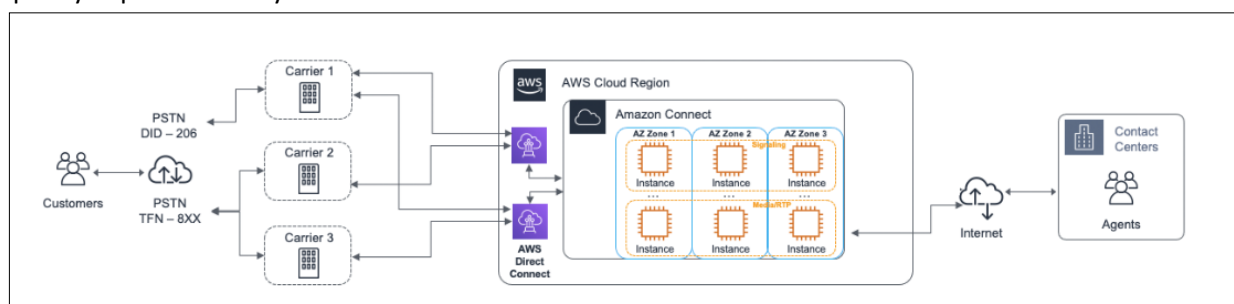
Amazon Connect is delivered on AWS regional infrastructure designed for high availability and scalability. Capacity can be increased or reduced based on demand, enabling organisations to manage seasonal peaks and demand surges without infrastructure changes.

Hosting Options and Locations

The core Amazon Connect contact centre instance will run in the eu-west-2 (London) region. Amazon Connect runs on AWS proven infrastructure operating in multiple AZs within various geographic regions around the world. Within each AWS Region you create an Amazon Connect instance, with a minimum of 3 AZs.

This makes Amazon Connect more highly available, fault tolerant, and scalable than would be possible if a contact centre solution was run from a single data centre. When you create an Amazon Connect instance, that instance is propagated across those AZs in an active-active-active configuration. If there is a failure in one AZ, that node is taken out of rotation without impacting production.

This architecture allows the performance of maintenance, release of new features, and expansion of infrastructure without requiring any downtime. Amazon Connect is integrated with multiple telephony providers with redundant dedicated network paths to three or more AZs in every AWS Region where the service is offered today. If a particular component, data centre, or an entire AZ experiences failure, the affected endpoint is automatically taken out of rotation. This allows you to continue providing a consistent quality experience for your customers.



Overview of Amazon Connect infrastructure.

Security and Governance

Amazon Connect supports secure operation through AWS native controls and platform security features, including role-based access control, encryption in transit and at rest, audit logging and monitoring. Platform access and administrative functions can be controlled through permissions to support governance and operational assurance.

Data is processed within the AWS secure cloud environment, using encryption in transit and at rest. Access controls, audit logging, and data retention policies align with enterprise-grade governance and compliance requirements, including GDPR, ISO 27001, and SOC 2 standards.

Encryption

AWS offers encryption at rest and in transit. At rest, data can be encrypted using AWS Key Management Service (KMS) or customer-managed keys. In transit, AWS uses industry-standard encryption protocols to secure data as it travels between AWS services and client applications.

Amazon Connect Encryption

All data exchanged with Amazon Connect is protected in transit between the user's web browser and Amazon Connect using industry-standard TLS encryption. External data is additionally encrypted while being processed by AWS KMS. When Amazon Connect integrates with AWS services, such as AWS Lambda, Amazon Kinesis, or Amazon Polly, the data is always encrypted in transit using TLS. When event data is forwarded from external applications to Amazon Connect it is always encrypted in transit using TLS.

Storage Encryption

The main AWS storage service used in this project is Amazon S3. S3 is a highly scalable and secure object storage service. Amazon S3 is secure by default. Upon creation, buckets are private. Amazon S3 encrypts

all new data uploads to any bucket. Amazon S3 applies S3-managed server-side encryption as the base level of encryption to all object uploads. A further level of encryption will be used with AWS Key Management Service (KMS), that is an AWS managed service that simplifies the creation, control, and management of encryption keys used to secure data in AWS services and applications. KMS simplifies the process of applying two layers of encryption to your data. Each layer of encryption uses a different implementation of the 256-bit Advanced Encryption Standard with Galois Counter Mode (AES-GCM) algorithm. DSSE-KMS uses Amazon KMS to generate data keys and lets Amazon KMS manage your encryption keys. With Amazon KMS, there are separate permissions for the use of the KMS key, providing an additional layer of control and protection against unauthorized access to your objects stored in Amazon S3. Amazon KMS provides an audit trail so you can see who used your key to access which object and when, as well as view failed attempts to access data from users without permission to decrypt the data. There are also several other mechanisms for controlling access to Amazon S3 resources, including Identity and Access Management (IAM) policies, bucket policies, access point policies, access control lists (ACLs), Query String Authentication, Virtual Private Cloud (VPC) endpoint policies, and Amazon S3 Block Public Access.

Compute Security

AWS manages the underlying infrastructure for Lambda, including regular security updates and patching of the execution environment, to protect against known vulnerabilities. Lambda executes functions within isolated containers, providing strong isolation between different function invocations, preventing interference or data leakage between concurrent executions. Lambda integrates with IAM (Identity and Access Management) roles to provide secure and fine-grained access control. The client organisation defines IAM roles to give permissions and policies that specify what actions Lambda functions can perform and what AWS resources they can access, ensuring secure and controlled execution of functions within your AWS environment.

Network Security

AWS provides Virtual Private Cloud (VPC), a logically isolated virtual network. This allows the definition of network configurations, set up subnets, and control inbound and outbound traffic using security groups, network access control lists (ACLs), subnets, and configuration of route tables and network gateways. A Virtual Private Network (VPN) connection between the client organisation's corporate datacentre and the network account VPC, leverages the AWS cloud as an extension of the client's corporate datacentre. This VPN connection is shared to other relevant client AWS accounts via Amazon Transit Gateway service and VPC attachments. VPC Endpoints enables secure private connectivity to services hosted in AWS, such as Amazon Athena and S3. A Resource Policy on Amazon API Gateway restricts access to a specific Amazon VPC or VPC endpoint.

DDoS Protection

AWS protects against Distributed Denial of Service (DDoS) attacks through services like AWS Shield, Amazon GuardDuty and AWS WAF (Web Application Firewall), that detect and mitigate various types of DDoS attacks and provide additional security for web applications.

Logging and Monitoring

AWS services such as AWS CloudTrail, Amazon CloudWatch, and AWS Config allow monitoring and auditing of the client organisation's Amazon Connect solution and its resources, track API activity, and receive notifications for security events. These services help in identifying and responding to potential

security issues. Amazon API Gateway integrates with Amazon CloudWatch Logs. Logging for each method in the REST APIs, can be logged with full request and response data.

Security Automation

AWS services such as AWS Security Hub, AWS Config Rules, and AWS Systems Manager Automation, automate security assessments, compliance checks, and response actions, to maintain a secure environment. These are accessible via the Management Account and Audit Account.

Identity and Access Control

Identity and access management form the foundation of the solutions cyber-security architecture, ensuring that every interaction with the Amazon Connect environment is authenticated, authorised, and auditable. The solution follows a 'privacy by design, Zero-Trust model "never trust, always verify" in which all user and machine identities are continuously validated against defined governance controls.

Highly Resilient Service

Amazon Connect's native high-availability and disaster-recovery architecture is fully managed by AWS. Amazon Connect instances will run in the EU-Central-1 (Frankfurt) Region.

Within each AWS Region, Amazon Connect operates across a minimum of three independent Availability Zones (AZs) in an active-active-active configuration. This design means that if one AZ experiences a localised failure, the affected node is automatically taken out of rotation without any service interruption. The architecture also allows AWS to perform maintenance, release new features, and expand infrastructure without downtime. Amazon Connect is integrated with multiple telephony providers and maintains redundant dedicated network paths to at least three AZs in every Region, ensuring consistent call quality and resilience even if a component of the data centre, or AZ becomes unavailable.

All service components run on AWS's proven global infrastructure, certified under ISO 22301, ISO 27001, and SOC 2, which governs AWS's internal Business Continuity and Disaster Recovery (BC/DR) processes. AWS continuously tests and audits these recovery procedures to ensure continued compliance and operational readiness.

Supporting services also inherit AWS's multi-AZ durability:

- Amazon S3 automatically stores data redundantly across multiple Availability Zones within the Region, providing 99.99% availability and 11 nines (99.999999999%) durability for stored objects such as call recordings and transcripts.
- AWS Lambda functions used for custom IVR integrations and data dips also run automatically across multiple Availability Zones, providing the same high availability and resilience against single-AZ failure.
- Infrastructure-as-Code templates (CloudFormation/Terraform) define the Connect environment, allowing rapid restoration within the same Region if redeployment is ever required.
- Operational runbooks document recovery steps, configuration dependencies, and contact flow restoration procedures for efficient reinstatement.

In the unlikely event of a full regional outage, restoration will follow AWS's managed regional recovery process, and the client's continuity procedures will ensure that critical contact-centre services are restored as soon as AWS re-establishes availability in EU-Central-1

This approach combining AWS's multi-Availability Zone active-active architecture, proven telephony redundancy, and Orgs continuity procedures delivers a robust, verifiable business-continuity posture consistent with ISO 27001.

Using the CCaaS Service

Ordering, Onboarding and Implementation

Buyers can discuss requirements or place an order by contacting Org at bids@thisisorg.com with a brief description of the organisation, required capabilities and any timelines or constraints. Org will support the buyer to complete the G-Cloud Order Form and will provide the required service information including scope, roles and responsibilities, deliverables and pricing (as set out in the Pricing Document for this Service).

Amazon Connect can be provided either within the buyer's AWS account (preferred for most public sector organisations) or within an Org-managed AWS account, subject to buyer requirements and agreed contract terms.

Onboarding is delivered through a structured implementation approach that typically includes discovery, configuration, integration, training and operational readiness. A detailed implementation plan can be provided on request. Pricing for onboarding, implementation and configuration activities is based on buyer requirements and is delivered on a time and materials basis under Org's Lot 3 CCaaS consultancy rate card.

Training and Knowledge Transfer

Training is provided for administrators, supervisors and agents through virtual instructor-led sessions and self-service materials. Documentation is provided for agreed configurations, operating procedures and support processes. Knowledge transfer is included to enable the buyer to operate the service independently following onboarding.

Training can be delivered as instructor-led sessions, self-paced e-learning, or train-the-trainer to support sustainable onboarding of new staff. AWS training resources can be incorporated where appropriate to provide full coverage of the end-to-end environment. Org's onboarding framework supports rapid enablement, with new hires or redeployed staff typically becoming operational within 48 hours using modular training and sandbox environments. Pricing for training and knowledge transfer activities is based on buyer requirements and is delivered on a time and materials basis under Org's Lot 3 CCaaS consultancy rate card.

Support and Incident Management

Org provides support from 7am to 6pm Monday to Friday, and 7am to 3pm on Saturdays. Support operates a structured incident and request management process aligned to defined severity levels (Severity 1 to 4). Incidents are triaged based on impact and urgency and are handled through tiered support: Service Desk (Level 1), Application Support (Level 2) and Software Development (Level 3). For Severity 1 and 2 incidents, a Major Incident Manager is appointed.

Support requests can be logged via email or an online ticketing system. Indicative response targets are applied in line with the agreed support schedule, with priority given to higher-severity incidents. Out-of-hours and enhanced support coverage may be provided where agreed. Specific service hours and response targets are defined contractually within the applicable Support Statement of Work. Pricing for support services is based on buyer requirements and is delivered on a time and materials basis under Org's Lot 3 CCaaS consultancy rate card, unless otherwise defined in the Pricing Document for this Service.

Service Constraints

Amazon Connect operates within AWS service features, quotas and regional availability. Planned maintenance and service updates are managed by AWS. API rate limits may apply. Connectivity to telephony providers and third-party systems depends on agreed network design and external suppliers.

Any consultancy or engineering work required to accommodate constraints, quotas, integrations or network design requirements is priced based on buyer requirements and delivered on a time and materials basis under Org's Lot 3 CCaaS consultancy rate card.

Offboarding / Exit Management

Org supports a controlled and documented offboarding process to enable transition to the buyer or an incoming supplier. An Exit Management Plan will be produced, and an Exit Manager will be appointed to coordinate the transfer. Exit activities can include the controlled handover of call recordings and related service data, as defined in the buyer's exit requirements and priced accordingly. Org will cooperate with reasonable due diligence activities and provide assistance required to support continuity of service during transition.

Pricing for exit management and offboarding activities is based on buyer requirements and is delivered on a time and materials basis under Org's Lot 3 CCaaS consultancy rate card.

Evidencing our Experience

Leading Utility Provider: Migrating to Contact Centre as a Service (CCaaS)

Contract Start Date: 10th August 2023

Contract End Date: 5th January 2024

Tenderer's Role(s) and responsibilities:

Org Group: Prime contractor responsible for Project Management, Service Delivery Management, Client Relationship Management, Implementation and Deployment Management and Testing.

HappyPath Labs – Responsible for Enterprise Architecture, Solution Design, Migration Design and Development.

Overview

We have partnered with a leading utility provider since 2004. Today our dedicated team of 290 full-time employees manages approximately 2.5 million customer contacts annually across all channels for this client.

Over the past 3 years we have deployed several new technologies across our operation, to further enhance our offering. Key to this was our strategic migration from our existing on-premise telephony infrastructure to Amazon Connect, a cloud-based contact center solution.

Amazon Connect is a SaaS platform with advanced omnichannel and IVR services that enables seamless communication across voice, chat, email, SMS, and social media. Amazon Connect is designed with resilience and security baked in, spanning multiple Amazon Web Services (AWS) data centres and offering 99.99% availability. We chose Amazon Connect due to its capability, scalability and flexibility, both in terms of its core infrastructure and consumption-based pricing model and due to the continued investment by AWS in new features and products, that we are using to continually enhance our solution.

This transition was carefully planned and executed to ensure zero disruption to customer service and business operations.

Working with HappyPath Labs

Org Group partnered with HappyPath Labs for the technical delivery of Amazon Connect. Founded in Cork in 2022, HappyPath Labs has quickly established itself as a leader in delivering innovative solutions across a wide range of industries and as an accredited 'Select Tier' partner of Amazon Web Services (AWS), has earned recognition for its proven technical expertise in AWS services.

In this partnership, HappyPath Labs provided hands-on engineering expertise, while Org took responsibility for contract management, governance, project management, engineering oversight, and architectural management.

Key Steps in the Migration:

- **Assessment and Planning:** We conducted a comprehensive review of the client's existing telephony workflows, integration points, and business requirements.
- **Stakeholder Engagement:** Our teams worked closely with the client's IT and operations stakeholders to align objectives, timelines, and risk mitigation strategies.
- **Phased Migration:** We implemented a phased migration of all voice channels to Amazon Cloud, running systems in parallel and conducting rigorous testing to ensure continuity.
- **Integration:** Amazon Connect was integrated with the client's CRM and digital platforms, enabling omnichannel customer engagement and advanced analytics.
- **Training and Support:** All 290 FTEs received tailored training, ensuring a smooth transition and rapid adoption of new tools and processes.

Key Solution Features

Since our migration to Amazon Connect, we have deployed several new technologies across the operation, to further enhance our offering under a joint continuous improvement programme.

In 2024, we commissioned a discovery exercise in partnership with HappyPath Labs, aimed at designing a programme of work to enhance service delivery for our client's customers. Together, we have since launched a programme focused on implementing technology enablers that will drive significant operational efficiencies and elevate the customer experience.

The programme began with a comprehensive due diligence phase, which identified key opportunities for improvement. These included reducing customer handoffs, enabling operational blending and competency-based routing, enhancing knowledge management and management information - all underpinned by the deployment of new technologies, including:

- **AWS Connect – Enhanced Advisor Interface** A refreshed user experience that helps reduce Average Handling Time (AHT) by providing agents with a single view of the customer.
- **AWS Connect Tasks – Customer Call Backs** A smart approach to utilising idle time and streamlining how customer callbacks are prioritised, tracked, and completed.
- **Customer Experience MI Dashboards – Powered by Microsoft Power BI** A dynamic dashboard offering real-time insights into customer interactions and satisfaction, helping us track performance and identify opportunities for continuous improvement.

Results and Impact

- **Scalability:** The cloud-based solution now flexibly supports seasonal peaks and future growth.
- **Resilience:** Enhanced business continuity and disaster recovery capabilities.
- **Customer Experience:** Improved call routing reduced wait times, and seamless integration with digital channels.
- **Operational Efficiency:** Real-time analytics and automation empower teams to deliver even higher standards of service.
- **Cost Efficiency:** Amazon Connect's usage-based pricing model has delivered significant cost savings compared to traditional licencing.

Implementation of Contact Centre as a Service (CCaaS) for a 'Not for Profit' organisation

Contract Start Date: December 2023

Contract End Date: February 2024

Tenderer's Role(s) and responsibilities:

Org Group: Prime contractor responsible for Project Management, Service Delivery Management, Client Relationship Management, Implementation and Deployment Management and Testing.

HappyPath Labs – Responsible for Enterprise Architecture, Technology Solution Design, and Development.

Overview

This circular economy initiative in Ireland is designed to encourage recycling and reduce litter by incentivising the return of beverage containers like bottles and cans. Under this system, consumers pay a deposit when purchasing certain drink products in bottles or cans, which is refunded when they return the empty containers to designated collection points, such as reverse vending machines or collection bins.

Working with HappyPath Labs

Org Group working with HappyPath Labs were initially engaged in mid-December 2023 to set up the implementation of a CCaaS solution. The CCaaS solution, detailed below, was delivered on a phased basis, with the majority of the system provided on 1st February, and a chatbot, incorporating Amazon Q, delivered on 15th February.

Key Solution Features

IVR: Org designed and developed an IVR that routed callers based on the type of query that was being raised (Consumer, Retailer, Producer). The IVR:

- **Uses text-to-speech functionality** for IVR recordings to ensure consistency of messaging.
- **Enables callers to select from multiple options** and navigate various IVR levels to ensure accurate routing of their call.
- **Provides an option for callers to replay the current menu** or return to the main menu.
- **Places callers in a queue** when no CCC Agent is available.
- **Plays a configurable on-hold message to callers**, advising them of their position in the queue and the estimated wait time before their call is answered.
- **Provides an option for callers to request a callback** instead of remaining in the queue. Should the caller subsequently decide to continue waiting, they can return to the main menu and cancel the callback request

Call Routing and Management

The Amazon Connect Contact Centre solution for provides the following features as part of Call Routing configuration and IVR management:

- The system routes incoming customer calls to Customer Contact Centre (CCC) agents skilled to the appropriate workgroups. Out of hours callers are provided with appropriate messaging before the call disconnects.
- Calls are distributed based on measurement of longest idle agent.
- CCC management and supervisors can control call routing based on agent profiles, including skill levels, knowledge areas, and other relevant attributes.
- When transferring calls the system displays the names of both parties to each participant.
- IVR messaging advises customers of alternative contact channels and provides details on how to access these channels, including email, website and social media options.
- The system allows CCC supervisors with the capability to:
 - Silently monitor calls
 - Access calls as necessary
 - Intercept calls when required
- Contact Centre Opening hours are easily configurable and can be updated at short notice. It is also possible to close the lines in an emergency situation and provide callers with an appropriate message.

Call Recordings

The client's Amazon Connect instance was configured to include the built-in call recording functionality to capture and store phone and chat customer interactions.

Recordings are securely stored in Amazon S3 buckets and encrypted using AWS Key Management Service (KMS) to protect sensitive information. This integration allows administrators to manage data retention policies, apply lifecycle rules, and meet organisational/regulatory compliance requirements.

- Supervisors and authorised users can access and play back recordings directly through the Amazon Connect console. These recordings are used for performance reviews, dispute resolution, and compliance audits.
- Recordings can be retrieved based on several criteria, such as phone number, agent, date etc.
- The operation manages access to the call recordings to appropriate agents/team leads and equivalent users on client teams.
- All call recording activity is tracked within Amazon Connect which supplies full audit history.

Webchat and Chatbot

As part of the CCaaS solution, the team designed and configured a Webchat feature. This solution offers a set of features designed to facilitate real-time text-based communication between customers and agents through web-based interfaces.

Email and Case Management

In addition to the telephony and webchat services, the team also incorporated the Amazon Connect email and case management functions into the client's contact centre solution. This extends the Amazon Connect platform's capabilities beyond voice and chat, enabling agents to manage customer enquiries via

email and case management within the same unified interface. It also ensures a consistent and efficient experience for both customers and agents, improving service delivery and operational transparency.

Results and Impact

The Amazon Connect solution has provided the following benefits:

- **Unified Agent Workspace:** The solution operates natively within the Amazon Connect Agent Workspace. Agents handle customer cases without leaving the interface. This unified environment supports greater efficiency and reduced handling times.
- **Automatic Routing and Queuing:** Incoming contacts are automatically routed through Amazon Connect Contact Flows, using the same logic and skill-based routing rules as other channels. This ensures that each email is directed to the most appropriate agent or queue, based on business-defined criteria such as subject, customer profile, or sentiment. For case management, cases are created automatically based on interaction triggers, such as specific contact reasons, sentiment detection, or workflow rules. Integration with Amazon Connect Contact Flows enables intelligent case routing based on predefined business logic, ensuring each case is assigned to the most suitable queue or agent.
- **Context Preservation and Case Continuity:** Each interaction is linked to the customer's historical context, allowing agents to access previous interactions across all channels. Similarly, all customer interactions across channels are automatically linked to their respective case records. This unified view provides agents with full visibility into previous communications, case history, and related activities, supporting faster resolution times and more personalised customer engagement. This facilitates continuity of service and supports a personalised customer experience.
- **Collaboration and Notes:** Agents and supervisors collaborate within a case record by adding internal notes, attachments, and updates. This facilitates knowledge sharing and ensures that any team member accessing the case has the full context necessary to progress the resolution efficiently.
- **Reporting and Analytics:** All channels contribute data to the centralised reporting suite within Amazon Connect. Managers monitor service levels, agent performance and interaction volumes across all channels through configurable dashboards and real-time metrics. Customisable dashboards and reports support data-driven decision-making and continuous service improvement.
- **Security and Governance:** Data is processed within the AWS secure cloud environment, leveraging encryption in transit and at rest. Access controls, audit logging, and data retention policies align with enterprise-grade governance and compliance requirements, including GDPR, ISO 27001, and SOC 2 standards.
- **Increased Flexibility:** Operational complexity was reduced by leveraging existing Amazon Connect infrastructure and routing logic. The solution also supports scalability and flexibility through a fully managed, pay-as-you-go model.

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Advising, Resourcing and Delivering
Transformational Change for Organisations