

PROGRAM AGREEMENT

THIS AGREEMENT is between **CANOE PROCUREMENT GROUP OF CANADA**, a tradename of the Rural Municipalities of Alberta, a corporation incorporated pursuant to the laws of Alberta ("**CANOE**") and:

Supplier Legal Name: Kyndryl Canada Limited

Supplier Corporate Jurisdiction: 421 7 Ave SW Calgary, Alberta T2P 4K9
(the "**Supplier**"), as of

Date of Agreement: May 1, 2026 regarding

RFP No. CAN-2026-002

RFP Title Implementation Services for Enterprise Resource Planning (ERP) Software
(the "**RFP**").

BACKGROUND

- A. Canoe is a public agency serving as a national municipal contracting agency for its Members, and in that capacity issued the RFP for the purchase of goods and/or services.
- B. The Supplier is engaged in the business of selling some or all of those goods and/or services, and responded to the RFP.
- C. Canoe wishes to enter into an agreement with the Supplier for the purchase of goods and/or services by Members, pursuant to a purchase program administered by Canoe.
- D. The Parties wish to set out the terms and conditions upon which those purchases will occur, and under which the purchase program will be administered.

NOW THEREFORE, in consideration of the premises and the mutual covenants herein contained and of other good and valuable consideration (the receipt and sufficiency of which are hereby acknowledged by each Party), the Parties hereby agree as follows:

ARTICLE 1 INTERPRETATION

1.1 Definitions

In this Agreement the following terms have the corresponding meanings.

"Administrative Fee" means the fee paid by the Supplier to Canoe as described in this agreement (Administrative Fee) and protected under FOIPPA.

11.11 Further Assurances

Each Party will take all necessary actions, obtain all necessary consents, file all necessary registrations and execute and deliver all necessary documents reasonably required to give effect to this Agreement.

11.12 Counterparts

This Agreement may be executed in any number of counterparts. Either Party may send a copy of its executed counterpart to the other Party by Electronic Transmission instead of delivering a signed original of that counterpart. Each executed counterpart (including each copy sent by Electronic Transmission) will be deemed to be an original; all executed counterparts taken together will constitute one agreement.

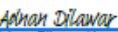
IN WITNESS WHEREOF the Parties have executed this Agreement as of the date first written above.

CANOE PROCUREMENT GROUP OF CANADA

By: 
 Tyler Hannemann (Jun 16, 2025 08:57:32 MDT)
 Name: Tyler Hannemann
 Title: General Manager

By: 
 Stéphanie Dion
 Name: Stéphanie Dion
 Title: Manager of Procurement

Supplier Legal Name: Kyndryl Canada Limited

By: 
 Adnan Dilawar (Jun 16, 2025 13:18:22 MDT)
 Name: Adnan Dilawar
 Title: Client Partner Executive

SCHEDULE "A"

RFP PARTICULARS

PART B – RFP PARTICULARS

A. THE “DELIVERABLES”

SOLUTIONS-BASED SOLICITATION

This solicitation process is structured as a solutions-based solicitation, indicating that Canoe is seeking services aligned with the general requirements outlined in the scope of this RFP and consistent with widely accepted industry standards.

The objective of this RFP is to identify and engage qualified suppliers capable of delivering Implementation Services for Public Sector Enterprise Resource Planning (ERP) Software to support the operational needs of municipalities, cities, provincial governments, academic institutions and healthcare organizations. Proponents may include related services provided these are complementary to the proposed commodities.

B. REQUESTED SERVICES

Canoe is seeking proposals from qualified suppliers for Implementation Services for ERP Software.

The Proponent will be required to provide professional services with the technical expertise and management required to modernize Canoe Member's digital infrastructure while updating business functions to improve data accuracy and operational efficiency.

Canoe has engaged with over 70 public agencies in preparation of this RFP in Q4 of 2025.

Many are users of legacy platforms which will no longer offer mainstream support within the next couple years.

Core Service Categories

- **Vendor selection support:** As required, assist Canoe Members in identifying the most suitable ERP software before the implementation begins. The proponent will act as an expert advisor to guide Members through a structured needs assessment process. This service includes gathering detailed business requirements from stakeholders, create the necessary technical specifications, coordinate software demonstrations and perform a fit gap analysis to identify system limitations, etc.
- **ERP solution roadmap:** create and maintain an ERP solution roadmap to align with Canoe Members' business objectives and needs including a strategic roadmap, stakeholder engagement, implementation timeline, milestones, etc.
- **Business process engineering:** evaluate existing operations to identify inefficiencies. They redesign workflows to align with industry best practices and the functional capabilities of the ERP platform.
- **Technical architecture and configuration:** design the system environment. This includes configuring software modules, developing integrations with external applications, and ensuring the platform meets Canadian cybersecurity and data residency standards as required by Canoe Members.
- **Data governance and migration:** execute a comprehensive data strategy including

extract, clean, and validate legacy data to ensure a seamless transition into the new database architecture without compromising data integrity.

- **Organizational change management:** deliver structured training programs and communication plans to minimize operational downtime and manage the transition for personnel. User adoption is critical for Canoe Members.
- **Quality assurance and deployment:** conduct end-to-end system testing and User Acceptance Testing (UAT) as well as manage the final deployment to the live environment and provide immediate technical stabilization.
- **Post-Deployment technical support:** provide ongoing technical maintenance and help desk services following the system launch. This includes incident management, software patching, and performance monitoring to ensure the system remains stable and secure.

Services offered:

Proponents are expected to provide a broad selection of services at reduced prices, offering better value than they typically would to federal and provincial governments, municipalities, cities, academic institutions and school boards. These services are designed to support or Canoe Members with the implementation of their ERP solution.

Canoe prefers suppliers that provide a sole source of responsibility for the services provided under a resulting master agreement. If a proponent is including services of its subsidiary entities, the proponent must also identify all included subsidiaries in its proposal. If proponent requires the use of subcontractors to provide the services, the proposal must address how the services will be provided to Members, and describe the network of subcontractors that will be available to serve Members under a resulting Program Agreement.

It is expected that proponents have knowledge of all applicable industry standards, laws, and regulations and possess an ability to market and distribute the services to Members.

ERP Software solutions available to Canoe Members:

Canoe Members currently have access to Microsoft software solutions under its technology program. <https://canoeprocurement.ca/program/technology-program/>

Canoe currently has a request for proposal for ERP Software Solutions which is available at <https://canoe.bidsandtenders.ca/Module/Tenders/en/Tender/Detail/e0b77942-3a19-4910-8762-b7cb739d2264> where OEMs interested are listed.

Canoe expects to award contracts to multiple software OEMs as part of RFP CAN-2026-001 for the following types of ERP software solutions:

Model 1. Integrated ERP Suite solution

A single, unified Enterprise Resource Planning system that delivers the core administrative functions—finance, HR/payroll, procurement, budgeting, taxation, utilities, reporting—within one integrated platform and one data model. These systems are designed to operate as a cohesive whole rather than as combined standalone applications.

Model 2. Best-of-Breed solutions

An ERP solution delivery approach where the ERP platform provides core administrative functions and specialized third-party applications are used for specific business needs. The ERP must expose open, well-documented APIs to support secure, reliable integration, and must remain the primary system of record for administrative data.

Model 3. Specialty Municipal Systems solutions

Smaller-scope municipal systems that provide important but limited administrative functionality (such as AP automation, taxation, utility billing, or legacy finance functions) but do not constitute a full ERP solution as described above. Software for emergency management, land-use planning, permitting, GIS or inspections are not included in this category.

1. Utilization of the contract – Canoe members

Canoe Members may choose but are not obligated to utilise the services during the term of the agreement. There is no minimum guarantee of usage.

2. Requirements

Proponents are expected to submit a comprehensive proposal that clearly demonstrates the overall best value in alignment with the scope outlined in this Solicitation. The evaluation of best value will encompass, but is not limited to, consideration of the following components within your RFP submission:

- Competitive pricing across the span of services offered beyond a defined service offering.
- Proponents must specify any costs that are excluded from the pricing of their proposed product or service. These might include expenses such as installation, setup, required training, or initial inspections. In addition, proponents should explain any distinctive distribution or delivery options that are part of the proposal.
- Our Members frequently inquire about several aspects, including: the speed and cost of accessing services, procedures for service access, establishing their own review processes, potential location constraints, user-friendliness of service access, support for the local economy, compliance with trade agreements, advantages for their entities when utilizing this contract, availability of knowledgeable contacts for inquiries, commitment to customer care, expected service quality, and potential impacts on their operations and financial outcomes.

To support an industry leading value-based solution, Canoe is requesting that all interested proponents provide a thorough and comprehensive description of their ability to provide the Deliverables when answering the specification questionnaires in the Procurement Portal.

D. MANDATORY SUBMISSION REQUIREMENTS

1. Submission and Specification Questionnaires

Proponents must answer specification questionnaires directly into Canoe's Procurement Portal. Proposal materials should be prepared and submitted in accordance with the instructions in the Procurement Portal, including any maximum upload file size.

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided.

2. Pricing

Each proposal must include pricing information that complies with the instructions set out in the Procurement Portal.

E. MANDATORY TECHNICAL REQUIREMENTS

i. The Proponent must meet the following mandatory requirement(s). Proponents who do not meet the mandatory technical requirement(s) will be deemed non-compliant and their proposal will not be evaluated further.

ii.

Mandatory Requirements – All Proponents	Required Documentation
Information Security. The proponent must hold a valid ISO 27001 certification or equivalent international standard, or provide a current SOC 2 Type II or NIST 800-53 audit report or CyberSecure Canada Certification or Canadian Program for Cyber Security Certification (CPCSC) Level 1 or 2 certification.	Attach a copy of the certificate or the executive summary of the SOC 2 or NIST 800-53 report in the procurement portal.
Mandatory Requirement - Software Partnership	Required Documentation
Proponent who claim to be certified implementation partner or have certification for the ERP software(s) solutions they include in their proposal response must provide proof of certification from the software OEM(s) or provide evidence of an equivalent partnership status with a comparable cloud service provider or technology vendor.	Attach a formal letter or certificate from the software manufacturer or service provide confirming partner/certification status in the procurement portal.

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

F. PRE-CONDITIONS OF AWARD

- Submission of proof of insurance
- Satisfactory reference check if required by Canoe

G. EVALUATION CRITERIA

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Proponents must provide their response in Canoe's procurement portal.

Non-Price Rated Criteria Category	Points	Minimum points
Experience -Public sector experience and expertise with ERP implementation services	20	15
Program offering -ERP Software solution and selection process -Member access to program offering -Scalability and staffing -Technical Support	15	10
Risk identification and mitigation plan -Proactive risk mitigation and reduction of impact to budget, timelines, scope	15	11
Situational questions	15	11
Engagement, sales, marketing and internal training plan	10	7
Subtotal	75	54
Pricing Classification -Discounts offered	25	
Total Points	100	

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

H. PRICE

Pricing is worth 25 points of the total score.

Instructions on How to Provide Pricing

- (a) Proponents should submit their pricing information electronically within the Procurement Portal.
- (b) Rates must be provided in Canadian funds, exclusive of all applicable duties and taxes.
- (c) Unless otherwise indicated in the requested pricing information, rates quoted by the proponent must be all-inclusive and must include all labour and material costs, all travel

and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees, duties, tariffs or other charges required by law.

I. AWARD

There are 3 classifications of award:

Group 1. Partners: All proponents within 8 points of highest score.

Group 2. Non-partners: all proponents within 8 points of highest score.

Competitive Range

Canoe intends to award contracts to all proponents within the Competitive Range. This method ensures Canoe Members have access to high quality vendors and a diverse choice of solutions to meet their needs.

Canoe will rank all proponents by their total score. The Competitive Range includes the highest-ranked proponent and all subsequent proponents whose total scores fall within a 8% difference of the highest score. On a 100-point scale, the margin is 8 points below the top score.

If fewer than four proponents fall within the initial 8% range, Canoe will expand the range to include the highest-ranked proponents. In this case, the score of the second last-ranked proponent becomes the new minimum score for that category.

Canoe reserves the right to limit the Competitive Range to ensure contract quality and management efficiency. Canoe will exclude any proponent whose score is more than 8 points below the top-ranked proponent unless that proponent is needed to meet the minimum award requirements.

[End of Part B]

SCHEDULE "B"

SUPPLIER RESPONSE TO THE RFP

CAN-2026-002 - Implementation Services for Enterprise Resource Planning (ERP) Software

Opening Date: February 11, 2026 5:15 PM

Closing Date: March 24, 2026 3:00 PM

Vendor Details

Company Name:	Kyndryl Canada Ltd.
Address:	3381 Steeles Avenue E, Suite 110
	Toronto, ON M2H 3S7
Contact:	Poppi Malloy
Email:	kyndrylcaproposal@kyndryl.com
Phone:	905-316-9654
HST#:	781615943 RT0001

Submission Details

Created On:	Monday February 23, 2026 11:41:47
Submitted On:	Tuesday March 24, 2026 13:22:07
Submitted By:	Poppi Malloy
Email:	kyndrylcaproposal@kyndryl.com
Transaction #:	5fb0a19e-03b8-4443-ada8-725f06e46356
Submitter's IP Address:	147.243.254.177

Proponents must review and complete the requirement lists and questionnaires as part of their submission.

Corporate Profile

Line Item	Question	Response *
1	Proponent Legal Name (and applicable d/b/a if any):	Kyndryl Canada Limited
2	Proponent Address:	Kyndryl Canada Limited 421 7 Ave SW Calgary, Alberta T2P 4K9
3	Proponent website address:	www.kyndryl.com/ca/en
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	Adnan Dilawar, Client Partner Executive Calgary, Alberta adnan.dilawar@kyndryl.com
5	Proponent's primary contact for this proposal (name title address email address):	Adnan Dilawar, Client Partner Executive Calgary, Alberta adnan.dilawar@kyndryl.com
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	Shawn Burton, Vice President, Professional Services Victoria, British Columbia Shawn.burton@kyndryl.com
7	Proponent GST registration number:	781615943 RT0001
8	If the Proponent is representing a consortium, each member of that consortium.	n/a
9	Provide a brief history of your company, including your company's core values, business philosophy, and longevity in the industry relating to this solicitation.	Company History Kyndryl was formed as an independent managed IT services organization in 2021 after separation from IBM's infrastructure services business. Kyndryl Canada Limited is an Ontario based corporation that operates across Canada. Though Kyndryl was established in 2021, through our previous association with IBM, Canadian and global operations were built on decades of IBM's Global Technology Services (GTS) experience, bringing mature delivery practices, long-standing client relationships and service models into the new company. Kyndryl Canada operates as a wholly owned subsidiary with a Canadian leadership team and local presence across multiple provinces, with an explicit commitment to Canada-aligned governance and a local workforce to serve public and private sector clients across the country. The Canada organization emphasizes long-term local relationships and investment in talent. In Canada, our teams have been deeply involved in supporting public sector ERP initiatives. Kyndryl globally operates in more than 60 countries and supports over 4,000 customers globally, including major enterprises and government agencies. We publish an annual Corporate Citizenship Report outlining our sustainability progress and commitments. Core Values • We commit to sustainability, transparency, and ethical business practices, underpinned by standalone environmental (net zero by 2040), social (human rights and anti-modern slavery), and governance policies. • Our environmental and energy impact is managed globally through ISO 14001 and ISO 50001 certifications, which define our responsibility, compliance, and measurement practices. • Our procurement policy adheres to Responsible Business Alliance standards, with supplier and partner requirements covering environmental, labour, health, safety, and ethical standards. Business Philosophy • We focus on continuous transformation and business alignment, using metrics and evidence-driven processes. • Our methodology guides organizations through each stage of ERP transformation: discovery, process mapping, business case, integration, extension, system support, and analytics. • We maintain clear lines of accountability to senior leadership, including oversight by the CEO and Corporate Citizenship Executive Committee, with quarterly governance reviews. • We prioritize scalability, security, data integrity, and compliance in all ERP implementations. Longevity in Industry and ERP Implementation Kyndryl's legacy in IT operations and transformation covers more than 30 years via our roots in IBM and our ongoing work as an independent company. During this tenure, we have delivered ERP transformations to drive business value through proven methodologies covering process mapping, integration, data migration, and optimization. We have delivered ERP implementations at scale, including Oracle Cloud ERP and SAP S/4 HANA, optimizing AP invoice processing, expanding chart of accounts, streamlining processes, and improving productivity and reporting accuracy. We execute ongoing enhancement, maintenance, integration, analytics, and compliance for ERP environments used by global enterprises. Relevance to Canoe ERP Implementation Kyndryl combines deep SAP and ERP expertise, local presence, and global scale to deliver predictable, secure, and sustainable ERP outcomes for federal, provincial and municipal clients. Kyndryl Canada operates as a locally led subsidiary with ~2,000 Canadian professionals and a firm commitment to long-term partnerships and talent investment across the country. • End-to-end SAP lifecycle capability - Advisory, S/4HANA and Cloud migration, SAP Basis/technical application management, hyperscaler and private cloud hosting, and long-term managed operations. • Operational depth at scale - Thousands of SAP-certified professionals globally and a track record of operating mission-critical SAP estates (15K+ Oracle & SAP instances under management). • Security, resiliency and governance - Architected for highly regulated environments with embedded security-by-design, tested disaster-recovery and auditable operating models aligned to government requirements. • Platform neutrality and accountability - Independent, vendor-agnostic architecture decisions driven by risk, performance, cost and sovereignty - not partner incentives. • AI-enabled operations & automation - Kyndryl Bridge and other IP deliver AI-driven insights, automation and observability that reduce outages, increase predictability and accelerate value realization. We provide ERP roadmaps, business case validation, implementation, integration and middleware evaluation, data migration strategy, and user enablement to ensure ERP systems meet defined KPIs and business vision for clients in comparable engagements. Our approach includes discovery, business alignment, change management, and continuous improvement to drive operational excellence and compliance. Our Own Customer Zero Story - Full Story Kyndryl brings recent, firsthand ERP modernization experience because we went through it ourselves. When we became an independent company in 2021 through the separation of IBM's Managed Infrastructure Services, we inherited a complex technology landscape that no longer matched the business we needed to become. At the start, we were dealing with more than 1,800 applications, 50+ server locations, and more than 68 separate information and data warehouses. That level of fragmentation created complexity, cost, and limited visibility across the organization. We made a clear choice to simplify. We selected SAP as a core part of our new platform strategy and moved forward with a greenfield transformation built around standardization, speed, and control. In that process, we consolidated more than 375 legacy applications into the SAP tool suite. What makes this story credible is the pace we were able to keep, transforming over 18 months for a large complex SAP environment. This matters because it shows we are not describing ERP modernization from the outside. We have recently managed the sequencing, governance, integration, and change effort ourselves. Our scale adds another layer of confidence. Kyndryl serves thousands of enterprises with tens of thousands of employees. We operate mission-critical systems in industries where reliability and continuity are essential. We refer to this journey as our "customer zero" story because it has shaped how we now help clients. For Canoe Members, the message is straightforward: Kyndryl undertook an evaluation process and we chose SAP for our own business, modernized at scale under real time pressure, and turned that experience into a repeatable delivery model. For Canoe Members Kyndryl will support them in this critical evaluation process, to find the correct ERP solution that meets their needs. That is why we believe Kyndryl is a credible and trustworthy ERP modernization partner.
10	Where is your headquarters located?	3381 Steeles Avenue East, Suite 110 Toronto, ON M2H 3S7
11	Do you have 250 or more full time employees in Canada?	yes
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	n/a

Bill S-211 declaration

Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Bill S-211	Answer *
1	Does the Proponent identify itself as an "entity" as defined under the Fighting Against Forced Labour and Child Labour in Supply Chains Act or "Bill S211"? As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that (a) is listed on a stock exchange in Canada; (b) has a place of business in Canada, does business in Canada or has assets in Canada and that, based on its consolidated financial statements, meets at least two of the following conditions for at least one of its two most recent financial years: (i) it has at least \$20 million in assets, (ii) it has generated at least \$40 million in revenue, and (iii) it employs an average of at least 250 employees; or (c) is prescribed by regulations. Please note that the response to the information is being collected as data collation for internal use only. The response provided either yes or no has no bearing on the ability for Proponents to respond to this RFP.	☒ Yes ☐ No

Building Ontario Businesses Initiative Act (BOBIA) - declaration

Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Building Ontario Businesses Initiative Act	Answer *
1	Is your business a supplier, manufacturer or distributor of any business structure that conducts its activities on a permanent basis in Ontario, as defined by the Building Ontario Businesses Initiative Act? Does your business either, i. has its headquarters or main office in Ontario, or ii. has at least 250 full-time employees in Ontario at the time of the applicable procurement process.	☒ Yes ☐ No

Geographical coverage for offering

Identify the geographical locations included in your offering. While Canoe members are nation wide, **Proponents can select to serve a defined geographical area based on their capabilities.**

Line Item	Province/Territory	Do you currently offer services in this area? *	List locations serving this province
1	Alberta	☒ Yes ☐ No	Alberta is served primarily from Calgary and Western Canada delivery team.
2	British-Columbia	☒ Yes ☐ No	British Columbia is served primarily from Vancouver and Western Canada delivery team.
3	New-Brunswick	☒ Yes ☐ No	Atlantic provinces are served by our Florenceville-Bristol regional office.
4	Manitoba	☒ Yes ☐ No	Manitoba is served primarily by the Manitoba and Western Canada delivery team.
5	Newfoundland and Labrador	☒ Yes ☐ No	Atlantic provinces are served by our Florenceville-Bristol regional office.
6	Northwest Territories	☒ Yes ☐ No	Northwest Territories is served through a combination of regional hubs and national delivery teams, with on-site presence provided as required.
7	Nova-Scotia	☒ Yes ☐ No	Atlantic provinces are served by our Florenceville-Bristol regional office.
8	Nunavut	☒ Yes ☐ No	Nunavut is served through a combination of regional hubs and national delivery teams, with on-site presence provided as required.
9	Ontario	☒ Yes ☐ No	Ontario is served primarily from Toronto, Ottawa, and surrounding regional offices.
10	Prince Edward Island	☒ Yes ☐ No	Atlantic provinces are served by our Florenceville-Bristol regional office.
11	Québec	☒ Yes ☐ No	Quebec is served primarily from our Montréal and Eastern Canada delivery teams.
12	Saskatchewan	☒ Yes ☐ No	Saskatchewan is served through ISM Canada, a wholly owned subsidiary of Kyndryl Canada, headquartered in Regina and providing local sales and delivery capability across the province.
13	Yukon	☒ Yes ☐ No	Yukon is served through a combination of regional hubs and national delivery teams, with on-site presence provided as required.

Experience - Public Sector

Describe your experience with implementing ERP softwares with public sector clients

Question	Response *
Describe your experience providing ERP implementation services for public sector entities.	Kyndryl globally and our Canadian operations have experience supporting ERP implementations and ERP transitions for public sector and public sector adjacent organizations, alongside the infrastructure, cloud, and service management foundations that ERP platforms depend on. Our work spans ERP platforms including SAP, Oracle ERP, and Microsoft, delivered in environments with high governance, formal procurement, and strict accountability requirements. For the public sector, we have also delivered IT infrastructure managed services to a major federal government department for many years. This includes enterprise hosting, hybrid cloud operations, and end to end IT service management that supports enterprise applications, including ERP platforms. The environment includes ServiceNow, Microsoft Intune, and Exchange Online, with measurable improvements in incident resolution times and compliance through automated configuration tracking. These services ensure ERP and other enterprise systems remain stable during national events and across distributed environments. In addition, for a major Canadian corporation, we migrated JD Edwards applications to Oracle Cloud Infrastructure. This work created a viable cloud roadmap for ERP applications and enabled faster, lower risk ERP migrations within Canada. While not a government entity, this engagement reflects the ERP migration and platform expertise we apply in regulated and governance driven environments. Global public sector ERP implementation experience Globally, Kyndryl has delivered ERP implementations and ERP modernization programs for public sector entities, including SAP and Siebel transformations, Oracle ERP implementations, and ERP migrations to public cloud platforms. We have supported ERP modernization programs that reduced reliance on scarce subject matter experts and established standardized modernization catalogs to support long term sustainability. These programs combined ERP application delivery with cloud infrastructure, integration, and operational readiness services. Our ERP implementation experience includes large scale Oracle ERP, Supply Chain Management (SCM), and Project Portfolio Management (PPM) Cloud deployments, covering finance, procurement, inventory, manufacturing, and reporting. These implementations supported complex, multi stakeholder environments and enabled improved financial control, reporting, and operational visibility. We have also delivered ERP migrations from private cloud to public cloud platforms, supporting legacy ERP systems. This includes large scale ERP database migrations and virtual machine transitions that were completed on schedule with significant performance improvements and with no business disruption. Relevance to Canoe Members We understand the cooperative and group procurement model in which Canoe operates. Canoe establishes national contracts, while individual Members decide how and when to engage through their own procurement processes. We have experience working in multi-member environments, including the federal government, where adoption is decentralized, requirements vary by organization, and delivery approaches must remain flexible enough to support both large and small entities. Across our ERP implementation work, we understand how public sector organizations make decisions, manage risk, and measure success. We are experienced in working within formal procurement frameworks and supporting multi-stakeholder governance in environments where trust, transparency, and accountability are required. For Canoe Members, this means working with a partner that understands both ERP delivery and the public sector operating model. We are accustomed to supporting organizations with different levels of readiness and internal capacity, while remaining predictable, easy to engage, and consistent across jurisdictions. Our ERP experience is grounded in how public sector institutions operate, rather than how ERP projects are delivered in purely commercial settings.

Describe the services you offer public sector clients for ERP implementation.	Kyndryl offers Canoe Members a single ERP implementation partner with the breadth to support the full transformation lifecycle, from strategy and platform decisions through migration, security, adoption, and long-term optimization. The advantage is not just service coverage; it is the ability to manage the interdependencies that often determine whether public sector ERP programs succeed or stall. For Canoe Members, this means lower delivery risk, clearer accountability, and a more cohesive path from current-state complexity to a modern, supportable ERP environment. Rather than separating advisory, implementation, cybersecurity, change management, data, and post-go-live support across multiple vendors, Kyndryl can help integrate those workstreams into one coordinated delivery model. That breadth is especially important in municipal settings, where ERP programs must balance modernization goals with service continuity, regulatory obligations, budget discipline, and user adoption. A partner with full-spectrum capability can help Members accelerate decision-making, reduce transition friction, strengthen resilience, and improve the likelihood that the ERP program delivers both operational stability and long-term business value. We offer the following end-to-end ERP implementation services for public sector clients: 1. ERP Consulting and Advisory • We conduct assessments to align ERP strategies with organizational goals and ensure compliance with government policies. • Our teams advise on selecting suitable platforms such as SAP S/4HANA and Oracle ERP, cloud options (AWS, Azure, Google, IBM Cloud, Oracle Cloud Infrastructure (OCI)), and define roadmaps tailored to public sector needs. 2. Modernization and Migration • We modernize legacy ERP systems and migrate data and applications to public, private, or hybrid clouds. • We have delivered SAP migration projects on AWS, Azure, Google Cloud, and IBM Cloud, and Oracle migrations on AWS, Azure, IBM Cloud, and OCI for government clients. • For example, on one project, we migrated a 6TB JD Edwards ERP database and 130 VMs to AWS with no business disruption and up to 150% application performance improvements. 3. Security and Resiliency • We design and implement ERP security models based on Zero Trust and government cyber frameworks. • We provide security assurance, security operations, incident recovery, and continuous resiliency services to meet regulatory and operational requirements. 4. Application Management • We manage and support ERP systems post-implementation, including 24/7 proactive monitoring, technical support, and service management. • Our teams use ITIL-aligned processes to optimize performance and continuity for public sector ERP environments. 5. Organizational Change Management • We deliver change management services that address user adoption, policy-driven engagement, and training for public sector teams during ERP transitions. • We focus on effective stakeholder communication and manage risk for a smooth transition. 6. Data Modernization • We offer data modernization services to improve data quality, integration, and reporting within ERP projects. • Our teams deploy analytics and AI tools to enable real-time insights for public sector decisions. 7. Network and Edge Services • We design, implement, and manage secure networks for ERP systems, including software-defined networking and 5G-enabled private wireless solutions. • We ensure network solutions support compliance and resilient ERP access for remote and distributed public sector teams. 8. Post-Implementation Improvement • We provide ongoing business process optimization using data-driven insights, automation tools, and AI-powered analytics. • We have supported government organizations in North America with similar scale and complexity requirements. Key ERP Platforms Covered • SAP ERP, Oracle Cloud ERP, PeopleSoft, Oracle E-Business Suite, JD Edwards, Siebel, Approach • We use fit-for-purpose tools, automation, and our government project experience to minimize risk and reduce dependency on scarce subject matter experts. • We follow documented methodologies that deliver on time and meet government performance and compliance standards. Scalability and References • We have delivered ERP projects supporting databases above 6TB and environments with over 100 virtual machines. • Our work spans local, provincial/state, and federal projects across North America. Sample Outcomes • Up to 150% increase in ERP performance after cloud migration. • Reduced operating expenses by eliminating outdated customizations in Oracle Cloud transformations for public sector financial management. • Improved user experience and Accounts Payable (AP) invoice processing after ERP upgrades.
Detail your experience managing multi-jurisdictional or group purchasing contracts.	Kyndryl has demonstrated experience operating within group purchasing and multi jurisdictional contracting models operating under Vendor of Record (VoR) arrangements where a central buying authority establishes a compliant contract framework and individual Member organizations retain autonomy over adoption, scope, and timing. For Canoe, we would establish national contract terms, while municipalities independently determine whether and how to engage suppliers through direct award, RFQ, or statement of work call offs. Current examples where we manage multi-jurisdictional service agreements operating across multiple regions under a single governance and commercial structure include: • For the Government of Canada, we provide a wide range of services delivered to multiple Canadian jurisdictions. • For a large financial service provider, we provide coordinated executive governance, master services agreement management, and structured SOW updates across jurisdictions. • For a major airline, we support enterprise wide operations under a nationally governed services agreement, with centralized procurement, executive decision making, and consistent service delivery across jurisdictions. Across these engagements, Kyndryl operates within formal procurement frameworks, supports multi stakeholder governance, and maintains pricing, reporting, and compliance discipline required when contracts span multiple jurisdictions or Member organizations. This experience directly aligns with the needs of municipal cooperative buyers seeking a partner capable of managing centralized contracts with decentralized participation.

List the current third party certifications your firm has related to ERP implementations.	Kyndryl holds the following third-party certifications related to ERP implementations: SAP Certifications Kyndryl is a Gold Partner for SAP and has recently been invited to participate in the Platinum Partner program, the highest level of partnership with SAP. As per the "Kyndryl Canada SAP Partnership Confirmation.pdf", Kyndryl currently holds the following SAP Certifications: On the date of issue, the partner has achieved the following authorizations (based on specific learning completion) that allows us to sell, implement and provide support for SAP products. • Open Cloud • SAP Cloud ERP • SAP Cloud ERP Private • SAP Business Technology Platform In addition to the core SAP authorizations, Kyndryl has thousands of SAP specialists covering thousands of certifications. Here is a summary of certifications relevant to City of Windsor: • SAP Cloud Operations • Global SAP HANA operations • Global hosting operations • Global SAP S/4HANA solutions operations • Global SAP Business Suite solutions operations • Global SAP SuccessFactors solutions operations • Global DevOps Kyndryl is certified at the product level across thousands of SAP professionals. In Canada, Kyndryl carries over 900 product certifications across the Kyndryl Canada resources. Here are some of the relevant products for which we are certified: • S/4HANA • SuccessFactors • SAP Cloud ERP • Application Development & Integration • Analytics • SAP Signavio • SAP LeanIX • WalkMe • Concur Expense Oracle Certifications On the date of writing, the Kyndryl has achieved the following authorizations that allow to sell, implement and provide support for Oracle products. • Sell Expertise: Resell Oracle Cloud (OCI) • Oracle License & Hardware Products: Build, Sell or Service • Service Expertise: Implement or Manage Oracle Cloud Kyndryl is certified at the product level across thousands of Oracle professionals. Here are some of the relevant products for which we are certified: • Oracle E-Business Suite • Oracle Financial Services Analytical Applications • Oracle Financial Services Core Banking • Oracle Communications Cloud • Oracle Cloud Platform Kyndryl is also certified across all major Hyperscalers, providing a certified path from Cloud to Client. • Over 25,000 Microsoft certifications • Over 10,000 AWS certifications • Over 6,000 Google Cloud certifications ISO Certifications • ISO 9001: Quality management system, ensuring operational consistency and customer focus in processes • ISO 20000: IT Service Management, aligning IT delivery with business needs • ISO 14001: Environmental management, reducing environmental impact • ISO 45001: Occupational Health and Safety Management System, reducing workplace risk • ISO 50001: Energy management, optimizing energy use and reducing costs • ISO 27701: Privacy Information Management (PIMS), structured governance for privacy risks Additional recognition: IDC MarketScape: Leader for Hybrid IT Consulting & Integration Services, 2025 IDC MarketScape: Leader for Worldwide Microsoft Implementation Services, 2024 Gold EcoVadis award, placing Kyndryl in the top 5% of participating organizations and top 1% in its industry Kyndryl also maintains one of the largest data center portfolios accepted in the EU Code of Conduct for Energy Efficiency in Data Centers. Kyndryl supports and encourages its staff to maintain relevant technical certifications, including 22,000+ Microsoft, 9,000+ AWS, and 4,000+ Google Cloud certifications.
List anything else you would like to include as part of your offering.	Additional Offerings Included in Our Program Alongside our core ERP implementation services, we also provide the following complimentary capabilities to support Canoe Members across their full transformation lifecycle: • Cloud migration & modernization (landing zone setup, security hardening, application rationalization). • Data optimization services including data quality remediation, master data management (MDM), and analytics readiness. • Technology Management Services (TMS) to ensure stable, secure, high performance ERP environments. • Application Management Services (AMS) offering post deployment functional and technical support with defined SLAs. • Cybersecurity and compliance advisory aligned to ISO, SOC 2, NIST, and Canadian data residency requirements. • Change management & user experience enhancements including role based training, communications, and adoption programs. • Value realization support to track benefits, optimize processes, and drive continuous improvement after go live. • Enterprise Technology Strategy to develop future technology roadmaps and undertake current state assessments • Kyndryl Vital Design: a human centered design service that accelerates problem framing, solution prototyping, that uses facilitated workshops, rapid prototyping, collaborative design and user-focused innovation for public-sector modernization.

ERP Software Public Sector Implementation Expertise

Provide the requested information from implementations done with your public sector clients only.

Canoe will not evaluate the quantity of software solutions a Vendor can implement. Canoe will evaluate the Vendor's demonstrated experience with completed implementations.

Name of ERP Software *	Partner status? *	Total number of completed implementations *	Total number of implementations in progress *	Name and size of public sector client for the latest 3 completed implementations *
SAP Kyndryl is a Gold Partner with SAP providing exceptional services globally in the SAP ERP space.	☒ Yes ☐ No	Kyndryl maintains an internal reference database for its successful and referenceable engagements since its creation in 2021. The database includes as of March 2026 1,100+ customers. It does not include that thousands of engagements that were performed during the 20+ previous years as a division of IBM. From this database, active since 2021, we have: 173 different customers where Kyndryl has performed successful SAP engagements. 99 different customers considered public sector at large, where Kyndryl performed successful engagements that may or not me related to ERP. We considered public sector governments that are local, provincial/state, or federal, including education and healthcare.	Total number of implementations in progress for public sector: From one (1) to five (5) at any given point in time.	As you are aware, most public sector clients will not allow open naming of their organizations. Few examples are below; • Country/Province: US, Vertical: Education • Country/Province: Italy, Vertical: Education • Country/Province: USA, Vertical: Utilities
Oracle	☒ Yes ☐ No	Kyndryl maintains an internal reference database for its successful and referenceable engagements since its creation in 2021. The database includes as of March 2026 1,100+ customers. It does not include that thousands of engagements that were performed during the 20+ previous years as a division of IBM. From this database, active since 2021, we can find: 92 different customers where Kyndryl has performed successful Oracle engagements. 99 different customers considered public sector, where Kyndryl performed successful engagements specific to ERP. We considered public sector governments that are local, provincial/state, or federal, including education and healthcare. Kyndryl Oracle Expertise include 2500+ certifications, 1500+ Oracle specialists, 500+ Oracle clients, 300+ production Oracle customer son public cloud, 33K+ middleware instances managed, 215K+ database managed, 120+ successful Go-Lives on Cloud since 2020.	Total number of implementations in progress in public sector: From one (1) to five (5) at any given point in time.	As you are aware, most public sector clients will not allow open naming of their organizations. Few examples are below; • Country/Province: US, Vertical: Education • Country/Province: Canada/Quebec, Vertical: Mining • Country/Province: Colombia, Vertical: Education • Country/Province: US, Vertical: Healthcare

Program offering

Describe your program offering.

Question	Response *
Provide a high level profile of your company.	Global Overview Kyndryl (NYSE: KD) is the world's largest IT infrastructure services provider, serving thousands of enterprise customers in more than 60 countries. The company designs, builds, manages, and modernizes complex, mission-critical systems used daily across global industries. Kyndryl was formed as an independent company in 2021 after separating from IBM and has annual revenues exceeding \$16 billion. Kyndryl is recognized for its expertise in cloud, AI, cybersecurity, and digital modernization, maintaining strategic partnerships with Microsoft, SAP, Databricks, ServiceNow, and others. The organization operates delivery centers in North America, Europe, Asia, and Latin America. Kyndryl is SOC 1/SOC 2 compliant, uses Zero Trust security principles, and aligns with ISO, NIST, and SOX standards. Key Practices and Services Kyndryl delivers advisory, implementation, and managed services across several global practices: • Cloud • Applications, Data & AI • Security & Resiliency • Core Enterprise & zCloud • Network & Edge • Digital Workplace Kyndryl's service portfolio includes hybrid cloud solutions, security, resiliency, and data/AI services. The company's Kyndryl Bridge is an AI-enabled integration platform providing enterprises with data-driven insights and visibility across their technology estates. Canadian Profile Kyndryl Canada Limited is a wholly owned subsidiary of Kyndryl Holdings Inc., New York, operating since 2021 and headquartered in Toronto. Kyndryl Canada is a leading provider of advanced information technology services with local business and technology service teams in all major centers across Canada. The office presence includes locations such as Toronto and a central Ottawa office for Federal clients, equipped for up to 80 employees and supporting events, training, and community initiatives. Kyndryl Canada offers a full range of transformation services, advisory, design, deployment, and management of secure, mission-critical datacenter and cloud systems for organizations of all sizes. Kyndryl Canada also collaborates with public and private organizations to grow local tech talent and addresses evolving IT workforce needs for instance. Industry Reach in Canada Kyndryl Canada supports clients in government, finance, healthcare, manufacturing, retail, energy, and telecommunications. The company helps Canadian firms implement digital and cloud strategies, modernize applications, improve cyber resilience, and leverage AI-driven insights. Certifications and ESG Kyndryl holds global ISO 14001, ISO 50001, and ISO 45001 certifications for environmental, energy management, and occupational health and safety management. The company has received a Gold EcoVadis award, placing it in the top 5% of participating organizations and the top 1% in its industry. Kyndryl has standalone policies for environmental, social, and governance (ESG) practices and aims to achieve net zero emissions by 2040. Leadership Leadership includes roles such as the President of Kyndryl Canada and senior managers responsible for national operations. Recognition IDC MarketScape named Kyndryl a Leader for hybrid IT consulting and integration services, highlighting deep expertise in modernization and global delivery capability. For further details, visit www.kyndryl.com/ca/en.
Describe the ERP implementation services you offer public sector clients.	Our ERP implementation services are designed specifically to help public sector organizations deliver complex modernization initiatives and needing a trusted delivery partner that can balance transformation outcomes with public accountability, service continuity, cybersecurity and operational resilience. For Canoe Members, we provide end-to-end implementation services for public sector ERP software, from vendor selection support and ERP roadmap development through business process redesign, technical architecture, data migration, testing, deployment, stabilization, and post-deployment support. Our approach is designed for the realities of public sector organizations, including municipalities, provinces, academic institutions, school boards, and healthcare provider, where multiple stakeholder groups, formal governance structures, legacy systems, and varying internal capacity must be managed while improving data quality and operational efficiency without disrupting critical services. We support Members at different stages of their ERP journey. Some Members may require standalone advisory services to assess needs, evaluate options, and define a fit-for-purpose ERP strategy. Others may already have selected a platform and require implementation leadership, configuration, migration, organizational change management, and ongoing support. In either case, we tailor our services to Member-specific requirements, including governance expectations, cybersecurity, privacy, data residency, service support, and the desired balance between internal delivery and partner-led execution. Kyndryl's full lifecycle service means lower risk, stronger governance, and measurable operational improvement for Canoe Members. Our services range from strategy and platform selection through migration, security, adoption, and ongoing optimization, while aligning delivery to public sector requirements. Our Kyndryl capability enables us to modernize ERP environments in a way that is practical, secure, and sustainable for government operations. We offer the following end-to-end ERP services for public sector clients: 1. ERP Strategy and Advisory • Kyndryl advises clients on ERP modernization strategies, including ERP cloud adoption, application rationalization, and pathways to Cloud ERP, aligning technology decisions with business objectives and risk tolerance. • Assess current ERP landscapes, including legacy ERP complexity, customization levels, and integration dependencies, to determine modernization readiness. • Assess current business processes against modern standards and builds a transition roadmap to modernize and simplify workflows and processes. • Advise on ERP deployment models on cloud and hybrid architectures, aligned to regulatory, data residency sovereignty, and operational requirements. • Aligns ERP transformation objectives with business outcomes such as operational efficiency, scalability, resilience, and future AI enablement. • Build business case supporting modernization and transformation strategies supporting financial objectives, organization and business goals while complying with government policies • Advise on suitable, modern platforms such as SAP S/4HANA, Oracle ERP and Microsoft Dynamics on cloud infrastructure (AWS, Azure, Google, IBM Cloud, OCI), and define roadmaps tailored to public sector needs. 2. Transformation Planning & Road mapping Kyndryl designs structured ERP transformation roadmaps to guide clients from legacy ERP to modern platforms. • Develops phased ERP transformation roadmaps that identify what to retain, redesign, or retire to reduce technical debt and avoid unnecessary re implementation. • Applies Kyndryl's Clean Field approach standardizes processes and workflows to support disciplined, data driven migration planning that balances speed, cost, and long term maintainability. • Incorporates dependency analysis across applications, data, and infrastructure to minimize disruption during ERP transitions. 2. ERP Cloud Modernization and Migration Kyndryl advises on ERP modernization and cloud adoption using AI enabled and clean core aligned approaches. • Guides migrations from SAP ECC to SAP S/4HANA using clean core principles to simplify architectures and improve long term upgradeability. • Leverages agentic AI, in collaboration with Nova Intelligence, to analyze, remediate, and modernize custom code as part of ERP transformation initiatives. • Advises on data migration, governance, and harmonization strategies to support reliable ERP operations and future analytics and AI use cases. • Modernize legacy ERP systems and migrate data and applications to public, private, or hybrid clouds. • Migrate ERP to AWS, Azure, Google Cloud, and OCI for government clients including migration of supporting legacy apps and data infrastructures to support full scale cloud-first initiatives. 3. Security and Resiliency for ERP Kyndryl delivers integrated security and resiliency services to protect ERP platforms against cyber threats, operational disruptions, and data loss, while ensuring business continuity for mission critical systems. • Cyber Resilient ERP Operations: Provides managed cyber resilience services for ERP platforms (including SAP ECC, S/4HANA, and SAP Cloud ERP), using Zero-Trust and government cyber frameworks, combining security hardening, threat detection, and recovery capabilities aligned to NIST principles. • ERP Aware Disaster Recovery & Business Continuity: Delivers application aware disaster recovery and resiliency orchestration to meet ERP specific RTO and RPO requirements across hybrid and multi cloud environments. • Ransomware and Cyber Incident Recovery: Protects ERP data using immutable storage, air gapped replication, anomaly detection, and automated recovery workflows to enable rapid restoration following cyber incidents or ransomware attacks. • Integrated Security Monitoring and Response: Integrates ERP security telemetry with enterprise security platforms and Kyndryl's security operations capabilities to enable real time monitoring, event correlation, and faster incident response. • Secure Cloud ERP Enablement: Designs and operates secure ERP environments on hyperscaler platforms, embedding identity, access management, compliance controls, and resilience capabilities directly into ERP cloud architectures. • Security assurance, security operations, incident recovery, and continuous resiliency services to meet regulatory and operational requirements. 4. Application Managed Services Kyndryl provides end to end Application Managed Services to operate, optimize, and secure mission critical ERP platforms (including SAP ECC, SAP S/4HANA, and SAP Cloud ERP) across hybrid and multi cloud environments. • 24x7 ERP Application Operations & Support - Delivers ongoing ERP application monitoring, incident management, problem resolution, and service desk support with application level SLAs tailored to ERP workload criticality. • ERP Application Maintenance & Optimization - Manages day to day ERP maintenance, including patches, upgrades, performance tuning, and change management, enabling clients to reduce operational risk and focus on innovation. • Integrated Application and Infrastructure Management - Provides single pane of glass visibility across ERP applications and underlying cloud infrastructure using managed service portals and Kyndryl Bridge enabled insights. • Security, Resilience & Compliance for ERP - Embeds ERP specific security controls, resilience measures, and governance practices into application operations to support availability, data protection, and regulatory compliance. • Cloud Enabled ERP Operations - Operates ERP applications on leading hyperscaler platforms (AWS, Azure, and Google Cloud), leveraging standardized operating models, automation, and cloud native services to improve agility and cost efficiency. 5. Change, Adoption & Operating Model Advisory Kyndryl supports organizational readiness to ensure ERP transformations deliver sustained value. • Advises on ERP operating model changes, including roles, processes, and governance structures required to support cloud based ERP platforms. • Supports organizational change management and user adoption planning to reduce disruption and accelerate realization of ERP benefits. • Aligns ERP delivery and support models with future managed services and continuous optimization approaches. • Establish effective stakeholder communication plan to facilitate situational awareness and manage risk for a smooth transition. 6. ERP Data Modernization

Kyndryl delivers ERP data modernization services to help organizations migrate, transform, and govern ERP data - particularly for SAP Cloud ERP (S/4HANA) - while improving data quality, integrity, and readiness for analytics and AI.

- Data Transformation Suite for ERP (SAP) - Provides a purpose built, self contained suite of tools to accelerate ERP data discovery, profiling, transformation, validation, and migration, reducing manual effort and dependency on third party tools.
- ERP Data Migration & Modernization - Supports complex ERP data migrations (e.g., SAP ECC to SAP S/4HANA Cloud), addressing core data structures, customizations, and multi source data landscapes while minimizing risk of data loss or corruption.
- Data Quality, Integrity & Single Source of Truth - Ensures high data fidelity through automated cleansing, mapping, testing, and validation processes, enabling a reliable and governed single source of truth across ERP environments.
- Automation Driven Data Lifecycle Management - Automates the full ERP data lifecycle - from analysis and blueprinting through transformation and loading - to accelerate timelines, reduce disruption, and improve consistency across environments.
- Foundation for Analytics and AI Ready ERP - Establishes a modern ERP data foundation aligned to SAP Cloud ERP and SAP Business Data Cloud, supporting future analytics, reporting, and AI enabled use cases.
- Data optimization, archiving and historian services - Reduces ERP data to manageable volumes while maintaining retention requirements for compliance, audit and business needs using modern analytics platforms, archiving, zero-copy and historian methods.
- Enable AI driven insights - Modernize analytics with AI enabled tools to for real-time insights for public sector decisions.

7. ERP Post-Implementation Improvement and Innovation Services

Kyndryl provides structured post implementation services to help organizations continuously optimize, innovate, and extract greater business value from their ERP and broader IT environments after go live.

- Continuous Optimization & Performance Improvement: Uses AI driven insights and operational analytics to identify improvement opportunities, reduce incidents, optimize performance, and lower operating costs across ERP and supporting platforms.
- Insight to Action Orchestration: Leverages Kyndryl Bridge to translate operational insights into automated actions, best practice workflows, and service enhancements that drive measurable outcomes beyond steady state operations.
- Innovation Enablement & New Capability Adoption: Supports the ongoing adoption of new platform capabilities, cloud services, and AI enabled use cases by integrating innovation into the operational lifecycle rather than treating it as a one time initiative.
- Operational Maturity & Governance Advancement: Helps clients progress toward higher operational maturity through standardized processes, automation, and governance improvements that support resilience, compliance, and scalability.
- Business Aligned Value Realization: Aligns post implementation improvements to business objectives - such as productivity, cost optimization, resilience, and growth - ensuring technology investments continue to deliver incremental value over time.

8. ERP AI Enablement

- We enable our client with a structured Agentic AI Framework to safely enable AI-Native transformation at scale by moving isolated AI pilots to orchestrated, production-grade AI embedded in critical ERP workflows and business processes
- Augment human teams with governed, trustworthy AI agents that act, learn and adapt dynamically while keeping people in the loop through policy-driven controls, transparency, security and government-grade governance.
- Accelerate time to value from AI investments by providing a structured framework that combines Kyndryl's proprietary IP, infrastructure expertise, change management, and human centered design to turn insights into measurable business outcomes at scale.

9. ERP Application, Data and Infrastructure Observability

- Application Observability - Provides end to end visibility into application health and performance by correlating application telemetry with infrastructure and service data, enabling proactive issue detection and faster root cause analysis.
- Data & Operational Observability - Aggregates and analyzes operational data from more than 100 enterprise technologies to generate AI driven, actionable insights that identify emerging risks, performance trends, and optimization opportunities.
- Infrastructure Observability - Delivers real time visibility across on premises, cloud, hybrid, and mainframe environments, using AI to predict and prevent incidents, reduce maintenance windows, and improve operational resilience.
- Insight to Action Execution - Connects observability to automation and managed services, enabling insights to drive remediation, orchestration, and continuous improvement across mission critical systems.

Key ERP Platforms Covered

- SAP S/4HANA, Oracle Cloud ERP, Siebel, Microsoft Dynamics.

Approach

- We use fit-for-purpose, AI enabled tools, automation, and our government project experience to minimize risk and reduce dependency on scarce subject matter experts.
- We follow proven methodologies that deliver on time and meet government performance and compliance standards.

Scalability and References

- We have delivered ERP projects supporting databases above 30TB and environments with over 100 virtual machines.
- Our work spans state, city, and federal projects across North America.

Sample Outcomes

- Up to 150% increase in ERP performance after cloud migration.
- Reduced operating expenses by eliminating outdated customizations in Oracle Cloud transformations for public sector financial management.
- Improved user experience and AP invoice processing after ERP upgrades.

Our services provide public sector clients with a complete and implementation-ready ERP capability, to deploy new platforms and realize lasting business value after go-live. Our approach combines technical modernization with governance, security, organizational adoption, and managed support so that clients can improve performance, reduce legacy complexity, strengthen operational resilience, and sustain outcomes over time. For public sector organizations, this means a partner able to deliver ERP transformation at scale while meeting the standards of accountability, continuity, and compliance required in government environments.

Describe your standard implementation methodology, include typical key milestones.	Kyndryl uses a structured, phased methodology for ERP implementation. Each phase is linked to specific milestones and is supported by clear deliverables, assigned responsibilities, and regular progress reviews. This approach is based on successful executions for large-scale and complex ERP programs, including SAP S/4HANA and Oracle Cloud ERP projects in regulated and multi-entity environments. Key Phases and Milestones - Discovery & Planning - Assemble a cross-functional team with representatives from IT, finance, HR, supply chain, operations, and executive sponsorship. - Define project objectives, scope, critical success factors, governance structure, and milestones. - Complete system selection and solution architecture review. - Milestone: Approved project charter, assigned implementation team, and finalized project and communication plans. - Requirements Analysis and System Design - Conduct process mapping workshops with subject matter experts to document as is and to-be processes and define functional and technical requirements. - Perform gap analysis against ERP platform capabilities. - Finalize system design and configuration blueprint, including integration points, data migration strategy, and customization catalog. - Milestone: Signed-off business process maps, gap report, and high-level solution design. - Development & Configuration - Configure modules and workflows according to validated process maps and requirements. - Limit customizations to less than 10-20% of total scope. - Build required integrations, reports, and security roles. Develop and review test scripts. - Milestone: Completion of configured test environment, code reviews, and ready-to-execute test scenarios. - Data Migration - Extract, clean, map, and validate data from legacy systems to ERP using tools such as Kyndryl Data Transformation Suite. - Execute multiple migration test runs to reach over 99% data accuracy. - Milestone: Data validation sign-off and migration runbook approved. - Testing - Execute unit, integration, and user acceptance testing with business and IT users. - Address all defects as per the defect resolution and retest plan. - Milestone: User acceptance testing (UAT) sign-off, resolution of critical defects, and business approval to go-live. - Training & Change Management - Deliver hands-on, role-based user training 4-6 weeks before go-live. - Run workshops on new workflows, data policies, and escalation paths. - Milestone: Completion of user training logs; training effectiveness tracked; end-user readiness assessment. - Go-Live & Hypercare - Execute final data cutover and go-live checklist. - Launch the ERP in production using a deployment strategy that fits risk tolerance (e.g., phased, big-bang, or pilot). - Maintain a hypercare support period with daily monitoring, quick escalation, and communication lines for all end-users. - Milestone: Go-live event, production system stabilized, and transition to steady-state support. - Post-Implementation Support & Optimization - Provide ongoing application support, enhancements, and continuous monitoring. - Onboard feedback and usage data for continued process improvement. - Initiate regular system optimization and update cycles to align with business evolution. - Milestone: Stabilization report released, continuous improvement plan initiated. Controls and Tracking - We use Gantt charts and milestone tracking in project management software like Microsoft Project and Asana to monitor progress. - Regular governance meetings ensure accountability, faster escalation of issues, and clear decision pathways. - Our approach includes periodic stakeholder alignment sessions and cadence calls with both customer and implementation teams. Typical implementation timelines: - Planning and design: 1 to 3 months - Build, test, deploy: 6 to 12 months depending on complexity and scope. - Hypercare: 1 to 2 months post go-live. This methodology is ISO 9001- and ISO 20000-aligned, which ensures operational consistency, best-practice IT service management, and a focus on business outcomes over technical features.
Explain how you adapt your methodology for different member size and complexity of projects.	For municipalities included in the Canoe mandate, we will: - Start with the best cloud-based ERP solutions (e.g. SAP Public Cloud for Public Sector, Oracle Fusion Cloud ERP) - Start with modern standard business processes provided by the software and work with the Member to do a fit-gap analysis. With smaller Members, standard processes will be more cost effective. Larger Members may wish to have some adjustments to meet their unique requirements. Kyndryl will adjust the fit-gap evaluation based on the Member's requirements, size and ability to absorb the change. - Leverage modern integration tools to allow us to integrate with specialized applications and reduce customizations in the core ERP. - Incorporate lessons learned and reusable enhancements across municipalities with similar requirements Kyndryl has a municipal ERP model as a starting point for all Members. In the long term, the goal is to continue to refine the Kyndryl model and integrate new capabilities to the model as the ERP vendor releases them. This approach means Kyndryl's municipal model continuously improves and can be leveraged across Members to improve initial implementation timelines, reduce risk, and reduce implementation and long-term support costs. This approach will bring Members the best value for their investment in a new ERP. We adapt our ERP methodology by aligning services, tools, and engagement approach to the size and complexity of each public sector customer. - Engagement Scalability and Discovery - For small to mid-sized Members, we streamline assessment and discovery workshops, focusing on essential public sector specific requirements and standard public sector processes, rapidly identifying client technical and process gaps through targeted stakeholder sessions, and structuring transformation roadmaps proportionally. - For large, complex Members, we expand current state analysis with domain-specific workshops, dependency mapping, integration analysis, and governance design. We use automated discovery tools to manage data volume and complexity, establishing detailed baselines and phased transformation plans. - Tailored Methodology Components - We run a comprehensive transformation assessment, adjusting the depth of process evaluation, data migration, testing, and validation based on the organization's scale and legacy landscape. - We tailor business process mapping, user access setup, and governance models, scaling change management and user training to the size of the user base and the degree of process reengineering required. - Project Governance and Change Management - For less complex deployments, governance structure and reporting are kept lean, with direct involvement from primary stakeholders and weekly progress reviews. - For high-complexity, multi-stakeholder projects, we implement detailed governance with reporting hierarchies, rigorous risk management, and frequent steering committee oversight. - Integration and Extensibility - For simple systems, we focus on standard integration flows and out-of-the-box connectors. - In complex multi-agency or hybrid environments, we design custom integration strategies - mapping all third-party dependencies and developing targeted migration and extensibility plans. - Support and Optimization - We provide 24x7 support and managed services, scaling support teams and monitoring scope to system criticality and agency size. - For larger customers, we offer tiered observability and intervention, including advanced monitoring and proactive optimizations. Examples of Adaptation - In a recent ERP transformation for a large state department, we applied agentless discovery tools for 45+ business units, held 15 domain-specific workshops, and mapped over 120 integrations during the planning phase. - For a smaller city council, we focused on rapid adoption cycles, rolled out change management in three iterative waves, and reduced data migration objects for faster deployment. This approach meets public sector needs for flexibility, risk mitigation, and targeted value, regardless of organizational scale or complexity.

Describe your approach to data migration for legacy systems.	Kyndryl's approach to data migration for legacy systems is systematically designed as an AI enabled, Kyndryl-supplied suite. Kyndryl has designed the solution based on hundreds of data migrations to ERP with the end-to-end methodology built in. Kyndryl Data Transformation Suite (DTS) is Kyndryl's internally developed data transformation accelerator designed to support end to end ERP transformation programs, including greenfield, bluefield (selective data transition), and brownfield scenarios. We provide the use of DTS at no cost to Canoe Members when we lead the project. The suite provides a structured, tool based approach to early system assessment, data scoping, and controlled migration, enabling organizations to migrate only business relevant and compliant data into the target ERP environment. DTS eliminates reliance on third party migration tools, reducing licensing costs while giving clients greater transparency and control over data preparation, transformation, and reconciliation activities. Its deep system analysis capabilities make it particularly effective in complex landscapes involving multiple complex data sources, where data consolidation, carve outs, or mergers are required. The Data Transformation Suite combines several integrated components, including a Business Object Repository, system analysis and assessment tools, a transformation engine, and centralized logging and reconciliation capabilities. Together, these components enable precise data extraction, transformation, validation, and loading into the new target ERP, while supporting auditability, data integrity checks, and compliance requirements throughout the migration lifecycle. By embedding automation, parallel processing, and business object level reconciliation into the migration approach, Kyndryl DTS accelerates delivery timelines, reduces risk, and supports a future ready ERP foundation aligned to cloud first strategies. This proven approach is grounded in Kyndryl's own large scale SAP transformation experience and is delivered as part of Kyndryl's broader ERP implementation methodology. When Kyndryl uses the DTS, Members will benefit from a lower risk, predictable, and cost effective ERP transformation. DTS enables the selective migration of only business relevant and compliant data, reducing data volumes, system complexity, and disruption to operations while maintaining data integrity. By eliminating dependency on third party data migration tools, DTS eliminates licensing costs and vendor lock in, while giving Members greater transparency and control over how their data is assessed, transformed, and validated throughout the migration lifecycle. DTS also provides early, evidence based insight into data quality, structure, and migration scope through deep system analysis and business object level assessment. This allows clients to make informed decisions earlier in the program, improving planning accuracy, reducing rework, and mitigating downstream risks commonly associated with ERP transformations. The Business Object Repository and assessment tooling simplify understanding of complex ERP and non ERP data landscapes, particularly in scenarios involving multiple ECC systems, carve outs, mergers, or selective data transitions. From an execution standpoint, clients gain accelerated timelines and improved assurance through DTS's automation, parallelization, and centralized logging and reconciliation capabilities. The suite supports technical and business reconciliation between source and target systems, enabling auditable migration of balances, open items, and master data while meeting compliance and regulatory requirements. This structured, repeatable approach improves data accuracy at cutover, reduces testing effort, and increases confidence in go live readiness. Finally, DTS delivers future ready outcomes by aligning data structures and content with ERP best practices. By migrating clean, optimized data rather than legacy complexity, clients establish a stronger foundation for ongoing innovation, analytics, and automation post implementation. DTS is a proven Kyndryl asset, embedded into Kyndryl's ERP modernization methodology and informed by Kyndryl's own large scale ERP transformation experience, enabling clients to benefit from tools and leading practices already built into the tool. Following is a summary of the key activities in Kyndryl's data migration approach: 1. Pre-migration Assessment • We conduct an in-depth analysis and readiness assessment for each legacy ERP environment, using structured tools like the Kyndryl Data Transformation Suite. • Our team designs a future state, identifies value levers, and recommends migration approaches: greenfield (new implementation), brownfield (system conversion), or hybrid/selective data transition. 2. Migration Strategy Development • We build a full migration roadmap that defines phases, data object scope, and potential risks, incorporating business process insights, governance, and change management. • The migration strategy includes selective migration: organizations can choose to transition only critical historical and current data, retaining relevant legacy functions as needed. 3. Data Preparation and Cleansing • We unify, cleanse, and validate legacy datasets using accelerators such as Kyndryl Data Transformation Suite, improving quality and establishing a single source of truth. • Master data preparation and definition of migration objects ensure data integrity and alignment with new ERP requirements. 4. Execution Methodology • System copy-based migration processes are used for technical delivery, employing replication and transformation tools for brownfield, greenfield, or hybrid scenarios. • Incremental migration cycles (typically 4-5), with parallel testing and validation, reduce risk and allow issues to be addressed before production cutover. • We prioritize master and transactional data (customers, suppliers, products, orders, invoices) in logical, phased sequences to minimize disruption. 5. Testing and Validation • Rigorous testing and validation processes are embedded in each cycle, including integrity, cutover tests, and data transformation logic fixes. • Validation runs alongside legacy systems, ensuring accuracy and system readiness before the final production move. 6. Cutover and Go-Live • Final production cutover only occurs after all migration cycles, tests, and business validations have been completed and approved. • A rollback readiness plan is established, providing assurance for rapid recovery in case of unexpected issues. 7. Post-migration Hypercare • We offer hypercare support for a defined period after go-live, monitoring system performance, resolving incidents, and backing users through adoption. • Reporting and analytical frameworks are established to provide scalable, intelligent reporting from migrated data. Public Sector Suitability • For public sector clients, we recognize regulatory and complexity requirements. We recommend phased, selective migration approaches, which mitigate risk and assure continuity for essential services. This approach delivers reliable, accurate data migration from legacy systems to ERP platforms, tailored to public sector complexity and compliance.
Describe your project management office structure and the tools you use to track progress and share updates with clients.	At Kyndryl, every Project Management Office (PMO) function is executed by personnel who must develop and maintain clearly defined delivery and governance skills. This is why we place the Global Skills & Career Framework (GSCF) at the heart of our program management capability, providing a globally consistent structure that defines project, program, and portfolio management competencies, ensuring that the right level of expertise is applied to every Canoe Member engagement. Kyndryl provides Canoe Members with a structured and scalable PMO model that supports both small municipalities and large public sector organizations. Our PMO is designed to ensure delivery predictability, financial control, and transparent communication, while remaining adaptable to varying levels of client maturity and resource availability. This includes a "lightweight PMO mode" tailored for smaller municipalities, leveraging standardized templates, simplified governance checkpoints, and reduced reporting overhead to enable effective delivery without requiring extensive internal resources. In alignment with Canoe Program requirements, our PMO integrates structured financial and operational reporting mechanisms, including monthly reporting of Member transactions and program performance, as well as tracking and reconciliation of administrative fees at the purchase order and invoicing level, ensuring full transparency and compliance with Canoe's reporting model. In addition, our governance framework is designed to support long-term program oversight across the full contract lifecycle (7-10 years), incorporating periodic performance reviews, continuous improvement mechanisms, and scalable governance to sustain value realization over time Project Management Office (PMO) Structure • Kyndryl uses an integrated project governance approach for ERP and public sector programs, coordinating with client project leads for joint planning and oversight. • The PMO structure includes Program and Project Managers, Lead Architects, Application Architects, Cloud Architects, Database Architects, and specialists in network and storage, alongside the client's project team, IT support teams, suppliers, and vendors. • Kyndryl deploys a 4-tier governance process to drive alignment and accountability at all levels, tailored based on each client's needs and program scope: - Operational Level - Management Level - Strategic Delivery Oversight - Executive/Account Governance • The governance framework includes clear roles for decision-making, accountability, and oversight throughout the project lifecycle, managing risks and ensuring all activities are aligned with strategic objectives. Project Management Methodologies • Kyndryl aligns its governance framework with industry standards such as ITIL and PMI, and uses multiple project methods including Agile, Waterfall, Hybrid, Scrum, Scrumban, and Lean Software Development. • For ERP implementations (e.g., SAP, Oracle), Kyndryl blends organizational change management, iterative adoption cycles, process redesign, and dedicated program management to drive adoption and continuous improvement. Tools to Track Progress and Share Updates • Kyndryl uses fit-for-purpose software tools for assessment, migration, database modernization, project observability, and integration with cloud platforms. • For ERP (Oracle, SAP), Kyndryl provides automation for project status tracking, functional/technical resource support, and security compliance. • Progress and issues are managed through weekly monitoring and status meetings with client stakeholders, supporting transparency and shared responsibility. • Communication and reporting tools are tailored for different project levels - contract, program, and project - with formats and frequency based on stakeholder needs. • Deliverables include status reports, gap analysis, governance framework updates, and user adoption metrics specific to ERP transformation projects. Examples and Evidence of Delivery • Kyndryl has managed multi-phased transformation projects in the public sector with teams exceeding 100 people, using integrated PMO structures and client-side governance models. • In cloud ERP for public agencies, Kyndryl ensured successful migration and modernization, using governance frameworks that resulted in a 23% reduction in IT infrastructure costs and remediated 3,000 software vulnerabilities. • Kyndryl supported SAP ERP projects for enterprise clients and local government, deploying separate ERP instances per entity and providing transparent project status updates.

Describe how you handle dispute resolution during an active implementation.	Kyndryl manages dispute resolution through a structured governance and escalation framework designed to resolve issues quickly, transparently, and at the lowest appropriate level, while maintaining delivery continuity. Early Identification and Documentation All issues, risks, and disputes are formally logged in a central RAID log that is accessible to both Kyndryl and the client team. Any project participant - client or Kyndryl - may raise an issue without restriction. Items are reviewed regularly in project governance forums to ensure early visibility and prioritization. No issue is closed without client confirmation. Resolution at the Lowest Governance Level Kyndryl's governance model is explicitly designed to resolve disputes as close to the delivery team as possible. Subject matter experts from both parties are engaged first to assess root cause, impacts, and resolution options. This minimizes disruption and avoids unnecessary escalation. Time Bound Escalation If an issue cannot be resolved at the working level, it is escalated through defined governance layers (Project Management, Service Management Committee, Responsible Executives). Contractual governance documents typically define specific escalation timeframes (e.g., escalation after defined business day thresholds), ensuring disputes do not stall project progress. Change Control and Commercial Discipline Once a dispute is resolved, any resulting scope, schedule, or cost impact is addressed through the formal change control process, ensuring decisions are documented and traceable. During an active dispute, Kyndryl continues to deliver services not in dispute and invoices those services in accordance with the contract. Formal Dispute Resolution (If Required) If governance escalation does not resolve the dispute, contracts provide for formal dispute resolution mechanisms, such as arbitration, in accordance with the applicable master services agreement. These mechanisms are invoked only after good faith efforts at executive resolution have been exhausted.
Detail your quality assurance and testing protocols before system go live.	At Kyndryl, every quality assurance and testing protocol is executed by personnel who must develop and maintain clearly defined testing and validation skills. This is why we place the Global Skills & Career Framework (GSCF) at the heart of our delivery capability, providing a globally consistent structure that defines testing competencies across functional, technical, and business domains, ensuring that the right expertise is applied to every Canoe Member engagement. Kyndryl provides Canoe Members with a structured and scalable testing model that supports both small municipalities and large public sector organizations. Our approach ensures that ERP solutions are validated for accuracy, performance, security, and usability prior to go-live, while remaining adaptable to varying levels of client capacity. This includes a "lightweight testing mode" for smaller municipalities, leveraging pre-defined test scenarios, simplified validation cycles, and focused user acceptance testing to reduce resource burden while maintaining assurance standards. In alignment with Canoe Program requirements, our quality assurance framework incorporates traceable validation and auditability across all testing phases, ensuring that system outputs, financial processes, and reporting structures are fully validated prior to production deployment. This includes verification of financial transactions, reporting accuracy, and data integrity, which directly supports Canoe Members' obligations for ongoing monthly reporting and financial transparency, including accurate downstream reporting inputs and controls. In addition, our testing governance is designed to support long-term system reliability across the full contract lifecycle (7-10 years), incorporating regression testing strategies, periodic validation cycles, and continuous improvement mechanisms to ensure that systems remain stable, compliant, and aligned with evolving operational and regulatory requirements over time. Governance Framework and QA Planning - We use a structured governance framework for ERP projects, establishing quality assurance systems in the early Explore phase to maintain alignment with strategic business objectives, manage risks, and ensure accountability. - Our Quality Assurance Plan defines clear criteria for all testing and for deliverables, with alignment to industry standards such as ISO 9001. Testing Types and Approach - We use integration, regression, and user acceptance testing throughout the Realize phase, mirroring production system configurations to ensure testing accuracy and risk mitigation before go-live. - We conduct automated testing for large-scale ERP transformations, using platforms like Tricentis Tosca for high automation rates and quality outcomes. - We employ shift left and risk-based testing to identify and address high-risk features first, enabling earlier defect detection and resolution. Agile, Automated, and Continuous Testing - Testing is continuous throughout development, allowing for rapid cycles and early detection of problems, consistent with Agile and DevOps principles. - Automation is built into the end-to-end implementation and upgrade platform, and includes security compliance checks, functional and technical resource oversight, and AIOps integration. Testing Workflow - A standard path is followed: test planning → unit and component testing → system/regression testing → UAT → go-live verification. Each requirement is traceable to testing outcomes. Data and Configuration Accuracy - Testing environments mirror production both in configuration and representative data, to simulate real-world scenarios and ensure accuracy in risk mitigation. User Training and Knowledge Transfer - We deliver hands-on training with representative data in non-production environments, and conduct knowledge transfer for sustained quality post go-live. Acceptance Testing and Cutover Readiness - Acceptance testing and pilot phases confirm the solution performs as required; readiness and cutover planning include mock cutovers and rollback strategies to prevent issues during go-live. Certifications and Standards - We follow ISO 9001 for quality management, along with ISO 20000, ISO 14001, ISO 45001, ISO 50001, and ISO 27701 for IT service, environmental management, health and safety, energy, and privacy controls. Continuous Improvement - We use Agile Kaizen and database frameworks during discovery and due diligence to identify and reduce incidents and outages, with ongoing process and alerting improvements. Evidence of Delivery - We have delivered automated testing programs for major global ERP migrations, ensuring high test automation, quality results, and sustaining operational consistency through industry certifications.

Describe your strategy for organizational change management and user adoption. Also describe how you measure user adoption.	Strategy for Organizational Change Management Our change management approach is designed to enable sustained user adoption and minimize disruption throughout the ERP implementation by integrating change activities directly into the delivery lifecycle. Rather than treating change management as a standalone stream, we align it with solution design, build, testing, and deployment to ensure that stakeholders are informed, prepared, and supported at every stage. This approach prioritizes timely stakeholder involvement, practical impact analysis, transparent communication, and targeted role-based training to support a smooth transition to the new environment. Stakeholder Analysis We begin with a structured stakeholder analysis to identify impacted groups across business units, leadership, and operational roles. Stakeholders are assessed based on their level of impact, influence, readiness, and change risk. This analysis informs engagement strategies, communication approach, and training priorities, ensuring that the needs of high-impact and high-risk groups are addressed proactively. The stakeholder analysis is reviewed and refined as the implementation progresses to reflect evolving impacts and organizational dynamics. Change Impact Assessment A change impact assessment is conducted to identify how the implementation will affect roles, skills, and ways of working. The assessment focuses on key functional changes, degree of behavioral shift, and timing of impacts rather than exhaustive documentation. Outputs from this assessment are used to tailor communications, inform training scope and depth, and highlight areas requiring additional change support. Communication Plan & Deliverables Communication is managed through a defined Communication Strategy and a detailed Communication Plan that together ensure consistent, timely, and audience appropriate messaging throughout the implementation. The Communication Strategy defines the guiding principles, core messages, communication channels, schedule, and governance framework for project communications. The Communication Plan operationalizes this strategy by detailing specific deliverables, specifying the content, audience, responsible parties, and timing for each communication. Communications are aligned to major project milestones and focus on building awareness, reinforcing leadership alignment, and preparing users for upcoming changes. Training Plan and Deliverables Training is delivered through a structured, role-based training framework designed to build confidence and capability in the new ERP system. A Training Needs Analysis identifies required skills and knowledge by role, enabling the development of a targeted Training Plan and Curriculum aligned to system functionality and business processes. Training materials include a blended set of eLearning modules, instructional videos, and job aids that support both initial learning and post go live reference. A Train the Trainer program is also implemented to equip designated super users and internal trainers to support end users during deployment and stabilization, ensuring long term knowledge transfer and sustainability. Strategy for Measuring User Adoption The objective of the user adoption strategy is to ensure that Canoe Member organizations can effectively adopt and sustain use of the ERP solution following implementation. The strategy focuses on establishing clear adoption goals, measuring progress consistently, and using data driven insights to continuously improve communications, training, and support throughout the ERP lifecycle. User adoption is treated as a measurable outcome, fully integrated with Kyndryl's Organizational Change Management strategy and aligned to ERP delivery milestones, not as an assumed result of system deployment. Adoption metrics are defined early in the implementation and tracked throughout design, build, testing, deployment, and stabilization to ensure that readiness and adoption keep pace with technical progress. Adoption measurement is embedded within program governance and reviewed alongside delivery, risk, and readiness indicators, ensuring leadership visibility and timely intervention where required. Defined Adoption Objectives and Key Results At the outset of the ERP implementation, Kyndryl works with Canoe Member communities to define clear, measurable objectives and key results (OKRs) for user adoption. These objectives are aligned to the Canoe Member's operating context and the varying readiness levels of participating communities. Adoption OKRs provide a shared definition of success and establish accountability for adoption outcomes across the program. Adoption Metrics and Indicators User adoption is measured using a combination of quantitative and qualitative indicators to provide a balanced view of progress. Metrics may include training completion rates, system login and usage patterns, user activity data, process completion statistics, and survey based measures of user confidence and satisfaction. These metrics enable the Canoe Member community to understand not only whether users are accessing the ERP system, but whether they are using it effectively to perform required business processes. Monitoring and Reporting Through Kyndryl Bridge Adoption progress is tracked and visualized through centralized monitoring, reporting, and insight dashboards and reports, which provide transparency into adoption trends, highlight areas of risk, and support data driven decision making. This approach allows the Canoe Member community to maintain alignment across communities and to proactively address adoption challenges rather than responding reactively after go live. Continuous Feedback and Issue Identification Regular adoption assessments are conducted to gather user feedback and identify barriers to effective use. This includes analysis of helpdesk and support data to identify recurring issues, training gaps, or process friction affecting adoption. Feedback loops are intentionally lightweight and designed to be accessible for small communities, ensuring that adoption challenges can be surfaced without adding administrative burden. Continuous Improvement and Sustainment Insights from adoption metrics and feedback are used to continuously refine training materials, communication messaging, and post go live support. This ensures that adoption efforts remain responsive to user needs and that improvements are sustained beyond initial deployment. Where adoption targets are not being met, targeted interventions - such as refresher training, additional job aids, or focused communications - are implemented to address root causes and reinforce new ways of working.
List the training delivery methods you offer, as well as the customized training tools for Members.	Kyndryl offers targeted training delivery methods for ERP implementations, designed to support effective user adoption across Canoe Member communities, tailored for smaller public sector customers. Recognizing that Canoe Member communities vary in size, capacity, roles, and technical experience, the training approach incorporates multiple delivery methods and practical learning tools to ensure accessibility, consistency, and long term sustainability. Training Delivery Methods Training will be delivered through a blended model that provides flexibility while accommodating different learning styles, operational realities, and levels of ERP familiarity. Delivery methods include: • Instructor Led Training: Facilitated sessions for key user groups and core functional roles, focused on hands on learning and scenario based use of the ERP system. • Virtual Instructor Led Training: Live, remote training sessions that enable participation from geographically dispersed communities and reduce travel and scheduling constraints. • Self Paced eLearning: On demand modules that allow users to learn at their own pace and revisit content as needed, supporting flexible schedules common in small communities. • Train the Trainer Approach: Targeted training for designated community champions, change agents or super users who can provide local support, reinforce learning, and assist peers during go live and stabilization. • Just in Time Learning: Short, focused learning assets made available at key points in the implementation and post go live to support immediate task execution. Customized Training Tools and Materials Training content and tools are tailored to the Canoe Member's operating model and needs. Customized training tools may include: • Role Based Training Materials: Content aligned to specific roles and responsibilities, ensuring users receive only the information relevant to their day to day tasks. • Step by Step Job Aids and Quick Reference Guides: Simple, practical guides designed for easy use during daily operations. • Instructional Videos and System Walkthroughs: Short videos demonstrating common transactions and workflows to reinforce learning and support visual learners. • Practical, Scenario-Based Exercises: Our curriculum uses real-world scenarios that match your organization's unique processes in areas such as Finance, Procurement, Inventory, Payroll, and Analytics. • Custom Communication and Training Plans: We co-develop plans to support project-specific change management needs. • Centralized Training Repository: All training materials will be stored in a shared repository or learning platform to support refresher training, onboarding of new staff, and ongoing learning as the ERP solution evolves. These methods, proven in public sector projects, ensure adoption of ERP systems by equipping all user groups with relevant, accessible knowledge and practical skills. To support long term sustainability, Kyndryl emphasizes knowledge transfer and local enablement. Training delivery is aligned to ERP implementation phases and go live milestones to ensure users are prepared at the appropriate time and supported through transition and stabilization.
Explain how you assess user readiness before the system goes live.	Assessing User Readiness Before Go Live Kyndryl uses a structured, evidence-based readiness assessment approach to evaluate whether users are prepared to transition to the ERP solution prior to go live. Readiness is assessed as part of the integrated Organizational Change Management (OCM) approach and is aligned with ERP testing and deployment milestones to ensure that people readiness progresses in step with technical readiness. Stakeholder and Organizational Readiness Assessment User readiness assessment begins with a structured stakeholder readiness assessment that evaluates organizational maturity, change appetite, and potential resistance across impacted user groups. This assessment considers leadership engagement, clarity of upcoming changes, confidence in new processes, and perceived ability to adopt the ERP solution. The assessment is scaled to accommodate Canoe Member communities of varying size and capacity and provides early visibility into readiness gaps that could affect adoption or service continuity prior to go live. This includes interviews and workshops with staff, managers, and IT leaders to pinpoint gaps in skills and process alignment. Change Impact and Role Readiness Validation Kyndryl validates user readiness by confirming that identified change impacts have been addressed through communications, training, and enablement activities. This includes reviewing whether users understand how their roles, responsibilities, and day to day tasks will change in the new ERP environment. Role based readiness is assessed to ensure that training content, job aids, and support materials align with confirmed solution design and business processes. Training Completion and Capability Indicators Readiness is further assessed using tangible capability indicators, such as training completion status for required user groups and evidence that users have participated in hands on learning or scenario-based exercises. These indicators provide confidence that users have received the necessary preparation prior to cutover, without relying solely on attendance-based measures. Adoption and Readiness Metrics Monitoring Kyndryl tracks readiness and adoption indicators through structured reporting and dashboards, enabling visibility into trends, risk areas, and users requiring additional support. Metrics may include readiness survey results, training participation, early system access where applicable, and helpdesk or support signals identified during testing and mock cutover activities. This information is reviewed alongside ERP delivery status to support informed go live decisions. Go Live Readiness Checkpoints and User Testing Prior to go live, readiness findings are consolidated into readiness checkpoints aligned with deployment governance. These checkpoints highlight residual risks, confirm mitigation actions, and support leadership decision making regarding readiness to proceed. Where readiness gaps are identified, targeted interventions - such as refresher training, focused communications, or additional local support - are implemented before cutover to reduce adoption risk. We use testing and validation to verify user readiness. This includes functional user acceptance testing (UAT), scenario-based walk-throughs, and process validation. Early risk identification minimizes disruptions at launch. Continuous Support Through Stabilization User readiness assessment does not end at go live. Following deployment, Kyndryl continues to monitor adoption signals, user feedback, and support data to confirm that readiness translates into effective use of the ERP solution. This ongoing monitoring supports rapid issue resolution and a smooth transition to steady state operations across Canoe Member communities.

Explain how you ensure resource continuity throughout the duration of a project.	Kyndryl combines tailored staffing structures, structured processes, automation, and documented role management to ensure resource continuity throughout ERP projects for small and mid-sized public sector Members. Optimized Resource Modeling Kyndryl aligns ERP project staffing to each implementation phase, securing the right skills at every stage for Canoe Members. We scale teams weekly as Member requirements shift. This approach allows Canoe Members to access flexible, scalable teams, reducing downtime and ensuring consistent expertise. For example, in our Schibsted SAP S/4HANA migration, Kyndryl completed 30 phased migration waves, maintaining the same delivery team from planning through go-live, preventing any disruption of service. Knowledge Management and Transition Planning We enforce structured documentation and handover protocols at each project stage, which accelerates onboarding for new and replacement resources. Kyndryl uses automation to standardize work practices, minimizing risk from turnover or absence. Our ERP change management workshops and communication plans keep project knowledge current at all stages, so Canoe Members benefit from rapid transitions and uninterrupted delivery. Kyndryl will ensure staff understanding of Members' environments through structured onboarding and Knowledge Transfer (KT), leveraging existing documentation, formal KT workshops, and collaboration with Member stakeholders. Resources are trained on system architecture, processes, and integration points, supported by centralized knowledge repositories. The dedicated account and delivery leadership maintains a current onboarding package for our team, and provides continuity, governance, and ongoing validation to ensure alignment and operational readiness. Dynamic Capacity Management Kyndryl monitors project capacity requirements weekly, adjusting team size and skill mix using predictive tools for workload and skills forecasting. For example, in an SAP modernization for a healthcare customer, Kyndryl tracked and provisioned resource availability across five locations, sustaining continuity for payroll and finance operations during migration. Our capacity management process helps ensure that Canoe Members gain data-driven resource scaling and continuous coverage, preventing disruptions and improving cost efficiency. Role Specification and Team Resiliency For small and mid-sized public sector Members, Kyndryl defines clear role specifications at project start and validates them at each project phase. Change management workshops and transition plans prepare teams for both planned and unplanned staffing changes, minimizing skill gaps. These practices ensure Canoe Members experience consistent project progress even during personnel changes. Hypercare and Ongoing Engagement After ERP go-live, Kyndryl provides hypercare support, keeping key technical and functional staff onsite or remotely for 30-90 days to resolve post-deployment issues. For multiple SAP migrations, we have maintained the same team across all waves and ensured onsite presence during critical periods. Canoe Members benefit from immediate post-launch support and real-time issue resolution. Real Examples • Kyndryl migrated Schibsted's ERP systems across 200 VMware VMs in 30 waves, ensuring business continuity and resource consistency throughout. • We provided end-to-end Oracle ERP modernization for Yamaha Motor of Brazil, planning resource transitions and sustaining core staffing during the migration. • In a government healthcare migration, we orchestrated resources across five sites, maintaining skill coverage and managing all team changes without disruption. Benefits for Canoe Members • Access to flexible, scalable, service squads with applicable expertise • Rapid onboarding and continuity through structured knowledge management and automation • Data-driven and predictive capacity management for cost efficiency and uninterrupted project delivery • Resilient teams through role standardization, change management, and transition planning • Hypercare support post-go-live for uninterrupted operations
Describe your process for replacing a team member if a member requests a change.	Kyndryl recognizes that employee turnover is an inherent aspect of service delivery. Our approach focuses on proactively managing client expectation, institutionalizing knowledge, and ensuring continuity of service with minimal disruption. Key roles are defined with backup coverage, documented responsibilities, and clear escalation paths. Clients are informed through governance forums of any anticipated or confirmed staffing changes in advance, in accordance with contractual requirements. Process for Changing Team Members: Kyndryl will work collaboratively with the Member to manage the change efficiently with transparent communications throughout the process and in accordance with contractual requirements. Kyndryl's change process is designed to help ensure: • Continuity of service and delivery outcomes • Client transparency and prior consent (per contract terms) • Security, compliance, and data protection adherence • Controlled transition using established Change Management and Transition processes • Documented approvals through the contract's governance model Control Points or Triggers for Team Member Change: All team members are subject to appropriate screening, background checks and compliance validation prior to engagement, and operate under confidentiality and data protection agreements. During ongoing governance and performance management, the following events may trigger a resource change. These triggers are proactively monitored and managed by Kyndryl in coordination with the Member: • Performance issues or persistent non-conformance to SLAs • Capacity, capability, or geographic coverage requirements • Security or compliance findings, audit observations, or regulatory changes • Commercial optimization opportunities (i.e., cost efficiency, innovation, new technology) • Sub-contractor business continuity events (i.e., merger, insolvency, or market exit) (a) Initiation and Assessment • Change Proposal and Risk Assessment: Kyndryl or the Member may initiate a Change Proposal to assess the need for a resource change. The assessment evaluates impact to services and includes implications for scope, costs, timelines, risk, and budget. • Market Review and Due Diligence: Kyndryl conducts due diligence to identify and assess potential replacement resource including: • Capability and experience evaluation • Relevant certifications and compliance requirements • References, background checks, and financial stability • Shortlisting and internal selection review • Shortlisted candidates are reviewed internally prior to presentation to Members stakeholders or designated governance forum. • Preliminary Commercial and Contract Review: Kyndryl will work with internal legal, commercial, and delivery teams to confirm contractual viability including consent and notice requirements. This review covers: • Resource availability and transition timelines • Staff transition and onboarding requirements • Skills alignment to the agreed scope of services Findings are shared through established governance forums with the Member and relevant stakeholders. (b) Client Communication and Acceptance • Advance Notification: The Member is notified in advance in accordance with contract terms (e.g., 30-60 days), including rationale, impact assessment, and proposed timeline. • Client Briefing: Kyndryl present the Change Proposal, risk mitigation approach, security and compliance posture, and transition plan. • Formal Client Acceptance: Approval is obtained through agreed governance mechanisms (i.e., Change Advisory Board, Steering Committee, or written consent). Acceptance is documented via a Change Request (CR) or Contract Change Notice (CCN).
Detail your experience managing multi-jurisdictional or group purchasing contracts.	Kyndryl has demonstrated experience operating within group purchasing and multi jurisdictional contracting models operating under Vendor of Record (VoR) arrangements where a central buying authority establishes a compliant contract framework and individual Member organizations retain autonomy over adoption, scope, and timing. For Canoe, we would establish national contract terms, while municipalities independently determine whether and how to engage suppliers through direct award, RFQ, or statement of work call offs. Current examples where we manage multi-jurisdictional service agreements operating across multiple regions under a single governance and commercial structure include: • For the Government of Canada, we provide a wide range of services delivered to multiple Canadian jurisdictions. • For a large financial service provider, we provide coordinated executive governance, master services agreement management, and structured SOW updates across jurisdictions. • For a major airline, we support enterprise wide operations under a nationally governed services agreement, with centralized procurement, executive decision making, and consistent service delivery across jurisdictions. Across these engagements, Kyndryl operates within formal procurement frameworks, supports multi stakeholder governance, and maintains pricing, reporting, and compliance discipline required when contracts span multiple jurisdictions or Member organizations. This experience directly aligns with the needs of municipal cooperative buyers seeking a partner capable of managing centralized contracts with decentralized participation.
List anything else you would like to include as part of your offering which is complementary to the main offering of ERP Implementation Services?	Kyndryl Bridge Kyndryl Bridge is Kyndryl's AI enabled integration, observability, and orchestration platform that underpins how ERP programs are delivered, stabilized, and operated across SAP and Oracle environments. It provides a single, data driven control plane (dashboard) spanning implementation, transition, and ongoing support. Role During ERP Implementation • During ERP implementations, Kyndryl Bridge supports early visibility, risk reduction, and delivery governance by integrating project measurements, system events, and operational data into a common platform. Proposal materials explicitly reference Bridge as enabling AI driven insights, automation, and observability that improve predictability and accelerate value realization during ERP transformations. • Bridge is used in conjunction with ERP advisory, implementation, integration, data migration, and change management services to track KPIs, surface emerging risks, and support informed decision making across SAP and Oracle programs. • Kyndryl's own "Customer Zero" SAP transformation, which consolidated hundreds of applications into SAP Cloud ERP over an accelerated timeline, used Bridge to support sequencing, governance, and integration at scale. ERP Application Management and Support (Post Go Live) For steady state operations, Kyndryl Bridge is integrated with managed application services for SAP and Oracle, providing a single portal for service management, observability, and automation. • For SAP, Bridge supports AI assisted event and alert triage, SAP log analysis, batch and background job monitoring, HANA performance insights, and technical compliance monitoring. These capabilities are designed to improve system reliability and reduce business disruption. • For Oracle, Bridge integrates with managed application services to support hybrid and multicloud ERP environments, providing visibility across applications, infrastructure, and services through a unified operational view. Across both platforms, Bridge's AIOps capabilities ingest operational data ("digital exhaust") to generate actionable insights, trigger automation, and support predictive incident prevention.

	Why This Matters for Municipal Buyers For municipal ERP buyers, Kyndryl Bridge delivers: • Single pane of glass governance across ERP, integrations, and operations • Reduced operational risk during critical periods (year end close, payroll, tax cycles) • Improved auditability and transparency aligned to public sector oversight • Lower long term dependency on scarce ERP technical specialists Bridge allows Kyndryl to support municipalities not just through implementation, but through sustained, compliant, and resilient ERP operations over the full contract term. Kyndryl Agentic AI Framework (KAF) for SAP Kyndryl Agentic Framework (KAF) for SAP is an enterprise-grade AI orchestration capability designed to enhance SAP S/4HANA environments by enabling intelligent, automated execution of business processes. For Canoe Members - including municipalities, public agencies, and smaller organizations with constrained resources - KAF is specifically valuable as it reduces operational complexity, minimizes manual workload, and accelerates outcomes without requiring significant internal capacity expansion. KAF operates as an extension of SAP, fully integrated within SAP Business Technology Platform (BTP) and accessible through familiar interfaces such as SAP Fiori and Joule. Users interact using natural language, while KAF orchestrates and executes tasks across SAP modules in the background, respecting all existing security roles, approvals, and governance frameworks. For Canoe Members, the primary benefits of KAF include: 1. Reduction of Manual Work and Administrative Burden: KAF automates repetitive and time-consuming activities such as reconciliations, procurement adjustments, invoice handling, and reporting preparation. This is particularly impactful for smaller teams where staff often perform multiple roles. By reducing manual effort, personnel can focus on higher-value activities such as service delivery and community outcomes. 2. Cross-Functional Process Automation Without Additional Headcount: Municipal processes often span finance, procurement, HR, and operations. KAF enables seamless orchestration across these domains without requiring specialized integration expertise or additional staffing. Complex workflows - such as budget adjustments tied to procurement or grant funding tracking - can be executed end-to-end through a single request. 3. Improved Accuracy and Compliance: KAF operates within SAP's existing configuration and business rules, ensuring that all actions align with established policies, audit requirements, and segregation of duties. Automated execution reduces the risk of human error, improves data quality, and strengthens compliance - critical for public sector accountability. 4. Intelligent Exception Handling: Rather than requiring users to identify and resolve issues manually, KAF can detect anomalies (e.g., mismatched invoices, delayed approvals, or budget variances), analyze root causes, and propose or execute corrective actions. This reduces operational delays and improves service responsiveness. 5. Faster Process Cycle Times: By automating multi-step workflows, KAF significantly reduces the time required to complete key processes such as financial close, procurement cycles, and reporting. This enables Canoe Members to operate with greater agility, even with limited resources. 6. Scalable Capability Without Increased Complexity: KAF allows smaller organizations to access advanced AI-driven automation capabilities typically available only to large enterprises. As needs evolve, additional use cases can be enabled incrementally without requiring major system redesign or organizational restructuring. 7. Full Transparency and Auditability: All actions executed by KAF are fully traceable within SAP, with complete audit logs and visibility into decision-making steps. This ensures that automation enhances - not compromises - governance and oversight requirements. From an implementation perspective, KAF is deployed in a phased and controlled manner, allowing Canoe Members to start with targeted high-value use cases and expand over time. This approach minimizes risk, avoids disruption to ongoing operations, and aligns with the capacity constraints typical of public sector organizations. In summary, KAF enables Canoe Members to achieve enterprise-level automation outcomes - improved efficiency, reduced costs, enhanced compliance, and faster service delivery - without requiring proportional increases in staffing or technical complexity. It represents a practical and scalable approach to modernizing ERP-driven operations within the public sector. Zero-Touch Support The Kyndryl Zero-Touch SAP Support Offering is an automation-first, policy-governed approach to operating SAP technical environments that significantly reduces manual intervention, operational risk, and long-term cost while improving system reliability, compliance, and recovery outcomes. The offering is designed for large, complex, and mission-critical SAP landscapes operating across hybrid environments, including on-premises data centres, hyperscaler clouds, and high-availability disaster recovery architectures. Zero-Touch does not imply uncontrolled or unsupervised automation. Instead, it represents a progressive operational maturity model, where repetitive, low-risk SAP activities are executed automatically under defined policies, while higher-risk or non-standard activities remain subject to human approval, segregation of duties, and full auditability. This ensures operational safety while enabling a sustained shift from reactive SAP operations to predictive, self-healing, and evidence-driven service delivery. Core Principles The Zero-Touch SAP Support Offering is founded on five core principles: 1. Automation by Design - SAP Support operations are engineered to be automated from the outset using Infrastructure as Code (IaC), standardized runbooks, and workflow orchestration rather than manual, ticket-driven execution. 2. Human-in-the-Loop (HITL) Governance - Automation is gated through ServiceNow-based change and approval workflows, ensuring that autonomy is introduced only where risk is understood and controlled. 3. Closed-Loop Operations - Monitoring, analysis, execution, and learning operate as a continuous loop (observe → decide → act → learn), reducing detection and recovery times. 4. Evidence-Based Progression - Automation maturity advances only when readiness gates are met, including verified rollback procedures, tested runbooks, stable service levels, and accurate configuration data. 5. Security and Compliance by Design - Security controls, access governance, logging, and audit trails are embedded directly into automation pipelines rather than layered on post-execution. Scope of Zero-Touch SAP Support The offering covers the full SAP Support lifecycle across SAP ECC, SAP S/4HANA, and RISE-aligned environments, including: • System monitoring and technical health management • Performance and capacity optimization • Transport and change control • Patch, kernel, and version management • SAP HANA administration (HA/DR, backup, tuning) • Identity, access, and segregation-of-duties management • Disaster recovery orchestration and testing • Hybrid and cloud infrastructure integration Operational activities are progressively automated using policy-approved runbooks, executed through orchestration platforms and integrated with ServiceNow for incident, change, and configuration management. Operating Model At the core of Zero-Touch SAP Support is a closed-loop operating model. Telemetry from SAP systems, infrastructure components, and supporting platforms is continuously collected and correlated. Decision logic - based on policies, thresholds, and anomaly detection - determines whether action is required. Where permitted, remediation actions are executed automatically through runbooks; where not, they are routed for human approval. Outcomes are recorded, audited, and used to refine future automation. This model shifts SAP Support operations from manual intervention toward exception-based management, where human effort is focused on complex decision-making rather than routine operational tasks. Phased Maturity Journey Zero-Touch SAP Support is delivered through a phased approach to ensure stability and control: • Foundation & Stabilization - Establish observability, standardized runbooks, CMDB accuracy (>95%), and human-approved changes only. • Intelligent Automation - Introduce alert noise reduction, automated diagnostics, and one-click remediation for low-risk tasks. • Adaptive Automation - Enable closed-loop remediation in controlled domains (e.g., dev/test, patching) with measurable MTTR reduction and full audit trails. • Scaled Zero-Touch Operations - Achieve majority automation of standard SAP Support activities, predictive issue prevention, and automated resilience validation, with human oversight for exceptions. Progression between phases is governed by objective readiness criteria rather than timelines. Resilience and Recovery A critical component of the Zero-Touch offering is automated resilience, including: • End-to-end backup lifecycle automation • Intelligent disaster recovery orchestration based on business priorities • Automated DR testing with compliance evidence • AI-driven validation of recovery points and clean-state restoration This approach helps ensure recoverability is continuously verified and significantly reduces recovery times while maintaining compliance with regulatory and audit requirements. Governance and Control All Zero-Touch actions are executed under explicit governance controls. Every automated or human-approved action is logged, auditable, and reversible through tested rollback procedures. Change execution is linked to approved records, ensuring transparency, accountability, and alignment with public-sector oversight requirements.
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ERP software solution selection support process

Question	Answer *
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Describe your process for conducting a business needs assessment for a public sector member.	Kyndryl conducts business needs assessments using a structured, repeatable, and evidence based approach tailored to public sector environments. Each engagement begins with an assessment of the current state, including a review of existing enterprise/business processes & capabilities, systems, data requirements, governance constraints, and stakeholder interactions. We work collaboratively with business organizations, functional teams, operations, policy, and technical stakeholders through targeted interviews and facilitated workshops to understand business objectives, pain points, regulatory requirements, and service delivery expectations. This input is used to identify gaps and risks, define future state operational models and identify improvement opportunities. Based on these findings, we define clear business requirements and success criteria that are aligned to the Member's strategy, priorities, capacity and capabilities, ensuring recommendations are outcome-based, practical, achievable, and suitable for public sector implementation. The recommendations are translated into a transformational roadmap for a defined period. Kyndryl uses Kyndryl Vital as a collaborative, design-led approach to business needs assessment that focuses on co-creation and human-centered discovery. Instead of relying on predefined requirements, it brings together stakeholders, designers, and technical experts to jointly define the real business problem, uncover pain points, and align on desired outcomes. By combining data insights with user and operational perspectives, the process builds a deeper, more realistic understanding of how the organization actually functions. Through Kyndryl Vital, the assessment connects business goals with technology, processes, and user experiences in a holistic way. It maps end-to-end journeys, identifies gaps, and facilitates cross-functional ideation to shape practical solutions. The approach is iterative, meaning insights are continuously refined and validated, allowing the business needs assessment to evolve alongside changing priorities while directly informing solution design and transformation efforts.
Explain how you develop technical specifications for an ERP software.	Kyndryl develops technical specifications for ERP projects as part of a structured, architecture-led and business-aligned process. The process involves translating business requirements alongside platform strategy, as well as ERP capabilities into implementable, governed designs that fit into a broader platform ecosystem. Kyndryl first defines, with input from the Member's teams, end-to-end business processes, including all functional and nonfunctional requirements, in order to ensure the platform fulfills all the needs of the business. A full system landscape assessment is then undertaken, covering all applications and integrations. This feeds into a target-state architecture, aligned to business priorities and platform strategy. Only once these key steps are taken can the formal technical specifications be developed. Application, Integration, and Data architecture specifications, alongside security/compliance and automation specifications are developed, keeping always to guidelines of maintaining consistency across platforms, reducing customization, and ensuring long-term maintainability. The final technical specifications are actionable deliverables which feed directly into implementation teams. Some examples include reference architectures, solution design documents (SDDs), interface and integration specs, data models, deployment blueprints, migration plans, and more. In summary Kyndryl develops ERP technical specifications with a standardized methodology designed to ensure the ERP integrates seamlessly into the broader enterprise ecosystem while minimizing customization and maximizing scalability.
Describe your methodology for conducting a fit gap analysis between member needs and software capabilities.	Kyndryl will conduct a structured fit-gap analysis to evaluate the alignment between the business requirements and ERP solution capabilities, ensuring that solution decisions are driven by business value, operational priorities, and long-term maintainability. Our approach will start with business outcomes, not software features, by first identifying the client's strategic objectives, operational pain points, compliance obligations, reporting expectations, and transformation goals. This business-led foundation ensures the fit-gap exercise is focused not simply on replicating current functionality, but on enabling improved performance, standardization, and measurable business outcomes. Leveraging Kyndryl Vital workshops, we will work collaboratively with business stakeholders, process owners, and technical teams to document current-state processes and define future-state requirements across key domains such as finance, procurement, supply chain, manufacturing, human resources, customer operations, reporting, integrations, security, and data. These requirements will then be assessed against ERP capabilities through facilitated workshops and structured analysis sessions. Our methodology will use standard ERP process models as the baseline, allowing the client to evaluate requirements against leading practices rather than defaulting to legacy ways of working. This helps distinguish between processes that should be standardized, requirements that can be met through configuration, and true business or regulatory differentiators that may require alternative approaches. For each requirement, Kyndryl will determine whether the ERP solution provides an out-of-the-box fit, can be addressed through standard configuration, requires process adaptation, or represents a functional, technical, reporting, integration, or data gap. Each identified gap will be evaluated based on business criticality, delivery risk, implementation complexity, cost, and timeline impact. Kyndryl will also challenge customization carefully by assessing whether a requested exception is truly necessary, whether the underlying business process should evolve to align with ERP leading practice, and whether the need can be met through configuration, workflow, reporting, or complementary tools instead of custom development. This disciplined approach helps minimize unnecessary customization, reduce implementation risk, simplify future upgrades, and improve overall solution sustainability. The outcome of the fit-gap analysis will be a clearly documented and prioritized view of alignment between business needs and ERP capabilities, supported by a fit-gap matrix, gap assessment summary, and a decision log. These deliverables will provide actionable recommendations for process standardization, configuration, extension, third-party enablement, or phased delivery where appropriate. The results will directly inform implementation scope, solution design, roadmap planning, change management, integration strategy, and data migration planning. Through this approach, Kyndryl will help the client make informed decisions, balance business requirements with ERP best practices, and establish a practical foundation for a successful and sustainable ERP transformation.
Detail your approach to calculating the total cost of ownership for software solutions.	Total Cost of Ownership should represent the full lifecycle cost of an ERP solution over a defined evaluation period - most commonly 7 to 10 years. It goes beyond license or subscription pricing to include all one time and recurring costs required to implement, operate, support, and evolve the ERP environment. Step 1: Define the TCO Scope and Time Horizon TCO calculation starts by fixing: - The evaluation period (e.g., 10 years) - The ERP scope (modules, functions, integrations) needs to be detailed so you can evaluate and compare proposals. - User volumes and role types - Deployment model (SaaS, managed cloud, or hybrid) based on your business, technical and regulatory requirements These inputs establish the baseline against which all costs are measured and compared. Step 2: Capture One Time (Upfront) Costs One time costs are typically incurred in Year 0-1 and include: - ERP implementation and configuration - Integrations with existing systems - Data migration (often priced separately due to variability) - Testing, training, and change management - Cutover and go live support Step 3: Capture Recurring Annual Costs Recurring costs are captured by year across the evaluation period and typically include: - ERP software subscriptions or licenses - Application support and maintenance - Archiving costs for data that needs to be retained (e.g. CRA reporting) - Hosting or cloud infrastructure (if not bundled) - Managed services or AMS - Ongoing training and minor enhancements Step 4: Include Optional and Provisional Costs Well constructed TCO models also disclose: - Optional modules or future phases - Time and materials rate cards for out of scope work - Provisional services that may be required later Step 5: Apply Financial Normalization Rules Before aggregation, all costs are normalized using: - A common currency - Defined escalation or indexation rules - Consistent tax treatment (e.g., HST excluded for comparison) This prevents vendors from manipulating timing or structure to appear artificially lower cost. Step 6: Aggregate and Calculate Total TCO The pricing workbook: - Sums costs annually and cumulatively - Automatically calculates the total TCO over the evaluation period - Produces a single, auditable financial figure used for scoring and approvals Any cost not explicitly included or explained is treated as financial risk. Key Takeaway for Decision Makers ERP TCO is not a pricing exercise - it is a risk adjusted cost model. The most defensible TCO calculations are those that are fully itemized, assumption driven, and aligned to a standardized evaluation framework.

How do you confirm your firm's neutrality regarding partnerships or financial incentives you may receive from software OEMs?	We confirm our neutrality through formal governance, contractual separation, and transparent disclosure of our relationships with software OEMs. Our commercial model does not depend on steering outcomes toward a specific platform. Client recommendations are based on fit to requirements, risk, and long term cost of ownership. Where partner relationships exist, they are disclosed and do not override client interests. This approach is embedded in how we structure contracts, incentives, and delivery accountability. Proposed Approach and Solution • Separation of roles: Advisory, implementation, and managed services are structured independently from OEM software resale. Platform selection is not contingent on downstream services. • No quota driven incentives: Client facing teams are not compensated based on OEM license volume, margin, or rebate attainment. • Requirements led selection: Recommendations are anchored to documented requirements, constraints, and evaluation criteria, including functional fit, delivery risk, and total cost of ownership. • Contractual transparency: Any OEM commercial relationships, referral arrangements, or marketplace participation are disclosed as part of the commercial terms. • Single client accountability: We contract as the prime integrator accountable to the client, not to an OEM, for delivery outcomes. • Documented decision trail: Platform recommendations and trade offs are documented and retained to support governance and audit review. In addition, the Kyndryl Code of Conduct directly underpins our position on neutrality by establishing mandatory ethical standards, conflict of interest controls, and transparency requirements that apply to all employees involved in client engagements. The Code requires that business decisions be made with integrity, free from improper influence, and in the best interests of our clients. It explicitly reinforces that there are no shortcuts when it comes to trust, transparency, and ethical behavior. Compliance with the Code is not optional and is reinforced through annual certification. As a result, neutrality is not a marketing position; it is an enforceable obligation. How the Code of Conduct Shapes Our Neutrality • The Code defines standards of business ethics and values that govern how Kyndryl engages with customers, partners, and suppliers. This includes expectations around integrity, transparency, and accountability in decision making. • It establishes shared responsibility for ethical conduct across all employees, including those involved in advisory, solution design, and commercial negotiations. • The Code reinforces that doing business the right way is essential to maintaining trusted client relationships and long term growth, explicitly rejecting outcome driven shortcuts. • All employees must certify annually that they have read, understood, and will comply with the Code, reinforcing consistent behavior across engagements. • The Code requires employees to identify and avoid conflicts of interest and to raise concerns when potential conflicts arise, including those related to partner or supplier relationships. • Oversight by Kyndryl Trust & Compliance ensures that ethical standards are managed, monitored, and enforceable, not discretionary.
	n/a
	n/a

Member access to program offering

Question	Response
List the steps required for Canoe Members who want to engage with your firm to discuss their ERP implementation needs. Begin from initial contact to providing a price proposal and quotation.	Canoe Procurement Group and its Members will have access to Kyndryl Client Partner Executive, who will be the primary contact from Kyndryl. The first step is for Canoe Members to initiate the contact with Kyndryl Client Partner Executive. Adnan Dilawar Kyndryl Client Partner Executive 403-542-2683 Adnan.Dilawar@kyndryl.com Calgary, Alberta Kyndryl follows a structured presales process to address customer requirements effectively. Kyndryl Client Partner Executive will champion this presales process. Kyndryl presales cycle consists of several stages designed to deliver a comprehensive project plan and proposal, which generally includes. • Requirements gathering and elicitation • Proposal development and presentation • Negotiation on pricing and terms and conditions • Contracting
List all the information you require at minimum from Canoe members in order to provide a project plan and subsequent price proposal to Members.	To develop a project plan and corresponding price proposal, Kyndryl requires a baseline set of information from Canoe Members regarding organizational context, scope, current systems, business priorities, timeline, and delivery constraints. This information enables Kyndryl to prepare an initial view of scope, delivery approach, assumptions, and indicative effort. However, for many ERP programs, particularly where current-state documentation is limited, scope is still evolving, or business, data, and integration requirements are not yet fully defined, Members may not be in a position to provide all information at the level of detail needed to support a detailed project plan or firm price proposal. In such cases, Kyndryl would typically recommend an upfront discovery and assessment phase, which may be delivered as a separate engagement, to validate scope, clarify requirements, identify dependencies and risks, and establish a reliable basis for planning and pricing. Kyndryl can support Members in developing the required inputs through structured workshops, including Kyndryl Vital co-creation sessions, current-state assessments, and planning activities. Based on the information available, Kyndryl can generally provide either: • an indicative project plan and budgetary estimate based on stated assumptions, or • a more detailed project plan and commercial proposal following completion of a structured assessment. Kyndryl would typically require the following information from Members to begin planning and proposal development: 1. Organizational Context • Member organization name and primary contact(s) • Organizational structure (single entity, multi-entity, shared services if applicable) • Size indicators (e.g., population served, approximate staff size) • Strategic objectives for the ERP initiative (e.g., modernization, compliance, efficiency, service improvement) 2. Problem / Opportunity Definition • Description of current challenges or limitations • Key business drivers for change (e.g., audit issues, manual processes, reporting limitations) • Expected outcomes and success criteria (e.g., improved reporting, automation, compliance) 3. Current Systems & Process Landscape • Current financial or ERP system(s) in use • Core processes currently supported (e.g., general ledger, accounts payable/receivable, payroll) • Description of how current business functions are delivered (e.g., level of automation vs manual processes, reliance on spreadsheets, degree of standardization across departments) • Known inefficiencies or workarounds (e.g., spreadsheets, manual processes) • Existing integrations with other systems (if applicable) Purpose: Understanding how business functions are currently delivered enables assessment of change impact on users, including process redesign, training requirements, and adoption risk. 4. Scope of the ERP Initiative • Business functions in scope, for example: Mandatory: Finance Optional (as applicable): Payroll, Procurement, Asset Management, Utilities, Budgeting, etc. • Organizational scope (departments, entities, or regions included) • Estimated number of users and user roles • Any known future expansion or scalability requirements 5. Technology & Platform Preferences (if known) • Preferred ERP solution or vendor (if already identified) • Cloud or hosting preference (cloud, on-premises, hybrid) • Any regulatory, cybersecurity, or data residency requirements 6. Data & Migration Requirements • Estimated volume and scope of data to be migrated (e.g., number of years) • Types of data to be included (financial, payroll, assets, etc.) • Known data quality considerations (if any) • Preference for full historical migration vs partial or clean start 7. Delivery Timeline & Constraints • Desired project start timeframe • Target completion timeline (if known) • Key milestones or constraints (e.g., fiscal year-end, audit cycles) • Availability of internal resources for participation (as applicable) 8. Delivery Model Preferences • Preferred engagement model: Fully managed delivery (vendor-led) Collaborative delivery (shared responsibilities) • Preference for standardized vs customized solution approach 9. Commercial & Pricing Inputs • Budget range or funding availability (if known) • Preferred pricing model (e.g., fixed price, time & materials, subscription, phased, managed services) • Interest in phased or modular implementation approach • Any procurement or contractual constraints • Eligibility or interest in discounts and incentive programs, including: ERP vendor programs (e.g., SAP GROW, Oracle incentives) Cloud provider incentives (hyperscaler credits, consumption-based discounts) Public sector or governmental funding programs (federal, provincial, or regional) Purpose: These inputs enable alignment of the commercial model with Member financial constraints and allow Kyndryl to incorporate applicable discounts, incentives, and optimized pricing structures into the proposal. 10. Procurement Process Definition • Procurement approach (e.g., direct award via Canoe, secondary competition, internal procurement process) • Expected timelines for procurement and contract award Purpose: A clear procurement definition enables alignment of proposal structure, timelines, and commercial terms with Member-specific acquisition processes. 11. Governance & Decision-Making Structure • Identification of key stakeholders and decision-makers • Approval processes and governance structure • Preferred communication and reporting cadence
List the information which would be helpful but not mandatory for your firm to provide a project plan and price proposal to Members.	Optional Supporting Information (if available): While not mandatory, the following information may improve the accuracy and efficiency of project planning and pricing: • Current-state architecture or system documentation • As-is process documentation or policies Supporting materials such as existing assessments, process documentation, architecture diagrams, prior RFPs, or business cases can improve the speed and accuracy of planning and pricing but are not always available at the outset. Accordingly, Kyndryl's approach is to align the level of planning and pricing detail to the maturity of information provided. Where sufficient input is available, Kyndryl can prepare an indicative roadmap and proposal. Where critical inputs are incomplete, Kyndryl may recommend a structured discovery phase to establish the detail required for a dependable project plan, scope definition, and price proposal.

Scalability and staffing

Question	Answer *
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Explain how you will manage multiple, simultaneous implementation projects for different members who may have similar competing timelines. With legacy software sunseting by 2029, there will be increased demand and a bottle neck effect for demand for ERP Implementation services.	Kyndryl will manage multiple, simultaneous implementation projects through a portfolio-based delivery model rather than treating each Member project as a stand-alone engagement. As legacy software approaches sunset and support deadlines through 2029, we expect demand to compress into a shorter window. Our response to that bottleneck is to manage all opportunities through one central ERP Portfolio Office that oversees intake, staffing, sequencing, quality, and risk across all active and upcoming Member projects. Each opportunity will begin with a standard intake and readiness assessment. This will confirm the Member's target timeline, ERP scope, project complexity, data and integration needs, internal capacity, and key operational constraints. Based on that assessment, we will place the project into a defined delivery lane such as rapid replacement, standard implementation, or complex transformation. This allows us to protect urgent legacy replacement projects without disrupting larger multi-phase programs already underway. We will staff delivery using dedicated project pods supported by shared centres of excellence. Each Member will have a named Project Manager and accountable workstream leads, while specialist teams in finance, data migration, integrations, testing, organizational change management, and cutover support multiple projects using a common delivery method. This model allows us to scale across several Members at once without relying on the same few individuals for every critical activity. During peak demand periods, we will activate pre-qualified partner resources and specialist subcontractors, with clear governance, common standards, and prior disclosure and Member consent where required, while retaining one prime point of accountability. Where multiple Members have similar competing timelines, we will not manage the queue on a first-come, first-served basis alone. We will prioritize using transparent criteria: urgency of legacy replacement, operational criticality, Member readiness, financial calendar constraints, data complexity, integration dependencies, and overall delivery risk. Where necessary, we will use phased implementation and wave planning so that mission-critical capabilities go live first and lower-risk enhancements follow in later releases. This approach reduces the bottleneck effect by moving Members off unsupported systems faster while still protecting quality and control. To increase throughput without lowering standards, we will use repeatable delivery assets across all projects, including proven templates for discovery, fit-gap analysis, solution design, migration planning, testing, cutover, hypercare, and issue management. We will also apply portfolio-level capacity controls so key specialists are not over-allocated and high-risk events such as month-end close, payroll processing, year-end reporting, or multiple go-lives are not scheduled on top of one another. Independent quality checkpoints, cutover rehearsals, and hypercare plans will be mandatory for every implementation. Because Canoe serves a broad national membership, our delivery model is remote-first with targeted on-site support for workshops, testing, training, and go-live where needed. This gives Members access to the right expertise regardless of geography and keeps scarce specialist resources available across multiple provinces and territories. It also allows us to respond more quickly when timelines shift, or additional projects enter the pipeline. At the program level, we will provide Canoe with regular portfolio reporting that shows pipeline demand, active implementations, upcoming milestones, resource utilization, emerging risks, and required escalations. This gives Canoe early visibility into capacity pressure and allows corrective action before a timing conflict affects Members. In short, we will manage the expected 2029 demand surge through centralized portfolio governance, scalable staffing, repeatable delivery methods, and disciplined prioritization - not by stretching the same team across too many projects at once.
Detail how you ensure consistent pricing and service levels across all participating members.	Kyndryl recognizes that no two organizations are the same. Each organization will have a specific set of requirements that will determine the scope of the services, based on their unique journey. Kyndryl ensures consistent pricing and service levels through a single, governed commercial framework that applies uniformly to all participating Members. Initial pricing is established upfront at the Canoe contract level and made available to Members through standardized rate cards and service definitions, however Kyndryl supplied packaged solutions may fit the requirements and be better fit for price. Service delivery is governed by common service descriptions, service levels, and performance measures, regardless of Member size or location. Variations are limited to scope, requirements, and fit-to-standard. This structure ensures fairness, transparency, and repeatability across the Canoe membership. Approach to Pricing Consistency Kyndryl starts with a consistent, standardized rate card. Services are priced using the standardized rate card across all Canoe Members for services requiring a small, short duration of customized services. Members can use the rate card for all services if desired. For larger engagements, Kyndryl will provide standardized, fixed price packages for specific scopes of work. The packages will be priced based on the functional scope using standard public sector processes. Here are a few examples of work packages that may apply to many of the Members: • Core Finance • Enhanced Finance • Core Budgets • Core Procurement • Supply Chain Management • Enhanced Supplier • Human Resource Management • Payroll • Property Tax Management • Utilities Billing • Time and Attendance/Scheduling • Employee Health and Safety and Incident Management This packaged approach provides consistent baseline pricing across Canoe Members for common functional areas with standardized processes. As unique requirements arise across individual municipalities, it is necessary to accommodate exceptions to standard processes. Kyndryl will apply a consistent and transparent approach to the evaluation and pricing of such exceptions and any additional functionality required by each Member. This effort based methodology will be applied uniformly to ensure equitable and fair pricing across all Members. How Service Level Consistency Is Maintained • Standard service definitions: Each packaged service is delivered against a common scope, responsibilities matrix, and delivery model. • Uniform SLAs and KPIs: Service levels, reporting cadence, and performance measures are consistent across all Canoe Members. • Central governance: Service management, escalation paths, and issue resolution follow a single governance model, regardless of Member. • Repeatable delivery model: Kyndryl uses the same delivery standards, tooling, and quality controls for all Canoe Members.
Explain your staffing model and structure.	Kyndryl's staffing model for ERP implementations is built as a hub-and-spoke structure: a stable, Member-facing core team supported by specialized domain experts and scalable delivery resources. In practice, this combines Kyndryl Consult's advisory and implementation capabilities with onsite, local, regional, and global delivery model, allowing the team to scale by phase without losing continuity or accountability. Kyndryl also positions its staffing approach as flexible, with the ability to blend consulting, implementation, and management resources based on delivery needs. For each ERP implementation, we would assign a consistent core team that remains accountable from mobilization through go-live and hypercare. This core team would typically include an Engagement Partner or Executive Sponsor, Program Director, Project Manager, PMO lead, Enterprise/Solution Architect, and named workstream leads for Finance, Procurement, Data Migration, Integrations, Testing, Security, Reporting, and Organizational Change Management. This gives the Member one clear line of accountability while ensuring that each major workstream is led by a practitioner with direct ERP implementation experience. Around that core team, Kyndryl would deploy specialist delivery pods aligned to the selected ERP platform and the Member's priorities. Kyndryl's ERP-related offerings span advisory, migration, implementation, integration, organizational change, and managed services for major platforms such as SAP and Oracle across applications and infrastructure. This means product-specific specialists can be added when needed without changing the overall governance structure or diluting accountability. Our structure is designed to keep high-value activities close to the Member and scale repeatable delivery activities efficiently. Governance, solution design, stakeholder engagement, risk management, and critical business decisions stay with the Member-facing leadership team. Configuration support, data conversion, integration build support, test execution, release coordination, documentation, and post-go-live stabilization can then be supplemented by Kyndryl's broader delivery network. This provides local accountability with access to deeper bench strength when timelines compress, multiple workstreams peak at the same time, or specialized skills are needed quickly. We also staff by delivery phase rather than using one flat resource pool for the full program. During discovery and design, the team is weighted toward architects, functional leads, and change specialists. During build and migration, we increase technical consultants, data specialists, and integration resources. During testing, cutover, and go-live, we add dedicated QA, training, cutover, and hypercare resources. After go-live, the Member transitions to a support model that can include ongoing application management and operational support, using the same governance and escalation framework established during the implementation. In summary, Kyndryl's staffing structure is designed to provide a single accountable leadership team, direct access to experienced ERP specialists, flexible scale during peak periods, and an orderly transition into post-deployment support. This approach gives the Member the responsiveness of a dedicated implementation team together with the depth and resilience of a global delivery organization.

List the main categories of personnel for implementation project team and the certification required for each one. (technical leads, project managers etc.)	At Kyndryl, ERP implementation teams are typically organized into functional, technical, governance, and change/operations roles. Teams are structured around clear role-based accountability, with each role backed by recognized certifications to ensure delivery quality. An example of a typical selection of these resource groups is outlined below: Category 1: Governance - Key roles: Program Manager, PMO - Core certifications: PMP, PRINCE2 Category 2: Functional - Key roles: Functional Leads, Business Analysts - Core Certifications: ERP Functional certifications, CBAP Category 3: Technical - Key roles: Architects, Developers - Core Certifications: ERP Tech/Dev, Cloud certifications Category 4: Integration / Data - Key roles: Integration, Data Leads - Core Certifications: ERP Integration, CDMP Category 5: Quality/Security - Key roles: Quality Analysts, Security Specialists - Core Certifications: ISTQB, CISSP Category 6: Change - Key roles: Change Lead, Training Specialists - Core Certifications: Prosci Category 7: Operations - Key roles: DevOps, Site Reliability Engineer (SRE) - Core Certifications: Cloud, Kubernetes, ITIL These teams combine business expertise, technical architecture, and delivery governance, with certifications ensuring standardized skills. However, their success depends on cross-functional collaboration and experience, and alignment to business processes and platform architecture.
Explain if and how you use contracted resources or sub-contractors to supplement your workforce.	Kyndryl maintains a strong, permanent workforce of ERP, cloud, data, and change professionals across Canada and globally. In certain situations, we strategically supplement our core team with contracted resources or specialized subcontractors to ensure Canoe Members receive the right expertise, at the right time, and at the right cost, without compromising quality, accountability, or continuity. Why We Use Contracted Resources We will engage contracted or subcontracted resources when they provide clear value to Canoe Members, including: - Specialized or niche expertise (e.g., Canadian tax specialises, industry specific ERP extensions, regulatory reporting, advanced integrations, or localized change management) - Scalability and surge capacity to support concurrent Member projects or accelerated timelines as required - Regional or local presence, where proximity and local knowledge enhance engagements - Cost efficiency, allowing projects to access targeted expertise without carrying unnecessary long term overhead This approach aligns with Canoe's solution based RFP model and allows Members to access service depth and delivery based on their specific needs and internal policies. How Contracted Resources Are Used When subcontractors or contracted resources are used: - Kyndryl remains fully accountable for delivery, outcomes, quality, and compliance - All resources operate under Kyndryl governance, delivery standards, and security policies - Subcontractors are engaged only for clearly defined roles, with responsibilities transparently communicated to each Member organization Oversight, Risk Management, and Member Assurance To protect Canoe Members and ensure consistent outcomes: - All subcontractors are vetted for relevant experience, security, and professional credentials - Contracted resources are integrated into Kyndryl's project management, reporting, and escalation framework - Performance is monitored against defined SLAs, milestones, and quality metrics - Knowledge transfer and documentation are mandatory to ensure continuity and long term sustainability This balanced workforce model allows Kyndryl to deliver consistent, high quality ERP transformation services across Canoe's diverse national membership, while remaining adaptable to each Member's size, maturity, and transformation goals.

Technical Support

Question	Answer *
Describe the customer support services available for technical issues, including support channels, hours of availability, response and resolution targets, escalation paths, and any service-level commitments for Canoe Members.	Kyndryl provides a single point of contact for all Canoe Members for technical support. Members do not need to determine whether an issue belongs to our team, the ERP OEM, or another third party before opening a case. Support requests may be submitted through our customer support portal, by email, or by telephone. Secure remote troubleshooting sessions are provided as needed to accelerate diagnosis and resolution. We provide extended hypercare coverage during go-live, payroll runs, year-end close, and other pre-approved critical processing periods for all of our ERP implementation and support engagements. The added level of support provides Members with a confidence that critical outcomes will be completed as scheduled. Support is tailored to individual Member requirements supporting the service levels as needed. As an example starting point, standard support is available Monday through Friday during business hours designed to cover Canadian time zones, excluding statutory holidays. Critical production incidents, security events, and complete service outages are supported on a 24x7x365 basis. Our standard response and resolution targets are as follows: Severity 1 - Critical: Typical example: Production system unavailable, payroll or financial processing blocked, confirmed security incident Initial response target: 30 minutes, 24x7 Status update target: Hourly Resolution / restoration target: Workaround or service restoration target within 4 hours; continuous effort until stabilized Severity 2 - High: Typical example: Major function unavailable, significant degradation, no practical workaround Initial response target: 1 business hour Status update target: Every 4 business hours Resolution / restoration target: Workaround or action plan within 1 business day; target resolution within 2 business days Severity 3 - Medium: Typical example: Isolated functional issue, workaround available, limited user impact Initial response target: 4 business hours Status update target: Every 4 business hours Resolution / restoration target: Target resolution within 5 business days Severity 4 - Low: Typical example: Isolated functional issue, workaround available, limited user impact Initial response target: 1 business day Status update target: Weekly or as agreed Resolution / restoration target: Next maintenance update or mutually agreed timeline Response times are contractual service-level commitments. Resolution targets are managed as service objectives because final resolution may depend on OEM engineering, third-party products, customer approval cycles, or scheduled deployment windows. Where the ERP solution is delivered as a hosted or SaaS service, service availability is also governed by the applicable hosting SLA, including uptime commitments, advance notice of planned maintenance, and any related service-credit provisions. All cases follow a formal escalation path: Service Desk or Support Analyst, then Senior Functional or Technical Analyst, then Support Manager, then Product Engineering and/or ERP OEM, and finally Executive Escalation for prolonged or high-impact incidents. Any issue affecting statutory deadlines, payroll, financial close, procurement operations, or multiple departments/sites is automatically escalated and managed under an incident bridge process until service is restored.

Describe your technical support model, including the distinction between ERP OEM-provided support and partner-provided support. Identify which types of issues are handled directly by your company.	Our technical support model is Kyndryl-led and OEM-backed. Kyndryl will be the primary support interface for Canoe Members and retains end-to-end ownership of the support case, regardless of whether OEM involvement is required. In practice, this means Members contact Kyndryl first, and we manage triage, investigation, communications, workaround planning, escalation, testing, and closure. Kyndryl directly handles all Level 1 and Level 2 support and the majority of Level 3 support. This includes user access and security-role issues, configuration errors, workflow failures, report and document output issues, data import/export issues, interface and API failures, integration monitoring, environment-specific performance issues, job scheduling problems, custom extensions, form/layout issues, tenant administration, and questions related to standard system use. We also handle release-readiness review, contact assessment for customizations and integrations, and support for issues caused by configuration, business process setup, data quality, or partner-delivered enhancements. ERP OEM-provided support is used for issues that require the OEM's direct product engineering involvement. These issues typically include confirmed defects in standard product code, platform-level service incidents in OEM-managed cloud environments, defects in standard APIs or middleware owned by the OEM, security vulnerabilities in OEM-managed components, and problems requiring a hotfix, code correction, or engineering patch to the base ERP platform. Even when the OEM is engaged, the Canoe Member continues to work through Kyndryl. We open and manage the OEM case, provide the reproduction steps and business-impact statement, drive escalation, and coordinate validation and deployment of the fix. This gives Canoe Members a single accountable support partner rather than separate and potentially conflicting support paths. An additional benefit from this model is that Kyndryl will proactively address issues, such as defects in OEM software, across all Canoe Members we support.
Describe how support responsibilities are divided between your company and ERP OEM, including issue triage, root-cause analysis, and platform-level defects.	Support responsibilities are divided so that Kyndryl owns customer-facing support, triage, and operational resolution, while the ERP OEM owns correction of confirmed standard-product and platform defects. Activity: Case intake, severity assignment, and Member communication • Kyndryl responsibilities: Owns • ERP OEM responsibilities: Supports as needed, engaged by Kyndryl Activity: Initial triage and reproduction of issue • Kyndryl responsibilities: Owns • ERP OEM responsibilities: Supports as needed, engaged by Kyndryl Activity: Analysis of configuration, security, workflow, data, and business-process issues • Kyndryl responsibilities: Owns • ERP OEM responsibilities: Supports as needed, engaged by Kyndryl for troubleshooting Activity: Analysis and repair of partner-delivered reports, integrations, and customizations • Kyndryl responsibilities: Owns • ERP OEM responsibilities: Supports as needed, engaged by Kyndryl as required Activity: Determination whether issue is configuration, customization, data, or standard-product defect • Kyndryl responsibilities: Owns initial determination • ERP OEM responsibilities: Confirms for standard product/platform Activity: Platform-level outage or service incident in OEM-managed environment • Kyndryl responsibilities: Coordinates communications and workaround planning • ERP OEM responsibilities: Owns technical correction Activity: Root-cause analysis for Member-facing incident report • Kyndryl responsibilities: Owns and consolidates findings • ERP OEM responsibilities: Provides platform/code findings when applicable Activity: Standard-product defect correction, hotfix, or engineering patch • Kyndryl responsibilities: Validates and deploys as applicable • ERP OEM responsibilities: Owns Activity: Release-related regression in standard product • Kyndryl responsibilities: Opens and manages escalation, tests impact, supports workaround • ERP OEM responsibilities: Owns code correction In practical terms, our company performs the front-end triage and root-cause analysis necessary to determine whether the issue stems from configuration, master data, integrations, security design, custom development, infrastructure, or standard product behavior. Where the issue is within our scope, we resolve it directly. Where the issue is identified as a likely platform-level defect or standard-product bug, we remain the case owner but engage the OEM for deeper code-level analysis and correction. For Severity 1 incidents and recurring Severity 2 incidents, we provide a formal root-cause analysis that identifies the immediate cause, contributing factors, corrective action, and preventive action. When the root cause sits within the OEM platform or standard code base, the RCA is a joint outcome: our company provides the Member-facing summary and operational remediation plan, while the OEM provides the underlying engineering findings and fix path.
Describe how technical support interacts with OEM update and release process, including communication of upcoming releases, support for regression issues, and schedule stability.	Technical support is tightly integrated with the OEM update and release process. The Kyndryl support team monitors OEM release calendars, prerelease notices, known-issue bulletins, and release notes on an ongoing basis. Before each major release, we review the content for relevance to Canoe Members, assess the likely impact on configured business processes, integrations, reporting, and custom extensions, and communicate the upcoming release window and expected changes to affected customers. Our release communications typically include a summary of functional and technical changes, the planned release date or maintenance window, affected modules or business processes, any required customer actions, recommended regression-test scenarios, and any identified risks or dependencies. For material releases, we support validation in non-production environments and provide heightened monitoring during the immediate post-release period. When a regression issue is introduced by an OEM update, our support team treats the matter as a priority incident. We reproduce the issue, document the business impact, provide an interim workaround where possible, open an expedited OEM support case, and manage the escalation through to correction or stabilization. We also coordinate testing of the OEM fix, validate that the issue is resolved in the Member's environment, and communicate status regularly until closure. With respect to schedule stability, OEM-controlled release dates ultimately remain under the governance of the ERP OEM. Kyndryl's role is to reduce disruption and provide predictability for Canoe Members by maintaining a release calendar, communicating upcoming changes as early as practicable, flagging schedule shifts promptly when they occur, and aligning partner-delivered changes to approved maintenance windows and change-control processes. We also use reasonable change freezes around major OEM releases to reduce avoidable risk and to ensure that any defects introduced by a release can be isolated and addressed quickly.

Risk identification and mitigation plan

The purpose is to show subject-matter expertise through clear identification and management of material risks ahead of time. Listing risks with high likelihood or high impact before mitigation will not reflect negatively on the Proponent. In fact, demonstrating a thorough understanding of ERP implementation risks and their management will show depth of expertise and practical experience. Proponents should use judgment and focus only on material risks that require specialized knowledge of ERP implementations.

Generic risk frameworks or methodologies, including general project risk management, transfer of risk to client via change order will not demonstrate specialized knowledge and will score poorly. Identified risks must relate directly to ERP implementation and be detailed enough to show validity and relevance. The Proponent must explain how mitigation measures avoided or minimized negative impacts on project outcomes.

Proponents should emphasize risk and issue avoidance or mitigation tactics that helped manage budget, schedule, and scope effectively without defacto transferring the risk to client.

Risk Description *	Proposed mitigation *	How this reduces deviation on project and impact on Member. *
Inadequate end-to-end testing and weak cutover readiness ERP failures rarely come from isolated module defects alone. They usually come from end-to-end breakdowns across procure-to-pay, hire-to-retire, budget-to-actual, close-to-report, or bill-to-cash cycles.	Issue avoidance tactics: We leverage process driven tools that come predefined with a complete complement of standard processes and cross-functional test scenarios. Configuration and customization that deviates from standard processes are documented and adjusted in the tool so that test scripts align at design. This defines business-scenario-based testing from the beginning, using realistic data, real approval chains, interface dependencies, and exception paths. Entry and exit criteria are established for each test phase, and defects are prioritized by business criticality. Cutover is treated as a formal workstream with a timed runbook, environment readiness checklist, reconciliation steps, fallback criteria, and mock cutovers performed before production deployment. Mitigation tactics: If testing reveals instability or cutover risk, we establish a command centre, apply daily defect triage, enforce defect burn-down thresholds, and run targeted retests on impacted business scenarios. If necessary, we reduce deployment exposure through phased activation, tightened contingency procedures, or temporary manual controls for non-critical functions while preserving core operational continuity.	This protects budget by reducing defect leakage into hypercare and lowering emergency support demand after go-live. It protects schedule by lowering the likelihood of failed cutover or repeated deployment attempts. It protects scope by ensuring only tested, approved functionality enters production.

Legacy data conversion, cleansing, and reconciliation failure ERP implementations frequently fail to meet expectations because legacy data structures, master records, open transactions, and historical reporting needs are underestimated until late in the project. Inaccurate data migration can lead to incorrect billing, tax records, or financial reporting, directly impacting citizens and public perception.	Issue avoidance tactics: We treat data as a dedicated workstream from mobilization and leverage our own process driven, AI enabled migration tool to evaluate, design, migrate and validate data. Data owners are assigned by object, such as chart of accounts, vendors, employees, assets, tax records, customers, open payables, and open receivables. We perform early data profiling to identify duplication, missing fields, invalid relationships, and obsolete records. Our process and tool driven approach provides clear situational awareness based on fit gap against the data models in the target ERP. We define explicit rules for what will be migrated, archived, cleansed, transformed, or left behind. Multiple mock conversions are scheduled, and reconciliation is performed against agreed control totals, open balances, payroll outputs, and reporting results rather than relying on visual spot checks. Mitigation tactics: If conversion defects or reconciliation breaks begin to appear, we triage them by business and cutover impact. We create focused remediation teams by data domain, tighten data freeze controls where necessary, and use targeted cleansing and re-extraction instead of repeating full conversion cycles unnecessarily. Our tool driven approach shortens the timeline and impact for remediation activities. For lower-value legacy history, we may shift from migrate to archive-access strategy where appropriate, while preserving statutory and operational requirements.	Protection of budget, schedule, and scope: This protects budget by reducing costly post-go-live clean-up, finance reconciliation effort, and hypercare support demand. It protects schedule by preventing failed mock conversions or cutover delays. It protects scope by avoiding late expansion of historical data requirements that were not part of the agreed migration strategy.
Organizational change, training, and adoption readiness shortfalls ERP solutions can be technically sound and still fail operationally if users are not ready to work in the new processes, roles, and controls.	Issue avoidance tactics: Because Member readiness varies, we assess change capacity early and tailor the delivery model accordingly. Where a Member has limited internal communications or training capability, we assume a more hands-on role with full Organizational Change Management and Training capabilities. We use role-based training aligned to actual system tasks, identify super-users early, prepare job aids and process guides tied to the configured solution, and measure readiness ahead of go-live rather than assuming training attendance equals adoption. We engage Member's subject matter experts early and work with them to identify influencers in each functional area. SMEs and influencers are encouraged to participate early in the design process, facilitating better adoption across the organization. Mitigation tactics: If low readiness appears in testing or immediately before go-live, we intervene with focused retraining for high-risk roles, increased floor support, supervisor coaching, and simplified rollout of non-essential process variations. During hypercare, adoption-related issues are triaged separately from system defects so that process coaching can be provided quickly without overwhelming technical support channels. We leverage digital adoption platforms that transparently overlay the ERP user interface, guiding users through tasks with step-by-step, in-app walkthroughs, improving productivity and user adoption by providing AI-driven, context-sensitive support.	Protection of budget, schedule, and scope: This protects budget by reducing productivity loss, support tickets, and rework driven by improper system use. It protects schedule by preventing last-minute delays caused by inadequate business readiness. It protects scope by reducing late pressure to redesign approved future-state processes simply to mimic legacy habits.
Public-sector controls, security roles, and compliance requirements discovered too late ERP solutions can appear viable until detailed requirements emerge around approval authorities, segregation of duties, privacy, audit evidence, procurement rules, payroll controls, budget controls, and reporting obligations.	Issue avoidance tactics: We address this risk by building a public sector aligned controls and compliance matrix during discovery and linking it directly to process design, role design, workflow rules, reports, and test scenarios. Security role design runs in parallel with business process design, not after it. We validate role provisioning, segregation-of-duties conflicts, and approval routing before UAT. Where Member-specific requirements exist, such as data residency or privacy handling, these are confirmed early and translated into design decisions before configuration is far advanced. Mitigation tactics: If control or security defects emerge, we resolve them through structured impact analysis and prioritized remediation. We separate go-live-blocking issues from lower-risk optimizations, use documented compensating controls where appropriate for a short, defined period, and retest only the affected control chains instead of destabilizing the entire solution.	Protection of budget, schedule, and scope: This protects budget by avoiding expensive late-stage remediation of roles, workflows, and reports. It protects schedule by preventing security and compliance defects from halting UAT or delaying deployment. It protects scope by ensuring mandatory controls are embedded in the approved solution rather than added later as unplanned work.
Service disruption during ERP cutover and transition to production ERP cutover can disrupt critical municipal services such as billing, permitting, payroll, procurement, and customer service if data migration, integrations, access, and process changes are not carefully sequenced. Even short outages can create backlogs, public complaints, and reputational harm.	Issue avoidance tactics: We identify critical services and dependencies early and design the cutover approach around service continuity. Depending on risk, this may include phased cutover, parallel runs for selected functions, controlled interface activation, and blackout windows aligned to operational cycles. We also complete end-to-end testing and formal mock cutovers with timed runbooks, reconciliation checkpoints, contingency steps, and clear go/no-go criteria. Mitigation tactics: If cutover issues arise, we prioritize critical services, defer non-essential functions, and activate fallback or rollback procedures where needed. A command centre manages real-time triage across business, technical, data, and integration teams, supported by temporary manual workarounds and rapid exception resolution until operations stabilize.	Protection of budget, schedule, and scope: This reduces emergency remediation, extended hypercare, and failed go-live attempts, protecting budget and schedule. It also keeps service continuity requirements within the planned deployment approach, avoiding late scope expansion while preserving Member confidence and public trust.
Limited Member-side access to specialized public-sector skills, staff continuity, and adequate backfill bandwidth ERP implementations depend on a small number of Member resources who hold critical institutional knowledge in areas such as public-sector finance, payroll, procurement, budgeting, approvals, audit, privacy, security, collective agreements, legacy reporting, and statutory compliance. In many organizations, these same individuals also carry operational responsibilities for payroll cycles, month-end and year-end close, audits, budget preparation, council reporting, and day-to-day issue resolution. Where specialized public-sector skills are scarce, backfill is limited, or key personnel leave during the project, the result is often delayed decisions, incomplete design validation, weak data and test ownership, loss of business context, and rework during the most time-sensitive phases of delivery	Issue avoidance tactics: We address this risk during mobilization by identifying the critical Member-side roles needed for each phase of the ERP program and defining the required level of participation by workstream, milestone, and decision gate. Rather than assuming generic SME availability, we map specific roles for finance, payroll, procurement, HR, IT/security, reporting, data, and operational leadership, and confirm named primary and alternate resources for each. For critical rolls, backup and/or influencers are identified and encouraged to participate when time permits and kept current on project progress in relevant areas. We work with the Member to establish realistic time commitments, backfill expectations, and escalation points early, particularly for roles on the critical path. We also tailor the delivery approach to the Member's actual capacity. High-value sessions are tightly structured, supported by focused pre-read materials, recommended options, decision logs, and concise review packages so scarce specialists spend their time making decisions rather than interpreting large volumes of documentation. Workshop and approval calendars are aligned to known operational peaks such as payroll runs, budget cycles, audit periods, council dates, and financial close. To reduce dependency on any one individual, we continuously capture design rationale, business rules, configuration decisions, data mapping logic, and test outcomes in a shared project knowledge base and use cross-functional walkthroughs to spread understanding across the Member team. Mitigation tactics: If a key Member resource becomes unavailable, turnover occurs, or bandwidth drops below what is needed for critical activities, we activate a continuity plan immediately. This includes onboarding alternate or replacement resources using the documented decision history and current-state/future-state artifacts, re-confirming open decisions, and prioritizing remaining issues by business criticality. We break approval packages into smaller, faster decision increments where needed, re-sequence lower-risk activities to preserve critical-path progress, and increase targeted support from our public-sector specialists to reduce the burden on Member staff without expanding scope. Where specialized knowledge gaps threaten areas such as payroll validation, control design, data reconciliation, or cutover readiness, we provide focused advisory support, additional working sessions, and structured issue resolution workshops to close those gaps quickly. During transition periods, we increase cadence for action tracking, maintain explicit ownership for open items, and avoid allowing unresolved questions to sit between meetings and compound into schedule delays.	Protection of budget, schedule, and scope: This protects budget by reducing rework caused by delayed or uninformed decisions, minimizing the cost of re-onboarding after staff turnover, and limiting the need for emergency support during testing, cutover, and hypercare. It protects schedule by preserving continuity in critical-path decisions, data validation, payroll and finance testing, and deployment readiness even when Member availability changes. It protects scope by preventing incomplete context, staff turnover, or resource shortages from driving late redesign, unvalidated requirements, or ad hoc enhancements that fall outside the agreed implementation baseline. Our approach to this risk is not to simply require the Member to "provide more resources." It is to design and run the ERP implementation in a way that matches realistic public-sector capacity constraints while preserving continuity, decision quality, and delivery momentum.

Situational questions

Many Canadian public entities face a common challenge. They must modernize aging, highly customized ERP systems while maintaining operational stability, protecting sensitive data, working within limited budgets and managing significant organizational change. For example, many municipal systems are approaching end of life, including Dynamics GP. They also face staffing shortages, limited consulting capacity, complex integrations, and pressures to adopt cloud, SaaS, and emerging technologies without disrupting essential services.

Using this scenario, describe how your team would lead a public sector entity through this modernization challenge. Avoid using marketing material in your response.

Question	Answer *
Describe how the project team would plan and manage the transition from an on-premise or hybrid architecture to a modern cloud or SaaS platform.	As Kyndryl was previously the Global Technology Services (GTS) arm of IBM, we have extensive experience over the past decades with the transition of on premises to shared data centres and then Cloud and SaaS. Kyndryl would plan and manage the transition from an on-premises or hybrid environment to a modern cloud or SaaS ERP platform through a phased approach that integrates architecture, business process, data, security, and change management considerations. The transition would begin with an assessment of the current application landscape, infrastructure dependencies, integrations, data structures, security model, and business-critical processes to establish the scope, risks, and sequencing of the move. Based on this assessment, Kyndryl would define a target-state architecture and transition roadmap that aligns the future ERP platform, integration patterns, identity and access controls, reporting requirements, and compliance obligations with the Member's operational needs. Since ERP modernization is not only a technology migration but also a change in operating model, Kyndryl would place strong emphasis on aligning business processes to the capabilities of the target cloud or SaaS platform, minimizing unnecessary customization, and identifying where process redesign, configuration, or complementary solutions may be required. The transition plan would address data migration and archival requirements, interface conversion or replacement, environment strategy, testing cycles, and cutover planning, with particular attention to business events such as payroll processing, fiscal period close, procurement cycles, and service continuity requirements. Kyndryl executes these transitions in controlled phases, using appropriate migration waves, validation checkpoints, and parallel activities where needed to reduce disruption and manage risk. Security, privacy, identity, and governance controls would be established early and carried through design, build, testing, and deployment. The project team coordinates organizational change management, stakeholder communication, and user readiness activities to support adoption of new processes and ways of working across impacted functions. Following go-live, Kyndryl provides stabilization and hypercare support to resolve issues quickly, monitor performance and integration reliability, and transition the solution into a sustainable support model. This approach enables Members to move from legacy architecture to a modern cloud or SaaS ERP platform in a secure, structured, and business-aligned manner while reducing implementation risk and supporting long-term scalability, resilience, and maintainability.
Describe how the project team would support data cleansing, migration, and integration with other systems.	Kyndryl manages data cleansing through automated profiling, rule-based validation, and business-driven cleansing. This includes deduplication, standardization, enrichment, and master data alignment. SMEs validate critical datasets, while iterative cleansing cycles and governance policies ensure data accuracy, consistency, and readiness for migration and ongoing ERP operations. Next, Kyndryl designs a data migration strategy, including mapping legacy data structures to the target ERP platform, defining transformation rules, and establishing validation criteria. Migration is executed using automated tools and ETL pipelines, often in iterative cycles (mock migrations) to test accuracy and performance. Data reconciliation, audit trails, and business validation ensure integrity before final cutover. For integration, Kyndryl designs an API-first, event-driven architecture to connect the ERP with surrounding systems such as CRM, GIS, billing, HR, and third-party platforms. They leverage middleware (e.g., SAP Integration Suite or similar) to standardize interfaces, reduce point-to-point complexity, and enable real-time and batch data exchange. Integration patterns are documented and tested to ensure reliability and scalability. Throughout the process, Kyndryl enforces security, compliance, and data governance, including role-based access, encryption, and auditability. They also support change management and user validation, ensuring business teams are involved in data cleansing and acceptance. Finally, post-go-live, Kyndryl provides ongoing data quality monitoring, integration support, and optimization, ensuring the ERP operates with trusted data and seamless connectivity across the enterprise.
Describe how the project team would address cybersecurity, privacy, and regulatory requirements during the transition.	Kyndryl would address cybersecurity, privacy, and regulatory requirements as integrated components of the ERP transition program, beginning at project initiation and continuing through design, migration, cutover, and post-go-live support. The project team would first work with the Member to identify applicable security, privacy, regulatory, and data residency obligations, along with the sensitivity of in-scope data such as financial records, payroll or employee information, and customer or citizen information. These requirements would be translated into project controls, solution design principles, and acceptance criteria so that security and compliance are built into the transition rather than addressed as a downstream activity. The process begins with a comprehensive assessment of the current security posture, identifying gaps against standards such as ISO 27001 or NIST, and evaluating data sensitivity and regulatory requirements (e.g., data residency and privacy laws). A secure-by-design architecture is then implemented, incorporating Identity and Access Management (IAM) with least-privilege access, Zero Trust principles, network segmentation, and encryption for data at rest and in transit. Data protection is further strengthened through classification of sensitive data (e.g., PII), along with masking, tokenization, and strict access controls supported by audit trails. Kyndryl enforces governance using policy-as-code and automated controls, ensuring consistent compliance across environments, while architecture review boards validate adherence to standards. During migration and testing, Kyndryl would apply secure data handling, controlled data transfer methods, environment access restrictions, and validation procedures to protect confidentiality and integrity. Security and privacy requirements would also be incorporated into integration design, interface testing, and cutover planning to ensure that connected systems, external data exchanges, and operational processes remain compliant throughout the transition. After go-live, Kyndryl enables continuous monitoring through Security Operations (SOC), threat detection, and automated incident response, often leveraging AI-driven insights. Comprehensive logging and reporting ensure audit readiness and ongoing compliance. Kyndryl's approach ensures that security, privacy, and compliance are not add-ons but integrated, continuously enforced capabilities that protect sensitive data and support resilient, compliant operations.
Describe how the project team would approach organizational change management to support user adoption.	Kyndryl's project team approaches the challenge of ERP user adoption by embedding organizational change management (OCM) directly into the ERP modernization program to support user adoption without disrupting essential services. 1. Grounding the Approach The project team begins by developing a clear understanding of each Canoe Member's operating model and the diversity of its Member communities. This includes assessing leadership alignment, organizational capacity, reliance on legacy customizations, and the varying levels of ERP experience across communities. Early readiness and change risk assessment allows the team to scale change activities appropriately, recognizing that many communities face staffing shortages, limited access to ERP expertise, and competing operational priorities. 2. Integrating Change Management with ERP Delivery Next, OCM activities would be integrated into each phase of the ERP lifecycle - discovery, design, build, testing, deployment, and stabilization - so that people readiness advances along with technical readiness. Rather than deferring change management until late in the project, the team aligns stakeholder engagement, communications, and training planning with solution design and governance decisions. This reduces late stage resistance, supports informed decision making, and helps maintain operational stability throughout the transition. 3. Supporting Adoption in Capacity Constrained Communities Recognizing limited internal capacity, the project team emphasizes role based enablement and local support models. Training and communications are tailored for day to day tasks rather than system features, and a train the trainer approach equips designated community super users and change agents to provide local support during go live and stabilization. This approach reduces knowledge transfer and helps Canoe build sustainable internal capability over time. 4. Using Data to Guide Readiness and Go Live Decisions User readiness is assessed using data driven indicators such as stakeholder readiness assessments, training participation levels, user feedback, and early adoption signals observed during testing and mock cutover activities. These data points are reviewed alongside delivery progress and risk metrics to inform go live decisions. Where readiness gaps are identified, targeted interventions - such as refresher training or focused communications - are implemented prior to deployment to reduce adoption risk. 5. Sustaining Adoption After Go Live Following go live, the project team continues to monitor adoption trends, user feedback, and support data to ensure that readiness translates into effective system use. This ongoing focus supports rapid issue resolution, reinforces new ways of working, and helps Canoe Members transition smoothly to steady state operations.
Describe how the project team would assess the current legacy environment, including customizations, integrations, data quality, and risks.	Using our tools including Kyndryl Vital where appropriate, Kyndryl assesses a legacy environment through a structured discovery phase that combines automated analysis, architecture reviews, and stakeholder workshops to establish a clear "as-is" baseline. First, the team evaluates applications and customizations by inventorying systems, analyzing custom code (e.g., SAP ABAP), and identifying redundant or obsolete functionality. This produces a customization heatmap and highlights opportunities for simplification. Particular focus may be given to systems and applications which cover core municipal functions such as permitting and licensing, tax and revenue systems, asset/work order management, GIS, public safety, and citizen portals. Custom code and configurations are analyzed to identify heavily modified processes, regulatory dependencies, and opportunities to standardize. Next, Kyndryl assesses the integration landscape, mapping interfaces between systems like finance, billing, GIS, and third-party/state systems. Municipal environments often rely on point-to-point integrations and batch processes; we seek to identify fragile or undocumented dependencies that could pose migration risks. For data quality, the team evaluates key datasets using specialized tools including Kyndryl Data Transformation Suite (DTS) such as citizen records, property/tax data, permits, and financial data. They assess accuracy, duplication, and consistency, with special focus on compliance, reporting, and public transparency requirements. Outputs include a data quality score and remediation plan. The infrastructure assessment reviews hosting environments (cloud, on-prem, hybrid), performance, scalability, and security posture to identify readiness gaps. In parallel, operational processes are analyzed, including workflows, automation levels, and DevOps/SRE maturity, to uncover inefficiencies and bottlenecks. A comprehensive risk analysis is then performed across technical, data, integration, and business dimensions. Risks such as legacy dependencies, poor data quality, or tightly coupled systems are documented in a risk register with mitigation strategies. Finally, Kyndryl conducts a gap analysis, comparing the current state to the target platform architecture. This results in a prioritized transformation roadmap. Overall, the assessment provides a complete view of the environment, enabling informed decisions for modernization, platform adoption, or ERP transformation.
Describe how the project team would manage competing demands on internal staff and limited resourcing.	Kyndryl's project team would manage competing demands on internal staff by planning the project around the Member's operating reality, not the other way around. Kyndryl would establish one accountable Project Manager, named workflow leads, and a clear responsibility matrix so every task, decision, and escalation has an owner. At the start of the project, we would create a rolling 12-week resource plan that identifies who is needed, when they are needed, and how much time is required. This prevents the same internal staff from being pulled into too many meetings or being asked to support multiple project tasks at the same time. We would also reduce the demand on internal staff by using focused working sessions instead of large, time-consuming workshops. Finance, IT, and operational subject-matter experts would be engaged only when their input is needed for design decisions, data validation, testing, or approval. We would use pre-read materials, structured questionnaires, and decision logs so staff can prepare once and resolve issues quickly. Project activities would be scheduled around operational blackout periods such as month-end close, year-end, audit support, budget preparation, payroll cut-offs, and council reporting deadlines. Where workload spikes occur, we would actively rebalance the work. Lower-priority items would be deferred to later waves, repetitive tasks would be supported with templates and accelerators, and additional qualified consultants would be assigned to short-term peak demand areas such as data migration, integrations, testing, and cutover. This allows internal staff to stay focused on essential operations while still giving the project the decisions and validation it needs to move forward.

Describe how the project team would control costs, timelines, and risks while maintaining essential operations.	Kyndryl's project team would control costs, timelines, and risks through disciplined planning, firm scope management, and early visibility into issues. At project initiation, we would define the approved scope, milestone dates, budget baseline, decision points, and critical dependencies. Each workstream would then be managed against one integrated schedule, one risk register, and one reporting cadence. Weekly reviews would track actual progress against plan, identify variances early, and assign corrective actions before small issues become schedule or budget problems. Any requested change would be assessed for cost, timeline, operational impact, and risk before approval, which prevents scope creep and keeps the project aligned to the agreed business outcome. We would maintain essential operations by avoiding unnecessary disruption. Core processes needed for go-live would be prioritized first, while lower-value or non-essential items would be moved to later phases. We would plan cutover around the Member's business calendar and avoid high-risk periods such as month-end, year-end, budget season, audit activity, or other critical operational windows. Before go-live, we would complete data rehearsals, integration testing, user acceptance testing, security validation, and cutover rehearsals so problems are found when they are still inexpensive to fix. To further protect operations, we would use targeted training, clear work instructions, parallel run where appropriate, and a dedicated hypercare team immediately after go-live. Temporary manual contingencies would be prepared in advance for critical activities such as invoice payment, receipting, bank reconciliation, financial close, and management reporting. This approach allows the Member to maintain continuity of service while the project remains under active control for cost, schedule, and risk.
Situation: A Member is transitioning to a new ERP system. This includes the Finance module. Using plain language, propose the ideal sequence for implementing the various Finance module components. Your response should include: -which component of the Finance module should go first, second and third etc; -why are you recommending this order? Do not state that the sequence: "depends on the client".	Kyndryl recommends a foundation-first sequence for the Finance module. In simple terms, build the common accounting structure first, then turn on the transaction processes, then complete reconciliation, asset accounting, and final reporting. This order reduces rework, improves control, and makes go-live safer. 1. Finance foundation - This includes the chart of accounts, fund and department structure, fiscal calendar, approval hierarchy, security roles, supplier master data, customer master data, and core accounting rules. - Why first: This is the backbone of the entire Finance module. Every later component uses this structure. If it is not right at the beginning, the team ends up reworking payables, receivables, assets, and reports later. 2. General Ledger - This is the central book of record for the ERP. - Why second: All finance transactions eventually post to the General Ledger. Putting it in place early establishes the accounting rules, posting logic, balances, and close process that every other finance component relies on. 3. Budgeting and budget control - This includes budget setup, budget checking, and spending controls, including commitment or encumbrance controls where used. - Why third: The Member needs approved budgets and control rules in place before large volumes of live transactions begin. This helps prevent overspending and supports clean approvals from day one. 4. Accounts Payable - This includes supplier invoices, approvals, payment runs, and expense-related disbursements. - Why fourth: Paying suppliers is usually one of the highest-volume and most time-sensitive finance processes. Implementing Accounts Payable early delivers immediate operational value and stabilizes outbound payments. 5. Accounts Receivable and billing/cash receipting - This includes customer invoices, receipts, adjustments, and revenue-related transactions. - Why fifth: Once the accounting structure, posting rules, and approvals are stable, it is safer to manage incoming invoices and cash. This helps ensure revenue and receipts are recorded accurately. 6. Cash management and bank reconciliation - This includes bank accounts, cash positioning, statement imports, and reconciliations. - Why sixth: Bank reconciliation works best once both outgoing and incoming transactions are already flowing through the system. At that point, the ERP can match real payments and receipts to the bank activity. 7. Fixed Assets / capital asset accounting - This includes asset setup, capitalization rules, depreciation, transfers, disposals, and lease-related accounting where applicable. - Why seventh: Assets are often created from purchasing and payable transactions. It is easier to manage capitalization and depreciation properly once those earlier transaction flows are already working. 8. Financial reporting, dashboards, and period-end close routines - This includes statutory reporting, management reporting, dashboards, and close checklists. - Why eighth: Reports should be designed early, but the final build and validation should come after the core transaction processes are stable. That produces cleaner reports, more reliable period-end close, and less rework. A simple way to summarize the logic is: set the structure first, control spending second, process transactions third, reconcile fourth, and report last. That sequence gives the Member the best balance of control, accuracy, and operational stability during the transition.

Engagement , Marketing and Training

Line Item	Question	Response *
1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	Kyndryl's engagement and marketing strategy would be developed jointly with Canoe and supported by collaboration across Kyndryl account teams, solution leaders, and the Kyndryl Marketing team. Together, we would create a coordinated outreach approach that aligns messaging, campaign timing, stakeholder targeting, and communication channels to ensure Members receive clear, consistent, and relevant information about the ERP offering. Our approach would focus on education and awareness-building rather than promotional messaging, helping Members understand available services, implementation pathways, and the business value of ERP modernization. Engagement would be tailored to the different stakeholder groups involved. For executive stakeholders such as CAOs, CFOs, CIOs, and other organizational leaders, Kyndryl will emphasize strategic outcomes including modernization of legacy systems, improved financial visibility, stronger controls, better reporting, and long-term operational efficiency. For business and functional stakeholders, including finance, procurement, HR, and operations leaders, engagement would focus on process improvement, compliance, usability, and how modern ERP platforms can address operational challenges. For IT, security, and architecture stakeholders, Kyndryl would provide targeted discussions on integration, data migration, cybersecurity, privacy, cloud or SaaS transition, and support model considerations. Kyndryl will work with Canoe to deliver outreach through the channels Members already trust, including webinars, newsletters, events, targeted communications, and direct engagement where appropriate. The Kyndryl Marketing team would help develop audience-specific collateral, campaign content, thought leadership materials, and Member-facing communications aligned to Canoe's program objectives and the needs of different Member segments. For smaller Members or organizations with limited internal capacity, Kyndryl would emphasize simplicity, accessibility, and practical guidance, ensuring all Members can understand the offering, assess its relevance, and engage through a clear and well-supported process.
2	Collaboration between Canoe and the vendor is essential to the buy-in of group purchasing by vendors and their distribution network. What do you expect Canoe's role to be in demonstrating the value of the contract?	Canoe plays an essential role in building trust with Members. While Kyndryl can demonstrate technical depth and implementation expertise, Members rely on Canoe to confirm that the contract is competitively awarded, compliant and easy for them to use. We expect Canoe to continue setting the foundation by explaining how the contract works, why suppliers were selected and how Members can use the agreement without running a full procurement process. Canoe's endorsement helps reduce the administrative burden on Members and reassures them that they are using a vetted contract. This allows us to focus our efforts on understanding their business needs and offering the right implementation path. Canoe's guidance and validation are instrumental in creating the initial confidence that leads Members to engage with us. The support and reinforcement from Canoe are essential for building comfort and trust among its Members. Kyndryl will bring extensive technical expertise and proven implementation capabilities, which we will ask Canoe to help validate. We will work together to create a clear communication framework that Canoe can use to explain how the contract works, why certain suppliers were chosen, and how Members can take advantage of the agreement as a convenient one-stop shop. Canoe's endorsement will be crucial in fostering confidence that encourages Members to engage and move forward.
3	Describe how you will train your sales force and distribution network on the value of utilizing the group purchasing such as the Canoe contract for public sector and non for profit clients. Include details on measure you will put in place, such as type and cadence of engagement etc.	Kyndryl would manage this through its existing sales management system with pipeline inspection, account planning checkpoints, and pursuit governance. Kyndryl would position it through the same disciplined sales motions used to govern our existing strategic offerings, including account planning, opportunity qualification, deal shaping, and proposal development activities. This would ensure client-facing teams understand when the Canoe contract is applicable, how it should be positioned, and the value it offers to eligible public sector and not-for-profit clients. We would deliver initial launch training at contract start-up, supported by internal playbooks, FAQs, positioning guides, and sales portal content that clearly explain when and how to recommend the Canoe contract. The goal would be to ensure consistent contract positioning across the sales teams, while making it easy for teams to access the information and tools needed to engage Members effectively. Measures would include training completion tracking, periodic enablement sessions, and monthly leadership reviews focused on Canoe-related pipeline activity, quality of contract positioning, and lessons learned from client engagements. Feedback from meetings, proposal activity, and seller experience would be used to continuously refine messaging, strengthen enablement materials, and improve consistency across teams. This approach ensures the Canoe contract is not only understood, but actively and appropriately utilized as part of Kyndryl's broader public sector and not-for-profit sales strategy.
4	Describe your methodology and approach to a successful start up / implementation plan and ongoing review and monitoring of the contract use and promotion. Include details on measure you will put in place.	Kyndryl is a mature sales organization with a metric measurement and result focus. Kyndryl will apply a structured start-up enablement and ongoing governance to ensure successful implementation of the Canoe contract utilization and sustained promotion over time. Leveraging Kyndryl's sales management system and CRM Platform, Kyndryl would track end to end sales activities from lead generation through to contract signings. Insights from these metrics would be reviewed through a defined joint cadence with Canoe focused on contract utilization, Member engagement, and promotion effectiveness. These sessions would review pipeline activity, qualified opportunities, proposal volume, Member inquiries, outreach campaigns, and overall contract usage trends, while also addressing issues, risks, and improvement actions. Kyndryl would support ongoing promotion of the contract through coordinated outreach, updated collateral, internal seller reinforcement, and collaboration with Canoe on Member-facing activities such as webinars, newsletters, events, and targeted communications. To ensure accountability and continuous improvement, Kyndryl would implement a management system supported by defined performance measures. These would include enablement metrics such as training completion and refresh participation; engagement metrics such as Member meetings, inquiries, and campaign activity; pipeline metrics such as Canoe-qualified opportunities, proposals issued, and conversion rates. This approach ensures the contract is not only launched successfully, but actively governed, consistently promoted, measured through clear performance indicators, and continuously refined to support long-term program success.
5	How will you be monitoring the adoption and utilization of the Canoe contract by your sales and distribution network? Which key performance indicators will you be monitoring?	We intend on leveraging Kyndryl's sales management system combined with our CRM Platform. The sales management system is a metric-based management system that is reviewed weekly with Executive Leadership. Kyndryl monitors metrics such as Member inquiries, lead generation, sales stage, conversion rate, contract value, regional and /or industry results are all available through dynamic dashboards which provides visibility into which Members are using the agreement, which regions require more attention and where our teams may need additional training or support. Quantifiable benefits of enablement training, campaigns and promotions are assessed to understand the ROI of such programs. We will also review our teams' use of the contract to ensure that they are offering it consistently when speaking with eligible public-sector organizations. These measures help us understand what is working well and where we may need to adjust our approach. After Members are onboarded, the Program Management System Framework tracks the health of Member specific contracts that can be rolled up by geography or industry for an aggregate view.
6	Describe your commitment to attending and/or sponsoring Canoe member engagement events (e.g., reverse trade shows, conventions, golf tournaments, educational offerings, retreats etc.)	Kyndryl Canada's marketing and engagement strategy will support collaborative participation in Member events, recognizing the importance of Canoe and also the key conversations happening with the stakeholders attending. Participation will help us better understand regional priorities and support education on ERP modernization. Kyndryl's attendance at key Third-party conferences, CIO forums, and Tech Leadership roundtables across Canada is included as part of the marketing strategy to stay abreast of market trends, hear firsthand account challenges, and upskill our teams to better support our customers. As well, Kyndryl will look to sponsor Canoe and Member events as appropriate to further raise awareness and visibility of its services.
7	Provide details on industry and association partnerships your company has fostered over time which will be beneficial to promoting the Canoe contract in Canada.	Kyndryl Canada Limited has built strong relationships across Canada's public-sector technology and business communities over many decades. Our partnerships span municipal associations, provincial technology councils, Indigenous leadership groups, academic sector networks and health-sector digital communities. These relationships help us stay connected to local challenges and ensure our work reflects the realities of the organizations we support. We also maintain close partnerships with major technology providers, including Microsoft, Google, Amazon, SAP, Oracle. These relationships allow us to bring insights, roadmaps and best practices to Members in a way that is aligned with the broader technology ecosystem. Our presence in these communities gives us a strong foundation to promote the Canoe contract effectively. Because many Members already know Kyndryl and have worked with us on infrastructure, security or modernization initiatives, we can help them understand how the Canoe contract simplifies the procurement of ERP implementation services. These long-standing partnerships make it easier to reach diverse audiences across Canada and support consistent program awareness throughout the contract term.

Sales network

Question	Response *
Describe your company's capability to meet the CANOE Member needs across Canada or for each geographical area the Proponent wishes to do business in. Your response should address at least the following areas. a. Sales force. Please include details, such as the locations of your network of sales.	Kyndryl is well-positioned to serve Canoe Members across Canada, thanks to our extensive national footprint and robust sales network. Founded in 2021 as a spin-off from IBM, Kyndryl is headquartered in New York and operates in more than 66 countries, with a strong presence in Canada anchored by our Canadian headquarters in Ontario. Under the leadership of our country president, Brian Medeiros, we employ approximately over 2000 Kyndryl employees nationwide, with major offices strategically located in Toronto, Ottawa, and Halifax, ensuring comprehensive coverage from coast to coast. Our commitment to serving clients extends across all provinces, including Western Canada, where over 400 Kyndryl employees and partners are dedicated to supporting local organizations. As a leading provider of mission-critical enterprise technology services, Kyndryl offers advisory, implementation, and managed services to hundreds of customers in Canada and thousands of customers in more than 60 countries. 13% of our revenue is stemming from the public sector and healthcare which underscores our ongoing commitment to supporting the modernization and transformation initiatives of public sector organizations throughout Canada. Currently, our sales force is distributed across Canada as follows: Alberta: 14 BC: 9 Manitoba: 2 Nova Scotia: 2 Ontario: 157 Quebec: 29 Total: 213 Some examples of the roles we have: • Sales Enablement • Sales Operations • Deal Makers • Engagement Partners • Contract Proposal Management • Business Development Executives
Describe your how you manage government sales. Include details on the sales force and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.	Kyndryl manages public sector and government sales in a manner consistent with fair and transparent public sector procurement policies and Kyndryl's internal Business Conduct Guidelines. Our sales approach is governed by established compliance, review, and approval processes that promote integrity, fairness, accountability, and adherence to applicable procurement requirements. This includes clear standards related to ethical conduct, confidentiality, conflicts of interest, anti-corruption, and responsible engagement with public sector clients and partners. Through these controls, Kyndryl helps ensure that public sector opportunities are pursued in a compliant, transparent, and trustworthy manner. A cooperative and group procurement model in which Canoe operates provides additional engagement channels and Kyndryl envisions joint "go to market" strategies that leverages the established procurement model, while still respecting the public sector procurement policies. As a leading technology services provider, Kyndryl is well positioned to bring subject matter experts across the ERP domain to provide technical and thought leadership and business leaders to marketing events to share firsthand experiences on ERP implementations and transformations. The following outlines Kyndryl's Government Sales approach: Dedicated Public Sector Sales Force • We operate a specialized public sector sales organization that focuses exclusively on municipalities, provincial entities, federal government, broader public sector agencies, and Indigenous organizations. • Sales teams are aligned by region and sector, ensuring local awareness of Member priorities, procurement rules, and funding cycles. • Each Member is supported through a single relationship lead, ensuring consistent communication, service activation, and issue escalation. National Government & Public Sector Practice • We maintain a national Government and Public Sector industry practice, with staff located across the country who are dedicated exclusively to consulting and supporting government, public sector, and Indigenous clients. • This national bench provides deep expertise in ERP, transformation, cybersecurity, infrastructure, and public sector program delivery, ensuring consistent quality and rapid access to specialized skills for Canoe Members. Sales & Marketing in a Group Procurement Context • Our teams are trained on cooperative procurement principles, the Canoe program structure, and compliant engagement methods. • Marketing and outreach emphasize Member education, benefits of cooperative procurement, and clarity on how to access services under the Canoe agreement. • Engagements are structured to ensure that Members understand service offerings, eligibility, and how the Canoe contract simplifies acquisition and accelerates modernization.

Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	Kyndryl is ranked as Leader in 2025 ISG Provider Lens™ Digital Sustainability Report for IT Solutions and Services. The Leader designation reflects Kyndryl's positioning in the 'IT Solutions and Services' quadrant, one of the core digital sustainability capability areas assessed by ISG. The study evaluates providers based on portfolio strength, market presence and demonstrated ability to deliver measurable sustainability outcomes for enterprise clients. Kyndryl is broadening its sustainability capabilities beyond IT infrastructure into data and operational technology, leveraging its existing customer base to scale and offering solutions relevant to customers globally," said Matt Warburton, Principal Consultant and Digital Sustainability Lead at ISG. offering solutions relevant to customers globally," said Matt Warburton, Principal Consultant and Digital Sustainability Lead at ISG. • 2040: Validated our committed 2040 net-zero target and 2030 near-term emissions reduction targets through the Science Based Targets initiative (SBTi). • 85.3%: Scoring 4.5 points above industry average and near best in class on the Empathy and Inclusion Index, an aggregate of workplace trust, respect, and belonging measurements. • 100% of non-exempt employees have completed business ethics training, marking our second consecutive year with full participation "At Kyndryl, we're embracing environmental stewardship, fostering social inclusivity, and promoting good governance practices." Martin Schroeter, Chairman and Chief Executive Officer In September 2024, Kyndryl published its latest Corporate Citizenship Report outlining the actions and plans that align our corporate citizenship strategy with our mission. This includes achieving net zero greenhouse gas emissions by 2040 and a 50% reduction in global emissions including our value chain by 2030 aligned with the Science Based Targets initiative. In September 2025, we released our Fiscal Year 2025 Corporate Citizenship Report. The report highlights Kyndryl's continued progress across its three corporate citizenship pillars - Environment, People and Trust. The company's significant achievements underscore Kyndryl's ongoing commitment to sustainability, responsible innovation and inclusive growth. Highlights of Kyndryl's progress described in the report include: • Delivering an 18% reduction in total greenhouse gas emissions (GHG, market-based) compared to its fiscal 2023 baseline, supporting the company's goal of achieving net-zero emissions by 2040 and its near-term targets, validated by the Science Based Targets initiative. • Reducing total energy consumption by 15% compared to its fiscal 2023 baseline, with 58% of its purchased electricity coming from renewable sources. • Doubling the average learning hours of customer-facing employees year-over-year, with an emphasis on advanced technology training. • Launching Kinship at Kyndryl - a unified team dedicated to scaling initiatives that foster inclusion, belonging and employee well-being. • Awarding second-year grants to 12 nonprofits across 11 countries by the Kyndryl Foundation to advance cybersecurity and AI skilling and support training of more than 49,000 individuals. • Advancing Kyndryl's AI strategy and responsible AI principles by implementing a robust governance model to support the use of AI tools and technologies, as well as solutions for customers. • Enhancing Kyndryl's AI-driven sustainability services, which help organizations shape strategy, drive transformation and decarbonization, and meet regional and regulatory goals. Kyndryl's significant progress in citizenship and sustainability has earned the company several industry recognitions, including an EcoVadis Gold medal, placing it among the top five percent of participating organizations, inclusion in TIME's World's Most Sustainable Companies and Forbes' Net Zero Leaders lists and a leader ranking in the ISG Provider Lens™ Sustainability and ESG - IT Solutions and Services Report. Kyndryl has also received more than 60 workplace-related awards in the first three years of its operation as an independent company.

Addenda, Terms and Conditions

PART D -TERMS AND CONDITIONS OF THE SOLICITATION PROCESS

Proponents should structure their proposals in accordance with the instructions in the Procurement Portal.

A proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

1.1.1 Ability to Provide Deliverables

The Proponent has carefully examined the Solicitation documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the Solicitation for the rates set out in its proposal.

1.1.1.2 Non-Binding Pricing

The Proponent has submitted its pricing in accordance with the instructions in the Solicitation. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

1.1.2 Proposals in English

All proposals are to be in English only.

1.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the proponent's proposal, but not attached, will not be considered to form part of its proposal.

1.1.4 Past Performance

In the evaluation process, Canoe may consider the proponent's past performance or conduct on previous contracts with Canoe or other institutions.

1.1.5 Information in SOLICITATION Only an Estimate

Canoe and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this Solicitation or issued by way of addenda. Any quantities shown or data contained in this Solicitation or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this Solicitation.

1.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

1.1.7 Proposal to be Retained by Canoe

Canoe will not return the proposal or any accompanying documentation submitted by a proponent.

1.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

Canoe makes no guarantee of the value or volume of work to be assigned to the selected proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. Canoe may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

1.1.9 Trade Agreements

Proponents should note that (based on the Members looking to purchase under this Solicitation) this procurement process is subject to the requirements of:

- Comprehensive Economic and Trade Agreement between Canada and the European Union, Chapter 19 (Government Procurement)
- Canadian Free Trade Agreement, Chapter 5 (Government Procurement)
- New West Partnership Trade Agreement, Article 14 (Procurement) and Part V, Section C (Exceptions: Government Procurement)
- Trade and Cooperation Agreement Between Ontario and Quebec, Chapter 9
- Atlantic Procurement Agreement
- Ontario Broader Public Sector (BPS) Procurement Directive

1.2 Communication after Issuance of Solicitation

1.2.1 Proponents to Review Solicitation

Proponents should promptly examine all of the documents comprising this Solicitation and may direct questions or seek additional information in writing through the Procurement Portal on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. Canoe is under no obligation to provide additional information, and Canoe is not responsible for any information provided by or obtained from any source other than the Solicitation Contact or the Procurement Portal. It is the responsibility of the proponent to seek clarification on any matter it considers to be unclear. Canoe is not responsible for any misunderstanding on the part of the proponent concerning this SOLICITATION or its process.

1.2.2 All New Information to Proponents by Way of Addenda

This Solicitation may be amended only by addendum in accordance with this section. If Canoe, for any reason, determines that it is necessary to provide additional information relating to this Solicitation, such information will be communicated to all proponents by addendum posted in the Procurement Portal. Each addendum forms an integral part of this Solicitation and may contain important information, including significant changes to this Solicitation. Proponents are responsible for obtaining all addenda issued by Canoe.

1.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If Canoe determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, Canoe may extend the Submission Deadline for a reasonable period of time.

1.2.4 Verify, Clarify, and Supplement

When evaluating proposals, Canoe may request further information from the proponent or third parties in order to verify, clarify, or supplement the information provided in the proponent's proposal. Canoe may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

1.2.5 Restricted Communications

Proponents that fail to comply with the requirement to direct all communications to the Solicitation Contact may be disqualified from the Solicitation process. Without limiting the generality of this provision, Proponents may not communicate with or attempt to communicate with the following (unless instructed to by the Solicitation Contact):

1. any RMA director, officer, employee or agent (other than the Solicitation Contact);
2. any member of the Evaluation Team;
3. any expert or advisor assisting the Evaluation Team; or
4. any other elected official of any level of government, including any advisor to any elected official.

1.2.6 Authorized Communications, Amendments, Waivers

Proponents are advised that from the date of issue of the Solicitation through any award notification:

1. only the Solicitation Contact is authorized by CANOE to amend or waive the requirements of the Solicitation pursuant to the provisions of this Solicitation; and
2. under no circumstances shall a Proponent rely upon any information or instruction from any commissioner, officer, employee, agent of CANOE or RMA unless the information or instruction is provided in writing by the Solicitation Contact.

1.3 Notification and Debriefing

1.3.1 Notification to Other Proponents

Once an agreement is executed by Canoe and a proponent, the other proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

1.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the Solicitation Contact and must be made within sixty (60) days of such notification. The Solicitation Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at Canoe's location or by way of conference call or other remote meeting format as prescribed by Canoe.

1.3.3 Procurement Protest Procedure

Any proponent with concerns about the Solicitation process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the Solicitation process, it should provide written notice to the Solicitation Contact in accordance with the procurement protest procedures below:

A bid dispute must be submitted within 5 Business Days of the circumstances giving rise to the dispute. To submit a bid dispute, proponents must deliver a written submission containing:

1. The name, address, and telephone number of the Proponent;
2. An indication that the bid dispute is authorized by an authorized signing officer or representative of the Proponent;
3. The Solicitation number;
4. Identification of the statute or procedure that is alleged to have been violated;
5. A precise statement of the relevant facts;
6. Identification of the issues to be resolved;
7. The Proponent's argument and supporting documentation; and
8. The Proponent's proposed resolution. All documentation must be addressed to:

Attention: General Manager, Canoe Procurement Group of Canada
Canoe Procurement Group of Canada
2510 Sparrow Drive, Nisku, Alberta T9E 8N5

EMAIL: proposals@canoeprocurement.ca

Once a bid dispute has been received, the General Manager, Canoe Procurement Group of Canada will initiate a review of the matter. The General Manager will complete that review and provide a response to the proponent as soon as reasonably possible, but generally within 10 Business Days.

That response shall be the final response from CANOE regarding the bid dispute.

Filing a bid dispute does not affect a Proponent's ability to participate in ongoing or future procurement opportunities with CANOE.

1.4 Conflict of Interest and Prohibited Conduct

1.4.1 Conflict of Interest

For the purposes of this Solicitation, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

1. in relation to the Solicitation process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
2. having or having access to confidential information of Canoe in the preparation of its proposal that is not available to other proponents;
3. having been involved in the development of the Solicitation, including having provided advice or assistance in the development of the Solicitation;
4. receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the Solicitation;
5. communicating with any person with a view to influencing preferred treatment in the Solicitation process (including, but not limited to, the lobbying of decision-makers involved in the Solicitation process); or
6. engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive Solicitation process or render that process non-competitive or unfair; or
7. in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
8. could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
9. could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

1.4.2 Disqualification for Conflict of Interest

Canoe may disqualify a proponent for any conduct, situation, or circumstances, determined by Canoe, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of Canoe may be precluded from participating in the Solicitation process in instances where Canoe has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

1.4.3 Disqualification for Prohibited Conduct

Canoe may disqualify a proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if Canoe determines that the proponent has engaged in any conduct prohibited by this Solicitation.

1.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Procurement Portal.

1.4.5 Proponent Not to Communicate with Media

Proponents must not, at any time directly or indirectly, communicate with the media in relation to this Solicitation or any agreement entered into pursuant to this Solicitation without first obtaining the written permission of the Solicitation Contact.

1.4.6 No Publicity or Promotion

CANOE does not wish any Proponent, including the Ranking Proponent, to make any public announcement or distribute any literature regarding this Solicitation or otherwise promote itself in connection with this Solicitation or any arrangement entered into under this Solicitation without the prior written approval of CANOE.

If a Proponent, including the Ranking Proponent, makes a public statement either in the media or otherwise that is contrary to CANOE's wishes noted above, then:

1. CANOE may disqualify that Proponent; and
2. although CANOE intends to treat all Proposals as confidential, CANOE may disclose any information about a Proponent's Proposal to provide accurate information and/or to rectify any false impression which may have been created.

1.4.7 No Lobbying

Proponents must not, in relation to this Solicitation or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the selected proponent(s).

1.4.8 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of Canoe; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this SOLICITATION.

1.4.9 Supplier Suspension

Canoe may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

1. illegal or unethical conduct as described above;
2. the refusal of the supplier to honor its submitted pricing or other commitments;
3. engaging in litigious conduct, bringing frivolous or vexatious claims in connection with Canoe's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or

4. any conduct, situation, or circumstance determined by Canoe, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, Canoe will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by Canoe in making its final decision.

1.5 Confidential Information

1.5.1 Confidential Information of Canoe

All information provided by or obtained from Canoe in any form in connection with this Solicitation either before or after the issuance of this Solicitation:

1. is the sole property of Canoe and must be treated as confidential;
2. is not to be used for any purpose other than replying to this SOLICITATION and the performance of any subsequent contract for the Deliverables;
3. must not be disclosed without prior written authorization from Canoe; and
4. must be returned by the proponent to Canoe immediately upon the request of Canoe.

1.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by Canoe. The confidentiality of such information will be maintained by Canoe, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by Canoe to advise or assist with the Solicitation process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this Solicitation, questions are to be submitted to the SOLICITATION Contact.

1.6 Procurement Process Non-Binding

1.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty, and without limitation:

1. this Solicitation will not give rise to any Contract-A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
2. neither the proponent nor Canoe will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this Solicitation.

1.6.2 No Contract until Execution of Written Agreement

This Solicitation process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and Canoe by this Solicitation process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

1.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of Canoe to enter into an agreement for the Deliverables.

1.6.4 Cancellation

Canoe may cancel or amend the Solicitation process without liability at any time.

1.6.5 Competition Act

Under Canadian law, a Proponent's Proposal must be prepared without conspiracy, collusion, or fraud. For more information on this topic, visit the Competition Bureau website at <http://www.cb-bc.gc.ca/eic/site/cb-bc.nsf/eng/01240.html>, and in particular, part VI of the *Competition Act*, R.S.C. 1985, c. C-34.

1.7 Rights of Canoe Procurement Group of Canada – General

In addition to any other express rights or any other rights which may be implied in the circumstances, CANOE reserves the right to (in its sole discretion):

1. make public the names of any or all Proponents;
2. request written clarification or the submission of supplementary written information from any Proponent and to incorporate such clarification or supplementary written information into the Proponent's Proposal;
3. waive formalities and accept Proposals that substantially comply with the requirements of this Solicitation;
4. contact or not contact any or all references provided by the Proponent;
5. verify with any Proponent or with a third party any information, or check references other than those provided by Proponents, as set out in a Proposal;
6. disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information, or any Proponent whose reasonable failure to cooperate with CANOE impedes the evaluation process, or whose Proposal is determined to be non-compliant with the requirements of the Solicitation;
7. disqualify any Proponent that has a Conflict of Interest or Unfair Advantage, or where reasonable evidence of any Unfair Advantage or Conflict of Interest is brought to the attention of CANOE, and CANOE determines that no reasonable mitigation is possible, or that the Proponent has not taken sufficient steps to promptly address such matters to the satisfaction of CANOE;
8. disqualify any Proponent that is bankrupt or insolvent, or where bankruptcy or insolvency are a reasonable prospect;
9. disqualify any Proponent that has engaged in significant or persistent deficiencies in performance of any substantive requirement or obligation under a prior contract or contracts;
10. disqualify any Proponent if the Proponent, or any officers, directors or other key personnel of the Proponent:
 - a. are subject to final judgments in respect of serious crimes or other serious offences; or
 - b. have engaged in professional misconduct or acts or omissions that adversely reflect on the commercial integrity of the Proponent – including where there is any evidence that the Proponent or any of its employees or agents colluded with any other Proponent, its employees or agents in the preparation of its Proposal, or have made false declarations to CANOE;
11. disqualify any Proponent if the Proponent has failed to pay taxes;
12. make changes, including substantial changes, to this Solicitation provided that those changes are issued by way of addenda in the manner set out in this Solicitation;
13. accept or reject a Proposal if only one Proposal is submitted;
14. accept any Proposal in whole or in part;
15. reject a subcontractor proposed by a Proponent within a consortium;
16. reject a Proposal:
 - a. if CANOE or RMA has initiated a dispute, claim or litigation with that Proponent;
 - b. if that Proponent has initiated or is involved in a dispute, claim or litigation against CANOE or RMA that CANOE or RMA considers to be frivolous, vexatious, without merit and/or unreasonable;
 - c. if the Proponent has failed to satisfy an outstanding debt to CANOE or RMA;
 - d. if the Proponent has a history of illegitimate, frivolous, unreasonable or invalid claims;
 - e. if the Proponent provides incomplete, unrepresentative or unsatisfactory references; or
 - f. if CANOE determines that it would not be in the public interest to accept the Proposal;
 - g. select a Proponent other than the Proponent whose Proposal reflects the lowest cost to CANOE; or
 - h. cancel this Solicitation process at any stage (without providing reasons), and thereafter issue a new request for proposals, request for qualifications, engage in limited tendering, or take no further action in respect of the matters contemplated by this Solicitation.

By submitting a Proposal, the proponent authorizes the collection by CANOE of the information identified in this Solicitation which CANOE may request from any third party.

1.7.1 No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this Solicitation.

1.7.2 Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by Canoe to the advisers retained by Canoe to advise or assist with the Solicitation process, including with respect to the evaluation of this proposal.

1.8 Governing Law and Interpretation

These Terms and Conditions of the Solicitation Process (PART D):

- 1. are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- 2. are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- 3. are to be governed by and construed in accordance with the laws of the province of Alberta and the federal laws of Canada applicable therein.

End of PART D



I have the authority to bind the Proponent.

- Adnan Dilawar, Client Partner Executive, Kyndryl Canada Limited

Conflict of Interest

The proponent must declare all potential Conflicts of Interest or unfair advantages as described in this Solicitation. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; AND (b) were employees of Canoe within twelve (12) months prior to the Submission Deadline.

By Selecting "NO" in the box below, the Proponent declares that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Solicitation.

☒ Yes ☐ No

The Proponent is deemed to have read and taken into account all addenda issued by Canoe.

Please check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum 02 CAN-2025-002 Fri March 6 2026 02:04 PM	☒	11
Addendum 01-CAN-2026-002 Tue February 24 2026 04:24 PM	☒	1

Schedule “B1”

PRICING

Schedule “C”

MARKETING AND PROMOTION OF AGREEMENT

Once the Agreement is awarded, the Supplier will meet with Canoe to discuss an effective launch strategy, and shall provide:

- Supplier’s contact information;
- Customer engagement strategy;
- Access to knowledge sharing materials (e.g., webinars);
- Escalation process;
- Marketing materials, and,
- Other relevant materials.

To support Members, Canoe and the Supplier will work together to encourage the use of the Agreement resulting from this RFP.

The Supplier will actively promote the Agreement to Members by:

- Educating and creating awareness within their dealer and distribution networks about group purchasing, Canoe Procurement Group and the use of Canoe contract by Members;
- Conducting sales and marketing activities directly to onboard Members;
- Providing excellent and responsive Members support;
- Identifying Members savings; and
- Identifying improvement opportunities (e.g., planning priorities, multi-year projects).

Canoe will promote the use of the Agreement with Members by:

- Using online communication tools to inform and educate;
- Holding information sessions and webinars, as required;
- Attending, when appropriate, Members and Supplier events;
- Facilitating Member engagement, where appropriate;
- Providing effective business relationship management;
- Managing and monitoring Supplier performance;
- Facilitating issue resolution; and
- Marketing Supplier promotions.

Schedule "D"

SAMPLE SALES REPORT



Supplier Name: OFFICE SUPPLY COMPANY
 Canoe Contract Number: CAN-2024-III
 Month: June
 Year: 2024

CANOE SUPPLIER ADMIN FEE TEMPLATE
 Monthly Submission of Data Required

Member Number	Member Name	Province	Branch (if applicable)	Date of Purchase	Transaction Date	Accounting Date	PO #	Invoice #	Item Description	Category (Parts / Labour / Service)	Item cost	Miscellaneous	Freight	Subtotal	PST	GST/HST	Total Invoice	Amount eligible for Admin Fee	Admin Fee Rate	Admin Fee to Canoe
AB1603	SAMPLE ONLY County of your County	AB	ED	3/5/2024	3/5/2024	3/5/2024	555662	9955623	Pens	Parts	5.32	-	-	5.32	-	0.27	5.59	5.32	5.00%	0.27
AMM5002	SAMPLE ONLY RM of your town	MB	WN	2/1/2024	2/25/2024	3/1/2024	TR33556	9955624	Trays	Parts	552.30	0.20	0.50	553.00	33.18	27.65	613.83	552.30	5.00%	27.62
SAR1222	SAMPLE ONLY Town of At Home	SK	RG	12/23/2023	1/31/2024	3/1/2024	202403jj	9955625	Whiteboard	Parts	1,555.20	-	20.30	1,575.50	110.29	78.78	1,764.56	1,555.20	5.00%	77.76
TOTALS											2,112.82	0.20	20.80	2,133.82	143.47	106.69	2,383.98	2,112.82	5.00%	105.64