

### Amendment to Unilever Purchasing Agreement UPA Ref no. NOE001

We refer to the Framework Agreement for Consultancy and Other Services entered into between Unilever Business and Marketing Support AG ("Unilever") and Thorogood Associates Limited, ("the **Supplier**") dated 21<sup>st</sup> April 2014 (the "**Agreement**").

Amendment Effective Date: 1<sup>st</sup> December 2014

The parties agree to amend the above mentioned Agreement as follows:

#### Amendments

Inclusion of Schedule 10

### **SCHEDULE 10 - SERVICE LEVEL AGREEMENT**

The parties agree that each Supplier shall measure Key Performance Indicators and Service Levels (SLs) as described in this Schedule.

The following KPIs shall be measured by the Supplier across all SOWs:

**Table 1: MSA Service Levels and Key Performance Indicators**

KPI	Description	Definition	Measure target	Source and Reporting	Measured
KPI	Overall Expense Rate	The total value of expenses billed to Unilever in a month across all extant SOWs expressed as a percentage of the total Fees billed to Unilever in that month.	Measure: TBC Target: <5%	Figure to be taken directly from the latest billing/finance report to be provided by the Supplier	Monthly
KPI	SoW turnaround time	For each SoW preceded by a request calculated from the Business days elapsed from when a SOW Request is received to the date when 1st draft of SoW is sent to Unilever. From this the 12 month rolling average turnaround for applicable SoWs delivered for the period	Measure: ≤ 15 schedule days = Green > 15 and ≤ 24 schedule days = Amber > 24 schedule days = Red	Supplier	Monthly

KPI	Number of escalations to Unilever	The number of escalations from UL to UL contract management made pursuant to Schedule 4 clause 3 of the Agreement in the relevant month.	-	1. Escalations reported to UL contract management team and issued to the Supplier 2. Trend over rolling 12 month period Unilever to keep track of the escalations in the escalation log	Monthly
KPI	Project Services Day Rate (Rolling)	12 month rolling average blended rate for projects in flight (weighted by the number of days of a particular rate consumed)	Reported value	1. RAG status for current month. 2. Trend over rolling 12 month period	Monthly
KPI	Project Services Resource Mix (Rolling)	All Projects: aggregate actuals for all projects delivered over the last 12 months split between onshore and offshore and turned into a % and a ratio. Where $\text{offshore \%} = \frac{\text{offshore mandays}}{\text{onshore} + \text{offshore mandays}}$	Measure: onshore/offshore ratio	1. RAG status for current month. 2. Trend over rolling 12 month period	Monthly

KPI	Client satisfaction score, as measured by the responses to the questions in Annex 1 to this Schedule 10	Supplier assessment against defined set of questions	Measure: Unilever assessment Target score: 4	UL measure it through stakeholder reviews	Quarterly/Annually
KPI	Post Implementation Review (PIR)	Average for the supplier performance PIR score across all projects which effort is 250+ man effort completed in the month.	Measure: $\geq 7$ = Green 6-7 = Amber $< 6$ = Red Target: 7.5	1. Average score for month (RAG status) 2. Trend over rolling 12 month period PIR template and Questionnaire in Annex 3 of this Schedule 10	

#### **Service Credits (applicable to both AD and AM Service Levels)**

The Parties agree that a service credit regime shall be agreed within 180 days of the Effective Date of this Service Level Agreement, except for any AM SOW, for which service credits shall be defined in the SOW and shall apply from 1<sup>st</sup> January 2015.

The total amount of Service Credits payable in any month shall in no event exceed the Service Credit Cap. The Service Level Cap is, for AD related SoW and SoW Change Requests, 10% of the monthly aggregated Charges related with all AD SoWs including SoW Change Requests being billed to Unilever during that month, and for AM related SoW and SoW Change Requests, 10% of the monthly Charges for each AM SoW including SoWs Change Requests billed to Unilever during that month. If the Charges related with a SoW including SoW Change Requests have been billed in advance, the amount will be prorated by the number of months that the SoW including SoW Change Requests covers and included as part of the monthly Charges.

#### **Governance & Service Level Reporting (applicable to both AD and AM Service Levels)**

The Supplier and Unilever shall mutually agree to a governance model and a bi-monthly governance meeting. The Supplier shall provide a monthly service report to Unilever no later than [10] Business Days following each calendar month end including but not limited to:

- KPI and Service Levels results for AD and AM related SoW for the previous month
- Charges per SoW (AD and AM) including SoW Change Requests for the previous month

Remedy data will be used for reporting all AM Service Levels. All incidents resolved in Supplier Resolver group queues for which Supplier is accountable with respect to AM Service Levels will be measured to judge the performance of Supplier. Any exceptions will be recorded by the Supplier and presented to Unilever for review along with clear actions and timelines during weekly review/monthly governance calls.

#### **Table 2: AD KPIs and Service Levels**

The following KPIs and SLs shall apply to any SOW that are entered into by a Supplier and relate to the provision of Application Development (AD) type services. For the avoidance of doubt, the KPIs and SLs shall not apply to Application Management (AM) type services.

SL	Description (see Annex 2 to Schedule 10)	Measured	Target	Service Credit calculation percentage of the Service Credit Cap
SL	Defect level during SIT (System Integration Testing)	Monthly		30%
SL	Defect level during UAT	Monthly		30%
SL	On Time Delivery %	Monthly		20%
SL	On Budget Delivery	Monthly		20%

#### Calculation of AD Service Levels

The Parties shall agree the target assigned to each Service Level within the 180 day period following the Effective Date of this Service Level Agreement and shall review the calculation of AD Service Levels within this period.

Only Service Levels (and not KPIs) shall be considered in the calculation of service credits.

A Service Level shall attract service credits if and only if the Supplier fails to achieve the relevant Service Level target for three (3) consecutive months or for any three (3) months within a six (6) month period.

The Supplier agrees that its failure to achieve target for 50% of all Service Levels for five (5) consecutive months or for five (5) months within a six (6) month period shall constitute a material breach which shall entitle Unilever to terminate the relevant SOW under clause 12.2.1 of the Agreement. This termination shall not release the Supplier to pay Service Credits as described in this clause for the period of time the Service Levels have not been achieved.

The Service Credits arising for a breach of each AD Service Level are set out in Table 2 above.

The Service Levels shall be measured by project. Every three months, the Supplier shall consolidate, in aggregate, the Service Levels achieved and not achieved and compared them against agreed targets as set out in Table 2. If a Service Level is not achieved, Service Credit shall be triggered in relation with the not achieved Service Level that shall be calculated by applying the Service Credit calculation percentage of the Service Credit Cap as set out in Table 2 over the monthly aggregated Charges related with all AD SoWs including SoW Change Requests and not only with the Charges related with the AD SoWs including SoW Change Requests where the Service Level has not been achieved for the period that the Service Level has not been achieved.

#### AM KPIs and Service Levels

The following KPIs and SLs shall apply to any SOW that is entered into by a Supplier and relates to the provision of Application Management (AM) type services. For the avoidance of doubt, the KPIs and SLs shall not apply to any SOW for Application Development (AD) type services.

Response time is defined as the time between the Incident record being created and ownership being assumed. This is reflected in the Service Management application by setting the status to 'Works In Progress'.

Resolution time is defined as the time between the Incident record being created and service

being restored. This is reflected in the Service Management application by setting the status to 'Resolved'.

For the response time and resolution time service levels, the relevant priority of an incident shall be determined as follows:

**Table 3: Service Criticality Definition**

SC Class System Availability Requirement

SC Class	System Availability Requirement
Class 1	<ul style="list-style-type: none"> <li>· System unavailability that will stop, or have the potential to stop significant parts of the business operation, will have an immediate impact upon users and result in lost revenue.</li> <li>· Service failure that will immediately cause significant security risks and loss of confidentiality or data integrity.</li> <li>· A failure that may lead to adverse publicity affecting Unilever share movement.</li> </ul>
Class 2	<ul style="list-style-type: none"> <li>· System unavailability that will seriously degrade or have the potential to seriously degrade parts of the business operation, rapidly impact upon Customers and could result in lost revenue.</li> </ul>
Class 3	<ul style="list-style-type: none"> <li>· System unavailability will degrade parts of the business operation, but Customer impact or revenue loss will not be felt for 1 to 3 days.</li> <li>· Supported desktops / laptops unavailable</li> </ul>
Class 4	<ul style="list-style-type: none"> <li>· System unavailability will impede parts of the business operation, but Customer or revenue impact will not be felt for 3 days or more.</li> </ul>

**Table 4: Impact Codes**

Impact Codes	Descriptions	Examples
High	Loss or potential loss of service or functionality with critical impact to the business. This will result in significant loss of revenue, customer service, production, corporate reputation or financial control (including exposure to significant security risks or new viruses). Unavailability of VIP laptop or desktop system.	<ul style="list-style-type: none"> <li>· All or some business areas are affected</li> <li>· Business critical service cannot be used</li> <li>· Data loss for critical service</li> <li>· Security breach</li> </ul>
Medium	Loss or potential loss of service or functionality which will degrade parts of the business operations. Unavailability of Non-VIP laptop or desktop system.	<ul style="list-style-type: none"> <li>· Some business areas are affected</li> <li>· Performance issues with business critical service</li> <li>· Subsystems of critical services cannot be used</li> <li>· Data loss for non-critical central service</li> </ul>
Low	which has limited impact on business operations.	<ul style="list-style-type: none"> <li>· One or more users are affected</li> <li>· Non-critical service performance issues.</li> </ul>

The priority matrix takes the "service criticality class" and "impact code" to determine the appropriate Priority Level. It is this assignment that will determine the appropriate response and resolution times.

**Table 5: Priority Matrix**

	Business Impact		
Service Criticality	High	Medium	Low
SC 1	Urgent P1	Urgent P1	Medium P3
SC 2	Urgent P1	High P2	Medium P3
SC 3	High P2	Medium P3	Low P4
SC 4	Medium P3	Low P4	Low P4

The Supplier shall use reasonable endeavours to meet the Service Levels set below in Table 8.

**Table 6: Target Response and Resolution Times**

SL	Priority	Response Time	Resolution Time	Resolution within SLA	Service Hours
SL	P1 - Urgent	15 minutes	4 elapsed hours	80% of Incidents	24x7
SL	P2 - High	30 minutes	8 elapsed hours	80% of Incidents	24x7
SL	P3 - Medium	8 business hours	24 business hours	80% of Incidents	8x5 (Local Time)
SL	P4 - Low	24 business hours	168 business hours	80% of Incidents	8x5 (Local Time)

Note: a) With the exception of Urgent P1 & P2 Incidents, all response and resolution times are calculated using the respective country's business working hours and business holiday hours as stated in the respective SoW. No consideration is taken of the hours that the resolution teams operate.

#### **Governance & Service Level reporting (applicable to both AD and AM Service Levels)**

The Supplier and Unilever shall mutually agree to a governance model and a bi-monthly governance meeting. The Supplier shall provide a monthly service report to Unilever no later than [10] Business Days following each calendar month end including but not limited to:

- KPI and Service Levels results for AD and AM related SoW for the previous month
- Charges per SoW (AD and AM) including SoW Change Requests for the previous month

Remedy data will be used for reporting all AM Service Levels. All incidents resolved in Supplier Resolver group queues for which Supplier is accountable with respect to AM Service Levels will be measured to judge the performance of Supplier. Any exceptions will be recorded by the Supplier and presented to Unilever for review along with clear actions and timelines during weekly review/monthly governance calls.

#### **Calculation of AM Service Levels**

For each AM SOW, the total amount of Service Credits payable in a month shall be limited to 10% of the relevant monthly Charges under that SOW and associated SoW Change Requests. If the Charges related with that SoW including SoW Change Requests have been billed in advance, the amount will be prorated by the number of months that the SoW including SoW Change Requests covers and included as part of the monthly Charges.

Only Service Levels (and not KPIs) shall be considered in the calculation of service credits.

A Service Level shall attract service credits if and only if the Supplier fails to achieve the relevant Service Level target for three (3) consecutive months or for any three (3) months within a six (6) month period.

The Supplier agrees that its failure to achieve target for 50% of all Service Levels for five (5) consecutive months or for five (5) months within a six (6) month period shall constitute a material breach which shall entitle Unilever to terminate the relevant SOW under clause 12.2.1 of the

Agreement. This termination shall not release the Supplier to pay Service Credits as described in this clause for the period of time the Service Levels have not been achieved.

The tables below 7, 8 and 9 provides the percentage of the monthly Charges under the relevant SOW associated with each Service Level used to calculate Service Credits arising from a breach of that AM Service Level shall be agreed in the relevant AM SOW by Service Criticality. The sum of such percentages shall add up 10%. The percentage of the monthly Charges under the relevant SOW associated with each Service Level used to calculate Service Credits may be changed in the relevant AM SOW.

**Table 7: AM Service Levels (to apply to Connect and non-Connect AM) Service Criticality 1 and 2 (SC1 and SC2)**

SL	Metrics	Definition	Frequency	Target	Service credit calculation
AM SL 1	Response time	P1 (urgent) – 15 minutes, 24x7	Monthly	80% of incidents are responded to within the relevant response time from the Supplier first being made aware of the incident	2% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 2	Response time	P2 (high) – 30 minutes, 24x7	Monthly	80% of incidents are responded to within the relevant response time from the Supplier first being made aware of the incident	1.5% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 3	Response time	P3 (medium) – 8 business hours, 8x5 local time	Monthly	80% of incidents are responded to within the relevant response time from the Supplier first being made aware of the incident	1% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 4	Response time	P4 (low) – 24 business hours, 8x5 local time	Monthly	80% of incidents are responded to within the relevant response time from the Supplier first being made aware of the incident	0.5% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 5	Resolution time	P1 (urgent) – 4 elapsed hours, 24x7	Monthly	80% of incidents are resolved within the relevant resolution time from the Supplier first being made aware of the incident	2% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured

AM SL 6	Resolution time	P2 (high) – 8 elapsed hours, 24x7	Monthly	80% of incidents are resolved within the relevant resolution time from the Supplier first being made aware of the incident	1.5% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 7	Resolution time	P3 (medium) – 24 business hours, 8x5 local time	Monthly	80% of incidents are resolved within the relevant resolution time from the Supplier first being made aware of the incident	1% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 8	Resolution time	P4 (low) – 168 business hours, 8x5 local time	Monthly	80% of incidents are resolved within the relevant resolution time from the Supplier first being made aware of the incident	0.5% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured

**Table 8: AM Service Levels (to apply to Connect and non-Connect AM) Service Criticality 3 (SC3)**

SL	Metrics	Definition	Frequency	Target	Service credit calculation
AM SL 1	Response time	P2 (high) – 30 minutes, 24x7	Monthly	80% of incidents are responded to within the relevant response time from the Supplier first being made aware of the incident	3% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 2	Response time	P3 (medium) – 8 business hours, 8x5 local time	Monthly	80% of incidents are responded to within the relevant response time from the Supplier first being made aware of the incident	1% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 3	Response time	P4 (low) – 24 business hours, 8x5 local time	Monthly	80% of incidents are responded to within the relevant response time from the Supplier first being made aware of the incident	1% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured



AM SL 4	Resolution time	P2 (high) – 8 elapsed hours, 24x7	Monthly	80% of incidents are resolved within the relevant resolution time from the Supplier first being made aware of the incident	3% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 5	Resolution time	P3 (medium) – 24 business hours, 8x5 local time	Monthly	80% of incidents are resolved within the relevant resolution time from the Supplier first being made aware of the incident	1% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 6	Resolution time	P4 (low) – 168 business hours, 8x5 local time	Monthly	80% of incidents are resolved within the relevant resolution time from the Supplier first being made aware of the incident	1% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured

**Table 9: AM Service Levels (to apply to Connect and non-Connect AM) Service Criticality 4 (SC4)**

SL	Metrics	Definition	Frequency	Target	Service credit calculation
AM SL 1	Response time	P3 (medium) – 8 business hours, 8x5 local time	Monthly	80% of incidents are responded to within the relevant response time from the Supplier first being made aware of the incident	3% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 2	Response time	P4 (low) – 24 business hours, 8x5 local time	Monthly	80% of incidents are responded to within the relevant response time from the Supplier first being made aware of the incident	2% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
AM SL 3	Resolution time	P3 (medium) – 24 business hours, 8x5 local time	Monthly	80% of incidents are resolved within the relevant resolution time from the Supplier first being made aware of the incident	3% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured

AM SL 4	Resolution time	P4 (low) – 168 business hours, 8x5 local time	Monthly	80% of incidents are resolved within the relevant resolution time from the Supplier first being made aware of the Incident	2% of the relevant monthly Charges under the SOW and associated SoW Change Requests being measured
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## **Annex 1 to Schedule 10**

The following questions will form the Customer Satisfaction Survey for the purposes of the KPI referred to in Table 1 of Schedule 10. Each question will be measured on a scale from 0 to 5, with 0 representing "poor" and 5 representing "excellent".

### **AD Questions**

**Q1. How satisfied are you with the supplier's overall performance - including the commitment and alignment demonstrated by team?**  
\*.

**Q2. How satisfied were you with the effectiveness of the communication and relationship throughout the engagement with the supplier? \***

**Q3. How satisfied were you that the supplier's teams have demonstrated good knowledge and technical skills to work on the projects? \***

**Q4 How satisfied were you with the supplier's adherence to project processes? \***

**Q5. How satisfied were you with the supplier's adherence to reporting and governance procedures?**  
\*

**Q6. How satisfied were you with the quality and completeness of the delivery of projects?**  
\*

**Q7. How satisfied were you with projects delivering on time?? \***

**Q8. How satisfied were you that the supplier bring new ideas in order to make continuous improvements to delivering projects? \***

**Q9. How satisfied were you that the supplier demonstrated adherence and understanding of Unilever's Ways of Working and Culture? \***

**Q10. How satisfied were you with projects delivering to budget? \***

**Q11. How satisfied were you with the supplier being value for money? \***

**Q12. Would you recommend this supplier for future projects? \***

**Please provide any further comments to support your evaluation:-**

AM Questions no 1 and 2 are the same as above plus there is also a comment box.

**Q3. How satisfied were you that the supplier's teams have demonstrate understanding of the business problem and relevant technology? \***

**Q4. How satisfied were you with the supplier's adherence to support processes? \***

**Q5. How satisfied were you with the supplier's adherence to reporting and governance procedures? \***

**Q6. How satisfied were you with the quality and completeness of the delivery of services? \***

**Q7. How satisfied were you with the responsiveness of the AM service delivery? \***

**Q8. How satisfied were you that the supplier takes initiative and delivers service improvements? \***

**Q9. How satisfied were you that the supplier demonstrated adherence and understanding of Unilever's Ways of Working and Culture? \***

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**Q10. How satisfied were you with the costs of the service provided? \***

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**Q11. How satisfied were you with the supplier being value for money? \***

## Annex 2 to Schedule 10

### Definitions of Service Levels and KPIs

#### 1. Defect level during SIT (System Integration Testing)

Calculation = Actual defects/Allowable defects

- Actual defects would be captured from test documentation in SIT (which could be from HPQC or manual Excel spreadsheets etc) where the cause of the defect was identified as Thorogood development (as opposed to a defect caused by data/other 3rd party development/change to requirements).
- Allowable defects needs to be determined from the project requirements based on number of objects to be delivered, types of objects (eg ETL, database table, cube, report etc), and complexity of requirements.

Allowable defects: Defect complexity (high, medium, low) shall be defined by Object type in the first SOW where the relevant object (s) is delivered. This defect complexity definition shall be used for any future SoW where the same relevant object shall be delivered. The object types are ETL, database table, cube, report (add any additional one). The SoW shall also set the number of components per object type and per complexity type to be delivered within the scope of the SoW.

Once the SoW have been completed, the Supplier shall provide to Buyer along with the Service Level calculations, the number of defects by complexity type (high, medium, low) per object as per the agreed definitions that will support the calculation of the Defect level during SIT (System Integration Testing) and Defect level during UAT Service levels.

The target per complexity type is set out in the below table:

Table 9 - Target defect by complexity type

Ref.	Complexity	Target Defect %
1.	Low	10%
2.	Medium	15%
3.	High	25%

#### Service Level Calculation

1 - (Actual Defects / Allowable Defects)

Allowable defects:

(No. low complex defects x 0.1) + (No. medium complex defect x 0.15) + (No. high complex defects x 0.25)

Performance:

Ref.	Complexity	Target Defect %
1.	Low	10%
2.	Medium	15%
3.	High	25%

#### Example: Defect Rate for Cube

Total no. components: 1000

No. of low complexity components – 200

No. of medium complexity components – 500

No. of high complexity components – 300

Total no. defects: 15

No of low complexity defects – 3

No. of medium complexity defects – 7

No. of high complexity defects – 5

Allowable defects:

$$= (200 \times 0.1) + (500 \times 0.15) + (300 \times 0.25) = 170$$

Actual defects:

$$= (3) + (7) + (5) = 15$$

Performance:

$$= 1 - (15 / 170) = 91\%. \text{ This will need to be measured against the target to be agreed.}$$

## 2. Defect level during UAT

Calculation = Actual defects/Allowable defects

- Actual defects would be captured from test documentation in UAT (which could be from HPQC or manual Excel spreadsheets etc) where the cause of the defect was identified as Thorogood development (as opposed to a defect caused by data/other 3rd party development/change to requirements). I would suggest limiting this to critical/high/medium defects to filter out the cosmetic changes that are often a significant part of front end UAT.
- Allowable defects needs to be determined from the project requirements based on number of objects to be delivered, types of objects (eg ETL, database table, cube, report etc), and complexity of requirements.

Allowable defects: Defect complexity (high, medium, low) shall be defined by Object type in the first SoW where the relevant object (s) is delivered. This defect complexity definition shall be used for any future SoW where the same relevant object shall be delivered. The object types are ETL, database table, cube, report (add any additional one). The SoW shall also set the number of components per object type and per complexity type to be delivered within the scope of the SoW.

Once the SoW have been completed, the Supplier shall provide to Buyer along with the Service Level calculations, the number of defects by complexity type (high, medium, low) per object as per the agreed definitions that will support the calculation of the Defect level during SIT (System Integration Testing) and Defect level during UAT Service levels.

The target per complexity type is set out in the below table:

Table 9 - Target defect by complexity type

Ref.	Complexity	Target Defect %
1.	Low	10%
2.	Medium	15%
3.	High	25%

Service Level Calculation

1 - (Actual Defects / Allowable Defects)

Allowable defects:

$$(\text{No. low complex defects} \times 0.1) + (\text{No. medium complex defect} \times 0.15) + (\text{No. high complex defects} \times 0.25)$$

Performance:



Ref.	Complexity	Target Defect %
1.	Low	10%
2.	Medium	15%
3.	High	25%

**Example: Defect Rate for Cube**

Total no. components: 1000

No. of low complexity components – 200

No. of medium complexity components – 500

No. of high complexity components – 300

Total no. defects: 15

No of low complexity defects – 3

No. of medium complexity defects – 7

No. of high complexity defects – 5

Allowable defects:

$$= (200 \times 0.1) + (500 \times 0.15) + (300 \times 0.25) = 170$$

Actual defects:

$$= (3) + (7) + (5) = 15$$

Performance:

$$= 1 - (15 / 170) = 91\%. \text{ This will need to be measured against the target to be agreed.}$$

3. On Time Delivery

Calculation = planned development time / actual development time

- Planned development time would be the elapsed number of weeks of development as specified in the SoW and subsequent CRs
- Actual development time would be captured by the project team as the time from start of development to completion. Any delays caused by changes to scope or external dependencies must be captured as a CR to the original SoW

4. On Budget Delivery

Calculation = planned cost / actual cost

- Planned cost would be the budget as specified in the SoW and subsequent CRs
- Actual cost would be captured by the project team as part of standard financial tracking. Any cost changes caused by changes to scope or external dependencies must be captured as a CR to the original SoW

### Annex 3 of Schedule 10

Post Implementation Review Template		
	<b>Scoring</b>	
WO Number :	10 - Perfect	<i>Note</i> Use the scoring and feedback from this sheet to populate the slide deck. The slide deck will then be used in the PIR meeting to draw out any issues and identify where improvements can be made to future project delivery.
Project Name:	9 - Very Good	
	8 - Good	
General Information	7 - Above Average	
	6 - Average	
Name of person providing feedback	5 - Sufficient	
Organisation (e.g. PM, BP, AM France etc)	4 - Unsatisfactory	
Company	3 - Poor	
	2 - Disappointing	
	1 - Failure	
		Please add comments here related to the overall score
Overall Project Score		
How would you rate the overall delivery of this project		
Please rate the project phases	Rate from 1 - 10 how effectively each phase was executed.	Feedback is required to improve future project delivery. For scores < 6 explain clearly the root cause of the low score and specify what actions could be taken to improve this communication method in future projects. For scores > 8 explain clearly actions taken which should be replicated in future projects.
Project Planning		
Analysis		
Design		
Build		
Testing		
Service Introduction/ Handover to AM		
Go-Live Deployment		
Post Go-Live Support (PGLS)		
How do you rate the effectiveness of the various communications and meetings listed below?	Rate from 1 - 10 how effective you found each communication.	Feedback is required to improve future project delivery. For scores < 6 explain clearly the root cause of the low score and specify what actions could be taken to improve this communication method in future projects. For scores > 8 explain clearly actions taken which should be replicated in future projects.
Scope / Change Control Process & Meetings		
Kick-off Workshops		
Weekly Status Calls		
Go-Live Communications		
PGLS Conference Calls		
Status reports		
Project Deliverables		
How do you rate the quality of the project teams?	Rate from 1 - 10 the level of support given by each team / person	Feedback is required to improve future project delivery. For scores < 6 explain clearly the root cause of the low score and specify what actions this team could take in future projects to score better. For scores > 8 explain clearly actions taken which should be replicated by this team in future projects.
Project Manager		
Programme Manager		
Lead/Solution Architect		
Subject Matter Experts		
Technical Build Team		
Technical Analysts		
Service Introduction		
Senior or Management Consultants		

Sl. No	Workshop Session	Time	Objective
1	Orientation of PIR	45 min	Learn the basic structure of PIR
2	Project brief description	9 min	Key points of project highlights
3	Methodology & impacts	15 min	Project description and key achievements
4	Conclusion & Remarks	15 min	Project outcomes & lessons
5	Lecture 1 (Nard)	40 min	Key take away from project
6	Assignment delivery	15 min	Assignments to be completed by students
7	PIR assignment	50 min	Review of project performance on questionnaire parameters

PROJECT OVERVIEW Project Name>				Overall Project Score	
Vendor PM	Client PM	Project Manager & PM			
Project Start					
Original Budget	Actual Dtrs		Workstart End Date	Actual End Date	
POLIS Est	Date	On-time biosynthesis		Date	
POLIS Act	W/PLS	Planned			
Actual		Actual			
Team PI Technical Change					
Nucleic Acids Change					
HSP PI/LS Change					

## TEAM OBJECTIVES FROM PIR

ENTRUSTEIA TECHNOLOGICALS

The *key* purpose of the PIR Review Meeting is to identify and agree:

- Understand lowlights and highlights of project delivery
- Prevent us from repeating mistakes and share best practices
- Improve project management processes
- Improve management decision making
- To allow us to close the WD
- Identify improvement actions

## HIGHLIGHTS & IMPACTS

ENTER NUMBER TO GO TO SLIDE SHOW

No	Highlights	Impacts
1		
2		
3		
4		
5		

## LOWLIGHTS & IMPACTS

ENTERPRISE & TECHNOLOGY SOLUTIONS

No	Lowlights	Impacts
1		
2		
3		
4		
5		

## LESSONS LEARNT

ENTERPRISE & TECHNOLOGY SOLUTIONS

No	Lessons Learnt
1	
2	
3	
4	
5	

## IMPROVEMENT ACTIONS

ENTERPRISE & TECHNOLOGY SOLUTIONS

No	Action	Owner*
1		
2		
3		
4		
5		

\*This must be a named individual who will complete the action

## SUMMARY OF SCORES

ENTERPRISE & TECHNOLOGY SOLUTIONS

Provide the overall scores from the feedback questionnaires for reference

Question No		Overall Score
1	Project Phases	
2	Effectiveness of Communications	
3	Quality of Resources	



PIR Review Deck  
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This Amending Letter of Agreement constitutes a written instrument in accordance with clause 7.2 of the Agreement and the Agreement is hereby amended as set out herein.

This Amending Letter of Agreement contains the entire agreement between the Parties as regards the subject matter hereof and supersedes all prior negotiations, understandings, agreements and arrangements, oral and written as the case may be in relation thereto.

Except as amended by this Amending Letter of Agreement, the Agreement remain unchanged and continues in full force and effect.

In accordance with clause 7.14 of the Agreement, this Amending Letter of Agreement may be signed in counterparts, each of which taken together shall constitute one and the same instrument.

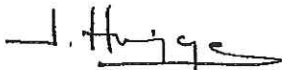
IN WITNESS WHEREOFF, The parties have executed this Amendment to the Services Agreement as of the date first above written.

Signed for and on behalf of  
**Unilever Business and Marketing Support AG**



.....  
Date: 11/3/15  
Name: Christopher Köhler  
Title: Procurement Director

Signed on and on behalf of:  
**Thorogood Associates Limited**



.....  
Date: 19 JANUARY 2015  
Name: JULIA HONIGSBERGER  
Title: DIRECTOR