

11/09/2023

STATEMENT OF WORK

Project Position Management-
JPB

Marion ALIBERT
ALIGHT SOLUTIONS

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II. Introduction

A. Statement of Work

This Statement of Work ("**SOW**") is made between

ARINSO FRANCE SAS,

an affiliate of NorthgateArinso UK Limited,

with registered office at West Plaza,

9-11, rue du Débarcadère,

92700 Colombes,

registered at Nanterre with Company number 409 061181

part of Alight Solutions ("**Alight**")

and

PLASTIC OMNIUM GESTION

a company incorporated under French laws as, a "société par actions simplifiée", whose registered office is located at 19 Boulevard Jules Carteret, 69007 LYON, FRANCE, registered under n° 410.314.207 CS LYON, acting both in his own name and on behalf of the companies owned directly or indirectly at 50% or more by Compagnie Plastic Omnium ("Customer Affiliates")

("Plastic Omnium")

pursuant to the Success Factors Application Support Services by ALIGHT entered into on October, 2016 (the "**Agreement**"), whereby Plastic Omnium France wishes to purchase and Alight is willing to provide the services described in this Statement of Work, subject to the terms and conditions of the Agreement.

Alight will provide the services described herein pursuant to the terms and conditions of the Contract

Variation Agreement between ALIGHT and Plastic Omnium dated the 10th of February 2022 (the “Agreement”). Capitalized terms not otherwise defined herein shall have the meanings ascribed to them in the Agreement. Unless expressly modified herein, the terms of the Agreement remain unmodified and in full force and effect. In the event of a conflict between this SOW and the Agreement, the terms and conditions of this SOW shall prevail unless expressly stated otherwise.

If Plastic Omnium is executing contracts with other partners / vendors in connection with this project, Plastic Omnium is responsible for aligning all such work and resources to achieve the project schedule.

Capitalized terms not otherwise defined herein shall have the meanings ascribed to them in the Agreement. Unless expressly modified herein, the terms of the Agreement remain unmodified and in full force and effect. In the event of a conflict between this Statement of Work and the Agreement, the terms of this Statement of Work shall prevail unless expressly stated otherwise.

B. Contract Information

Contract Information	
Statement of Work Number	V0.1
Project Title	<p>Project Position Management – Job Profile Builder</p> <p>→ Step 1: Explore: EC foundation/ Position Management part to prepare the Realization phase</p> <ul style="list-style-type: none"> ○ Analysis of audit result ○ Validation of needs ○ Detailed workbook design and change support ○ Adaptation of Talent modules impacted (Recruiting, PMGM Compensation and Succession) ○ Realization of Job Profile Builder core functionalities <p>→ Step 2: Realization</p> <ul style="list-style-type: none"> ○ Redesign of Position Management ○ Update of Talent modules (Recruiting, PMGM and Succession) accordingly with Position Management redesign ○ Process redefinition (operating process, quick guides/ e-learning for end users) <p>→ Step 3: Implementation of Job Profile Builder Core Functionalities</p> <ul style="list-style-type: none"> ○ At this stage, Plastic Omnium will check with Alight if we limit to core functionalities, or if we implement the full JPB module and move to Step 4
Term/Period of Performance	Approximately 24 – 30 weeks from project initiation to Go-Live
Statement of Work Type	Fixed Fee plus Expenses

Billing Schedule	Fixed Fee: Implementation fees due in accordance with the SOW section 'Fee Structure and Invoicing', and with expenses invoiced monthly in arrears
Plastic Omnium Invoice Address	PLASTIC OMNIUM GESTION 1 Allée Pierre Burelle, 92300 LEVALLOIS PERRET France
Place of Performance	Alight office locations Virtual implementation & at Plastic Omnium locations
Prepared By	Marion Alibert
Status	Draft <input type="checkbox"/> Final <input checked="" type="checkbox"/>
Alight Key Contacts	<p>Account Executive Marion ALIBERT Alight Solutions ARINSO FRANCE SAS, with registered office at West Plaza, 9-11, rue du Débarcadère, 92700 Colombes, registered at Nanterre with Company number 409 061181 marion.alibert@alight.com</p> <p>Pascal Jéhanno Director, Account Management France & Professional Services Country Lead France Pascal Jéhanno: Pascal.Jehanno@alight.com</p> <p>Alight Solutions ARINSO FRANCE SAS, with registered office at West Plaza, 9-11, rue du Débarcadère, 92700 Colombes, registered at Nanterre with Company number 409 061181</p> <p>Project Manager Alberto CABRERO Alight Solutions ARINSO FRANCE SAS, an affiliate of NorthgateArinso UK Limited, with registered office at West Plaza, 9-11, rue du Débarcadère, 92700 Colombes, registered at Nanterre with Company number 409 061181 alberto.cabrero@alight.com</p>

Plastic Omnium Key Contacts	<p>Mélissa PIRES IT Buyer Plastic Omnium Gestion Mobile: +33 7 86 90 53 09 melissa.pires@plasticomnium.com</p> <p>Laurent NIELVILLE HR Applications & Process Manager Levallois (France) Compagnie Plastic Omnium Direct: +331 55 66 60 83 - Mobile: +336 69 51 61 00 laurent.nielville@plasticomnium.com</p> <p>Sylvie PELLET HRIS Manager Compagnie Plastic Omnium Phone: +33 1 40 87 43 10 Mobile: +33 6 38 89 41 00 sylvie.pellet@plasticomnium.com</p>
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C. Incorporated Terms

This "Statement of Work" (hereinafter referred to as "SOW"), effective as of 11 of September 2023, regardless of the date of signature ("Effective Date"), is an agreement between Plastic Omnium ordering and Alight providing such Services as agreed in this SOW. This SOW is subject to the terms and conditions of the : **CONTRAT-CADRE DE PRESTATIONS INFORMATIQUES ,n° (NGA) 10/12/2020 signed the 10/12/2020.**

Except as otherwise expressly set forth in this SOW, the defined terms used in this SOW shall have the same meanings as the defined terms in the Agreement. In the event of any conflict or ambiguity between the terms and conditions of the Agreement and the terms and conditions of this SOW, the provisions of the SOW including additional specification documents shall prevail.

III. Project Scope

A. General view

- Misuse of fields used in Opteam Core HR.
- Use of old methodologies for Position Management
- Impacts on SuccessFactors modules linked to Position management such as
 - Recruiting – difficult to link easily vacant positions with recruiting needs
 - Succession – Lack of information regarding Position Management needs to anticipate workforce management planification
 - Performance and Goals: Competencies and Skills of Plastic Omnium current Workforce cannot be used to anticipate workforce management planification / replacement / promotion / career building, etc.
 - Current and future functionalities of the solution cannot be used
- Plastic Omnium appointed Conviction RH
 - Perform an audit to analyze the current situation with the help of Alight for the technical part
 - Come with conclusion and recommendations for project Design a Workbook resuming the main needs
 - Audit came to the conclusion that a full Position lifecycle redesign was mandatory, in order to being able to reconcile HR data throughout a position lifecycle at Plastic Omnium
- This is why Plastic Omnium would like to appoint Alight to
 - Implement Position Management
 - Manage impacts on others modules (updates) and related processes
 - Implement the core functionalities of Job Profile Builder (JPB)

B. Integration with upcoming Project “HPBO integration”

Position Management project will start in September 2023 and will be conducted in parallel of HBPO project from September to December 2023.

HBPO will take the processes designed in OPTTEAM for all Plastic Omnium, and will not keep their specifics in Position Management of HBPO SF instance. The Position management feature will not be activated during the HBPO integration project.

C. Functional scope

- Position lifecycle redesign: the aim is to reconcile HR data throughout a position lifecycle at Plastic Omnium and activate this functionality.
- Activation of Job Profile Builder to prepare the future project JPB/ Intelligent Talent Hub

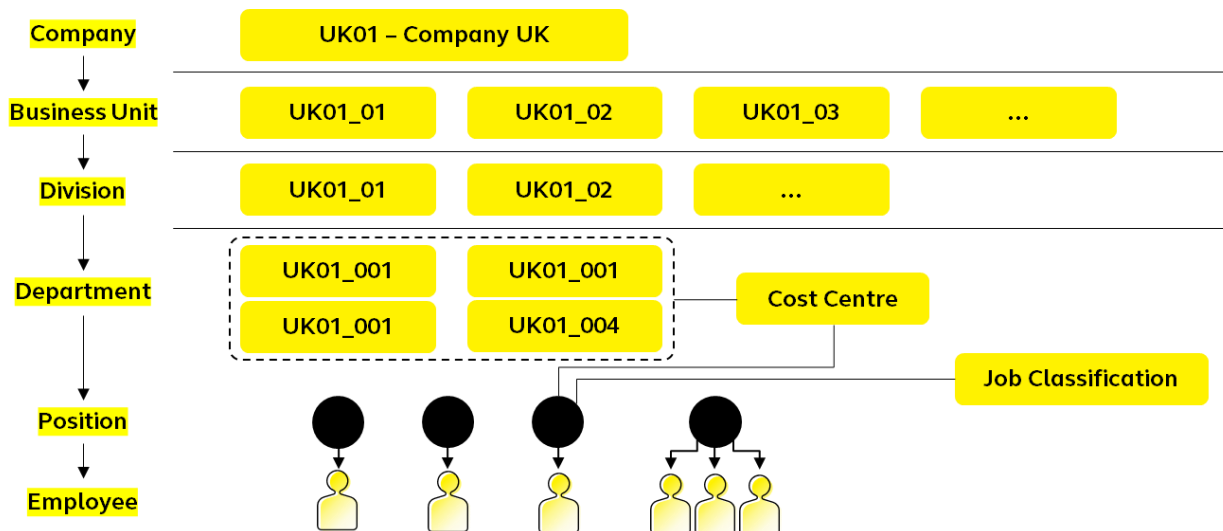
Functionality in Scope
Position Management
Job Profile Builder (Activation only)

N.B. Processes related to Employee Lifecycle will not change.

1. Position Management

a) Overview

- Position Management allows you to create Positions, which can be seen as “seats” or “chairs” in your organization that you can assign Employees to.
- Each Position can be assigned a “Parent Position” which allows you to create a hierarchy of Positions. The system can then use this to determine direct reporting relationships in your organization and will automatically set the correct Manager for all Employees.
- The Position structure of your organization is visualized via the Position Org Chart which also allows you to easily maintain the Position hierarchy and data.
- Typical data stored against the Position is Company, Business Unit, Division, Department, Cost Center, Location, Job Classification, Employee Class, Pay Grade, Standard Weekly Hours and Job Relationships. This data can be defaulted to the Employee’s Profile when assigning them a Position.
- Synchronization can be setup so that when an Employee’s Position data is updated, the data is synced to the Employee’s Job Info. This synchronization can be setup both ways.
- Optionally, multiple Employees can be assigned to one Position.



Note: SuccessFactors can cater for multiple position occupancy. However, it is generally recommended to stick to the principle of 1 person to 1 position to simplify the Core HR processes as well as support downstream systems that often cannot manage multiple occupancy

This proposal will be refined and reviewed during design workshops at no additional costs for PLASTIC OMNIUM.

b) Redesign Managing Position Processes – Proposal to Plastic Omnium

Edit Existing Position	New Position – Data Change	New Position – Annual or Offcycle
<ul style="list-style-type: none"> Position Status: Open and change to Budget Hiring Date Position Status: Filled Position Type: Shared Backfill (assuming major data changes, & current incumbent has exited the customer) <p>Position Entry Date change</p> <ul style="list-style-type: none"> Promotions (assuming effective dated – new group grade, new comp salary/AI/LTI targets) <p>Position Entry Date – no change</p> <ul style="list-style-type: none"> Organizational changes (eg, BU, Department, Cost Center, Manager) Title changes to align with Group Titles or Local Titles 	<ul style="list-style-type: none"> Backfill (assuming major data changes – location, Group Grade, & current incumbent still at the customer) <p>Deactivation</p> <ul style="list-style-type: none"> Deactivate because position will NOT be backfilled Deactivate because position will be replaced with a New Position 	<ul style="list-style-type: none"> Annual: as approved during annual budget process; approvals expected during Q4; expect to manage in OPTeAM via batch upload process Offcycle: any new positions approved outside of annual budget process; CEO/ELT approvals managed via emails outside of OPTeAM; updated in OPTeAM after CEO/ELT approvals <p>Workflow</p> <ul style="list-style-type: none"> Standard workflow: <ul style="list-style-type: none"> WPA initiates, HRBP approves/edits, manager copied (potentially remove copy) Use for New Positions Use for certain Edit Existing Positions Workflows with no approvals: <ul style="list-style-type: none"> HRBP processes: <i>Edit Pending Recruitment</i> WPA processes: <i>Deactivation, Edit Filled/Shared</i>

c) Position Management – Key Decisions

- Determine the data you want to store on the Position object.
- Decide how you want to use synchronization between the Position and the Employee's Profile.
- Decide whether you want to be able to assign multiple employees to one Position.
- Decide on the process to be used around creation and maintenance of Positions and which roles should be involved in this process.

2. Job Profile Builder

a) Overview

- Job Profile Builder ("JPB") allows customers to identify the right skills, experiences, competencies and behaviors required for each role within the organization.
- This foundational information allows customers to find the "right-fit" candidates for promotions and new positions, identify development strengths and opportunities among their employees, provide more detailed job descriptions to external candidates, and more
- Skills management allows customers to capture, track and assess employee's skills within an Employee Profile portlet

- Either of these can be implemented independently, however, Best Practice would be to implement both

b) Activation Job Profile Builder for Plastic Omnium

As Plastic Omnium is not ready to use the full potential of JPB, but needs to refine its needs, we will implement the Core Function: Activation of JPB

- Phase 1:

Current implementations begin with Job Description Manager as Plastic Omnium has a pre-existing Job Description Manager data in the system. Thus, as a first step, we will use the Check Tool to validate your Job Description Manager data before migrating to Job Profile Builder.

Next, correct any issues found by the check tool with your Job Description Manager data to prepare for migration from Job Description Manager to Job Profile Builder.

- Phase 2:

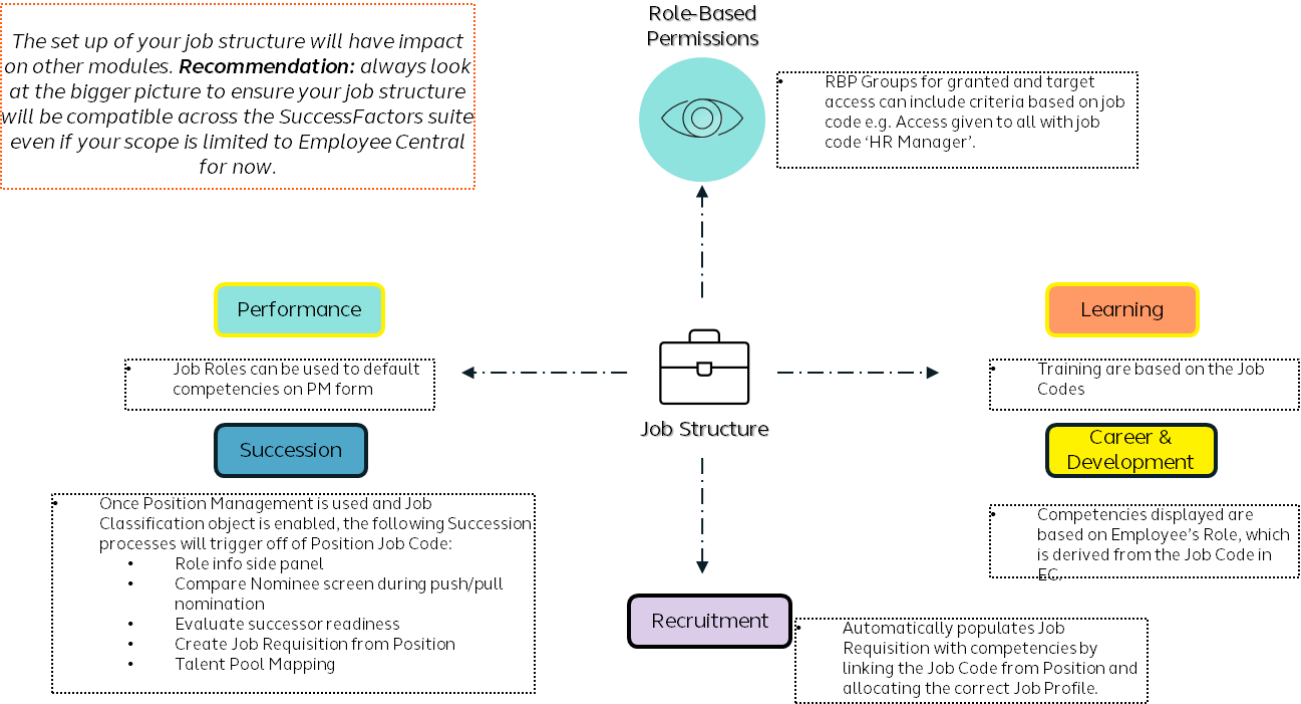
Migration from Job Description Manager to Job Profile Builder. It involves the migration of data structures such as your company's competencies, job families, and job roles if any.

- Prepare for the future:

Analyze and define Families and Roles structures as competencies/skills linked to them. Also to define Job Profiles if Plastic Omnium want to use them in RCM module.

Check new SAP Functionalities related to Intelligence Talent Hub and Center of Capabilities as they are evolving so quick.

c) Job Structure - Foundation Objects - The Bigger Picture – for future



d) SuccessFactor Modules scope

Modules in Scope
Employee Central
Recruiting/RMK
Talent/Succession

These modules will be updated with Position Management functionality following the implementation of the mentioned functionality.

e) Technical scope

Prepare the system to manage new positions and then focus on configuring it to manage the existing ones.

f) Data Exchange / Integration Scope

No interfaces forecasted in this project

g) Data Migration

Module
EC foundation - Position Management Data Migration

The migration will rely mainly on the standard migration tools provided by SuccessFactors.

Our strategy will be based on two key points:

- **Definition of the data model:** The process of defining the necessary fields required to power the required SuccessFactors HR functions.
- **Verification of data from the source systems:** Plastic Omnium data migration team extracts, analyses and cleanses the data from source systems.

As indicated in the graphic below, our methodology relies on 4 steps:



- **Step 1: Functional and technical analysis:**
 - Definition of target data for migration during workshops;
 - Identification of global and local data, sources and mapping rules;
 - Identification of historical record requirements;
 - Clarification of global or local referential;
 - Definition of extraction templates;
 - Data cleansing in source systems.
- **Step 2: Extraction of data from Plastic Omnium systems:**
 - Plastic Omnium extracts data from source systems to flat files (global and local systems);
 - File format will respect the SuccessFactors prerequisites.
- **Steps 3 and 4: Data load and control:**
 - The data is checked for common mistakes by the data migration team. Possible corrections will be done by Plastic Omnium;
 - Alight loads the data provided by Plastic Omnium in the agreed file format, into SuccessFactors;
 - Error logs with explanations are produced for all technical errors that have occurred and are provided to Plastic Omnium focal point;
 - Validation reports are executed for all uploaded data and the result sent back to Plastic Omnium Data Migration Lead for validation;
 - Errors are resolved by Plastic Omnium in the source systems and extracted again.

As the purpose of this project is to perform a small data migration to enable functionality Position Management of foundation Module “Employee Central” those steps above will be adapted to fit the situation.

ALIGHT consultants will provide the following:

- A Data Migration workshop with Plastic Omnium project team (together with supporting slides) to:

- explain the data migration approach, the data structure within the Solution, and the data upload templates
- confirm the data scope and Plastic Omnium source systems
- clarify the status and availability of the data and Plastic Omnium resources required to extract them
- outline options for any essential historical data migration (if required – but see assumptions below)
- outline project timelines for data migration and inter-dependencies with testing.
- Templates to be used to collect and upload the data.

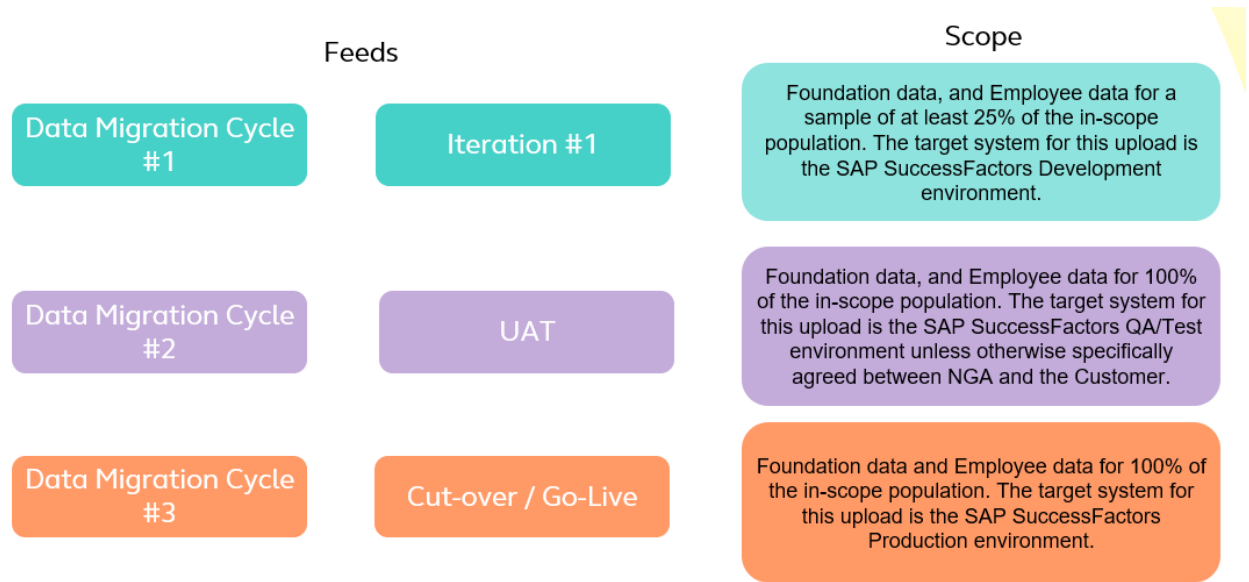
Uploaded files will also be stored for possible future audits; while these procedures, templates and processes will be made available to PLASTIC OMNIUM after the go-live and when required for future data migrations and bulk data loads. Should you wish assistance with this topic post go-live; ALIGHT can provide this as an optional service.

Data Migration RACI

	Alight	Plastic Omnium
Data Preparation and Analysis		X
Data Mapping		X
Data Extraction		X
Data Transformation		X
Data Load	X	
Data Issue/Resolution/And Reload	X (C)	X (A/R)
Data Validation		X

Plastic Omnium must fill the templates to upload in the SuccessFactors system with the needed information, templates Alight will upload in the system. The data upload will be performed by Alight until the go-live (and corrective upload during the hypercare period). Any further data upload post go-live will be managed by Alight.

3 iterations are forecasted and priced for this project, as described below

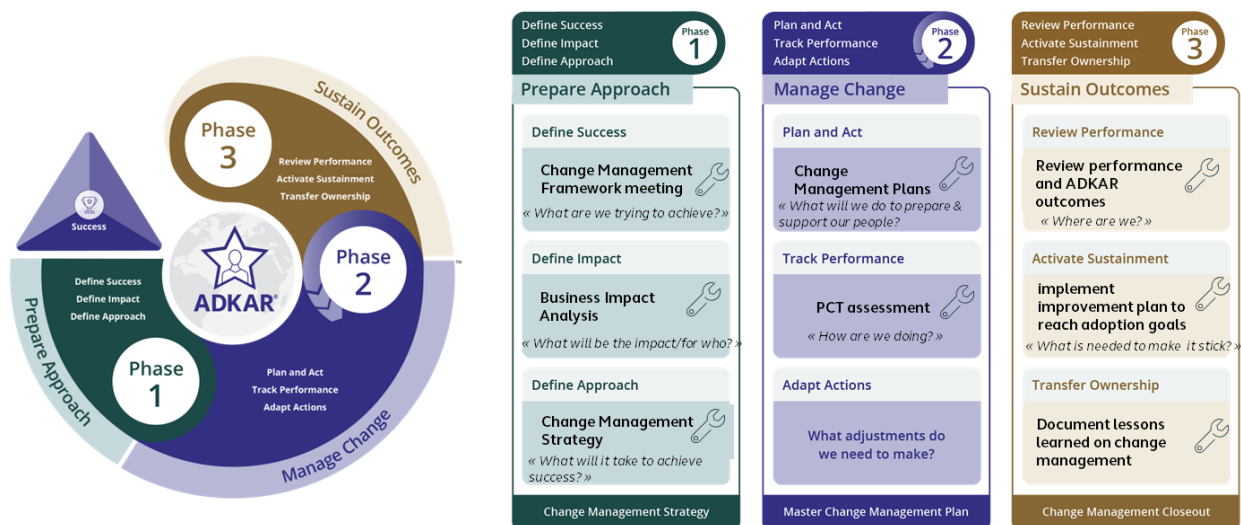


D. Reporting

Reporting related to the scope this SOW is the responsibility of Plastic Omnium and is not within the scope of services provided by Alight

E. Change Management

Depending on Plastic Omnium needs, we are able to pick & choose from our Change Management toolbox the needed tools to ensure a successful change journey.



Alight scope of responsibility will be limited to a selection of a few items within the Change Management toolbox. Following change management items will be delivered:

1. Business Impact Analysis & Approach
2. Training delivery
3. Documentation Standard operation material

1. Business Impact Analysis & Approach



In a business impact analysis (BIA), Alight will actively involve HR Business Partners to understand how the new global process will impact the overall HR process. The BIA will specify what is changing, but also who will be impacted (key stakeholders).

The BIA will be conducted through the configuration workshops and/or interviews and surveys with the HR Community

Based on the BIA we will propose a Plastic Omnium approach to change:

- Change roles & Set-up of adoption network
- Stakeholders' management
- Roadmap for communication, training, user support

The BIA will be started during “explore phase” and refined throughout the realization phase.

BIA will be adapted to the project scope. Alight will conduct :

- Between 5 & 8 interviews (1 hour + preparation & minutes)
- Change log during configuration workshops including debrief and minutes in order to capture the changes in the tool that will impact business processes accordingly

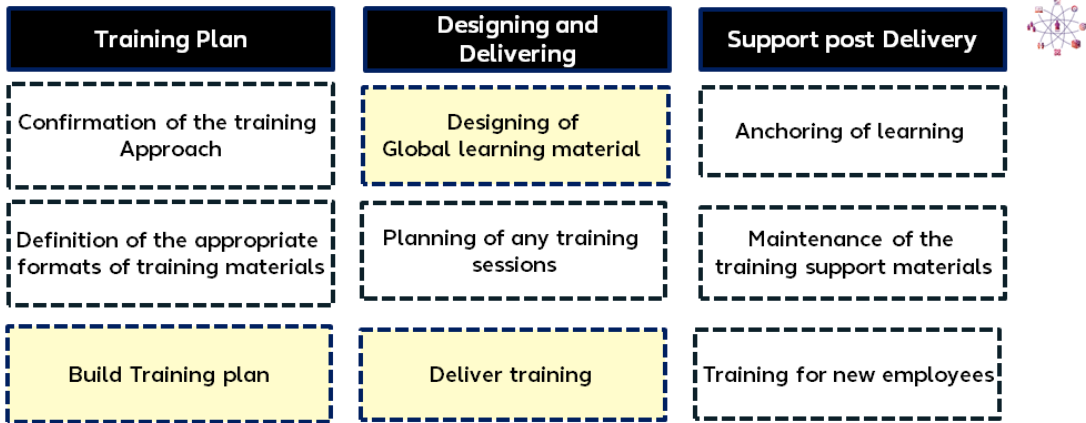
2. Training delivery

a) Alight approach



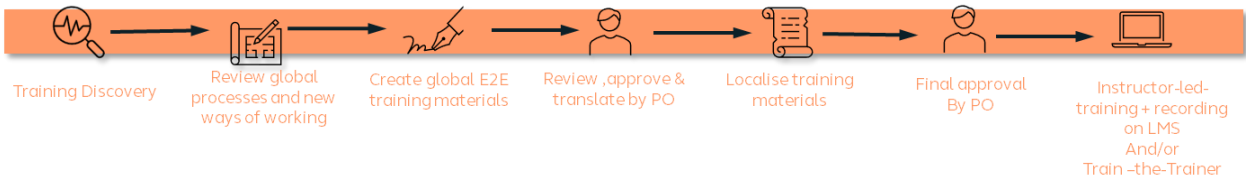
- Our approach to education and training is centered around the user
- We analyze which training methods would best meet the requirements of the user and would therefore provide the greatest value
- Our training materials are tailormade to the style and communication method of the organization

b) Methodology



c) Flow of collaboration

Training aims to provide high quality, specific training on knowledge and skills needed to navigate the new system and related processes and policies, ensuring those utilizing the processes and systems are trained to perform their roles and understand the global ways of working.



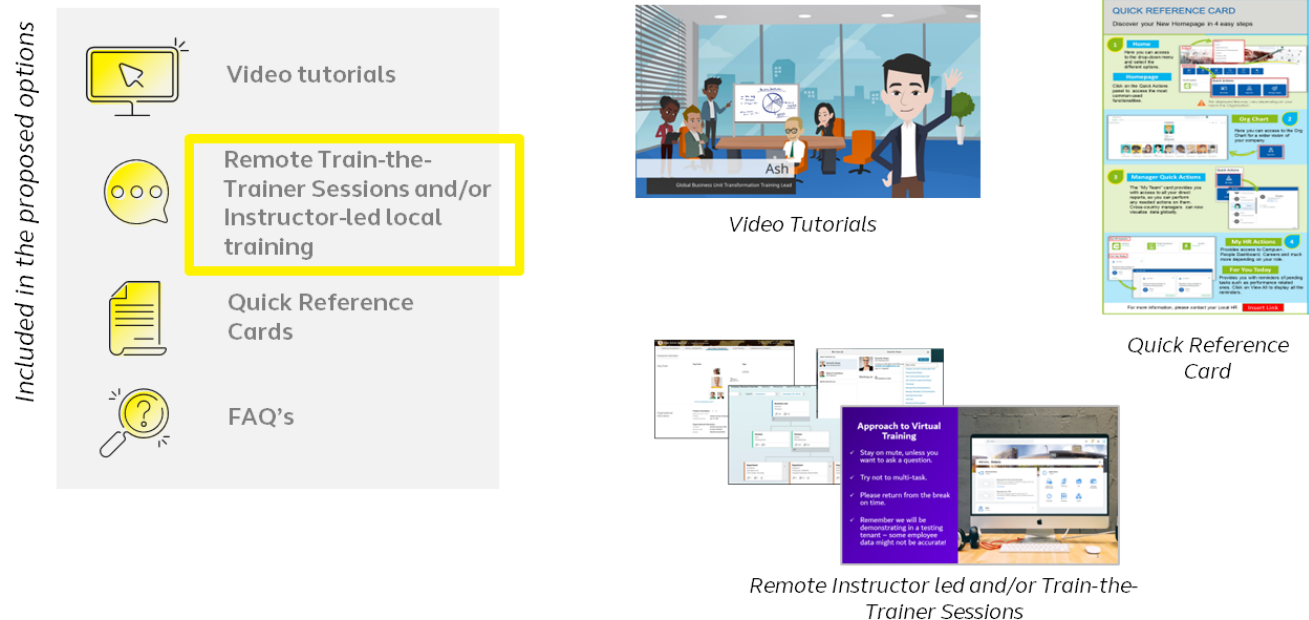
d) RACI

Action	Responsibility
Provide documentation	Plastic Omnium
Provide access to the system	Plastic Omnium
Create training materials	Alight
Review training materials (1 quality review) + translation material	Plastic Omnium
Localize the material (localize / adapt per country as described into the “training specific paragraph below”)	Alight

Deliver training session	Alight
Distribute and store training materials	Plastic Omnium

e) Training deliverables

Alight support Plastic Omnium change and training teams with designing user-friendly and role-based training materials and delivering training sessions, as per defined training plan.



f) Training specifics

Proposition:

- Provide local training covering the main functionalities of the system in available languages (see below) including training material. The training materials need to be easy to adapt and to maintain.
 - English (for the English natives)
 - English (for all non-English speakers not covered in the sessions below)
 - French
 - Czech
 - Spanish
 - Italian
 - German
 - Dutch

There might be a need, depending on the outcomes of the design workshops, to customize the training materials provided in order to:

- Highlight the processes underlying the system functionalities and the regional specificities
- Adapt the content of the training (screenshots and guidelines) to the regional specificities: e.g. distinguishing the HR training materials for different countries (see selection above)

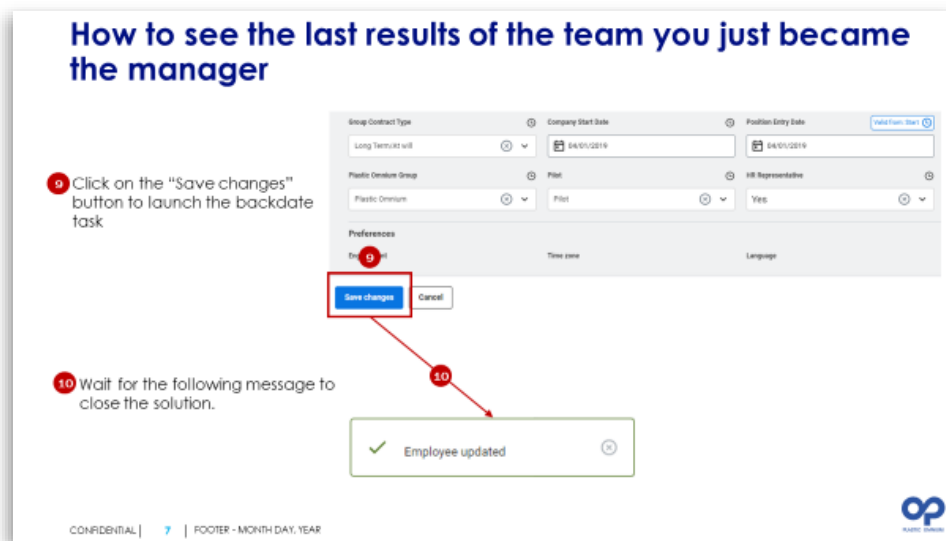
- Ensure that training materials will be available for HR, there will be a need to extract the relevant information and set it up in an easy to use and intuitive format, e.g. quick cards

3. Standard Operating procedure review and adaptation

a) Scope and Plastic Omnium Format

As part of the activity in scope, Alight Advisory will conduct workshops and follow-up meeting in order to design Standard Operating Procedures.

- Adding sub-processes - if adding clarity
- Keeping Plastic Omnium « look-and-feel » (continuity)
- Easy-to-use, upfront, by all users (limited steps, yet, all necessary detail)



b) Workbook as initial prerequisite to technical realization

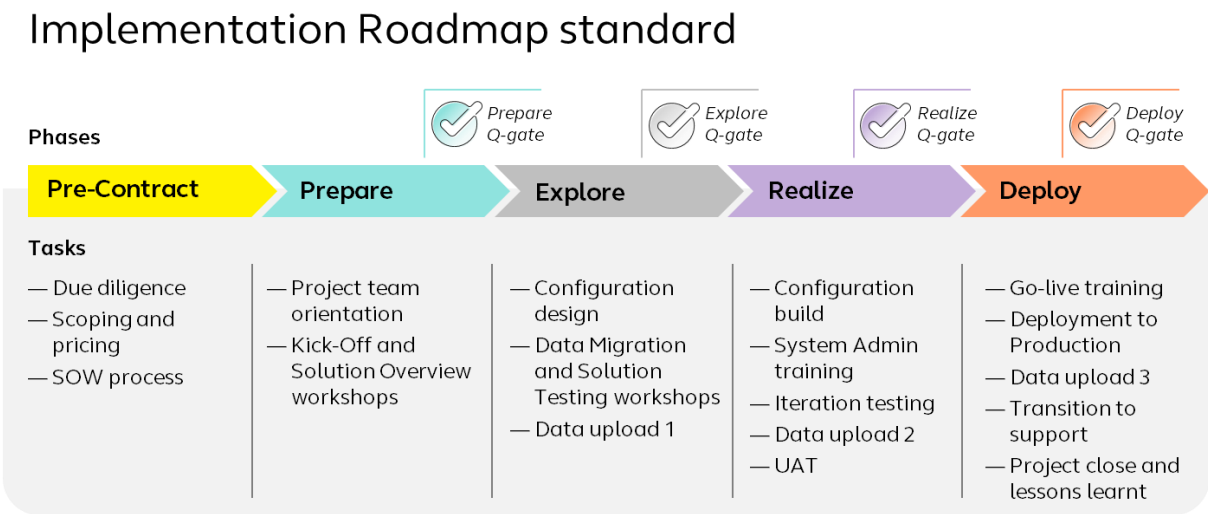
- Workbook, as a technically structuring deliverable, is the main enabler to the Opteam position Management configuration
- Processes' Design and SOP Deliverable will have to remain fully aligned to the Workbooks and the new Organizational structure

IV. Implementation Methodology, Project Phase Deliverables and Activities

A. Methodology

Alight’s deployment methodology is modelled on the standard four-phase SAP Activate implementation methodology but with some differences for FastTrack as follows.

The phases of the implementation methodology are shown in the diagram below.



Quality gates

Quality gates are milestones where the key project stakeholders agree that the planned deliverables for the phase meet the requirements and that consequently the project can continue.

A summary of each project phase is as follows.

1. **Prepare:** In this phase the Project Plan is finalized, the project teams are onboarded, pre-design preparation takes place, and the system environment is set up.
2. **Explore:** The purpose of this phase is to perform a fit-gap analysis to refine and validate the Solution configuration and functionality to align with Plastic Omnium’s business requirements, and sign-off the configuration design.
3. **Realize:** During this phase, the Solution is incrementally built and tested, data uploads take place (as applicable for the Solution) and cutover / launch activities are planned.
4. **Deploy:** The purpose of this phase is to transition the Solution to the Production environment, launch the Solution to users and transfer knowledge to the Post Go Live Solution support provider(s).

The end of each phase is marked by a Q-Gate (Quality Gate) milestone where a review will take place to confirm that all the deliverables for that phase have been completed.

B. Project Timeline

The expected timeline for the project is estimated to be 7-8 months from start to Go Live with the approximate timing of phases shown below. The overall planned duration has been agreed with Plastic Omnium allowing for known resourcing constraints and these timelines have also been assumed for the pricing of Alight’s services as defined in this SOW.

In case of any change of planning required by Plastic Omnium, the Project Managers of both Parties shall discuss in good faith and confirm, in writing, the new timelines, with reference to this SOW which shall be deemed as a written amendment to this SOW. In case of successive amending documents expressly agreed in written form by the Parties, the most recent shall prevail. In particular, the Parties agree that the “Change control procedure” described in the article XIII C) will apply only on the followings cases for the change of the planning required by Customer

- An extension of the delays for the project exceeding a period of (3) three months.
- Suspension of the project incurring project costs for a new implementation plan.

Alight shall not unreasonably refuse, condition, or delay its consent on any change of planning required by Plastic Omnium, to the extent that the concerned Phase falls during the then-agreed term of this SOW., with a limit of 3 months extension all phases cumulated.

Implementation Timeline

The typically applied implementation milestones are as follows. These milestones represent key stage completion points, or check / decision points during the Solution implementation, e.g. readiness to start a next stage.

Prepare
Project start
Kick-off completed
Project planning completed
System environment set-up completed
Prepare Q-Gate
Explore
Configuration workbooks signed off (Design completion)
Explore Q-Gate
Realize
EC Solution configuration build completed
Iteration testing completed / Transfer to Test readiness

UAT readiness
UAT signed-off / Production readiness
Realize Q-Gate
Deploy
Go / No Go Decision (Cutover readiness)
Deploy Q-Gate / Go Live activation decision)
Hypercare exit

A summary of the main deliverables, activities, and responsibilities during each project phase is provided below. Additional detail is provided in Appendix B including deliverable sign-off requirements.

The parties understand and agree that the list of deliverables and associated responsibilities may be refined / modified without deviations of the RACI by agreement between the parties during the creation of the detailed Solution implementation Project Plan or during the project in response to changing circumstances. Such modifications shall be treated by the parties in accordance with Change Control Management (see paragraph related + Appendix A) (Change Control), and reflected in the Deliverables Register that will be used to record and track deliverables completion and sign-off during the project.

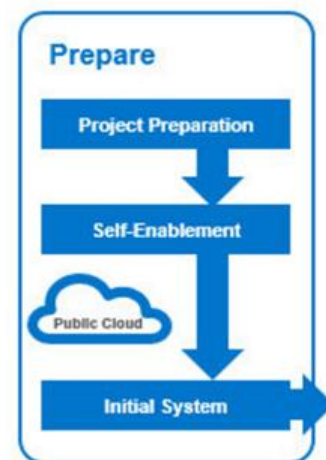
All workshops and Iteration testing Solution walkthrough sessions will normally be undertaken either onsite or virtual (see contract information “place of performance”) at Plastic Omnium’s premises, whereas most technical development activities including configuration, unit testing and resolution of testing defects will (except where otherwise agreed in writing) be undertaken off-site at Alight’s centres in France and Spain. Non-configuration related development work will be done at any Alight global location where allocated Alight Consultants with the required expertise are based.

C. Prepare Phase

The purpose of this phase is to provide the initial planning and preparation for the project. In this phase the project is started, plans are finalized, project team is assigned, and work is under way to start the project.

The key prepare activities are as follows:

- Define project goals, a high-level scope, and a project plan;
- Identify and quantify business value objectives;
- Secure executive sponsorship;
- Establish project standards, organization and governance;
- Define and secure approval for the implementation strategy;
- Define roles and responsibilities for the project team;
- Validate the project objectives;
- Establish project management, tracking, and reporting mechanisms for value delivery;
- Develop a project team training strategy, and start project team training;
- Document all initiation activities in the project charter;
- Pre-assemble (or establish) the project environment, infrastructure, and IT systems;
- Prepare for the Explore phase.



Typical deliverables and milestones for the Prepare phase:

DELIVERABLES	TYPICAL MILESTONES AND KEY DECISIONS
<ul style="list-style-type: none"> • Detailed project scope document; • Cost and benefit validation; • Project organization and governance; • Implementation plan and rollout strategy; • Project schedule, budget and management plans; • Project standards and policies; • Solution adoption approach including organizational Change Management roadmap and training strategy; • On-boarding of project team; • Project infrastructure; • Technical infrastructure requirements and sizing; • Data migration approach and strategy; • Pre-assembled development infrastructure. 	<ul style="list-style-type: none"> • Project scope defined; • Project team staffed and trained; • Project team organization, responsibilities, and location established; • Rollout plan mandates and constraints defined; • Policies for the “to be” organization defined; • System retirement objectives, mandates, and constraints defined; • Development environment including pre-assembly established; • Training budget and approach agreed; • Key stakeholders for communications identified; • Implementation plan defined.

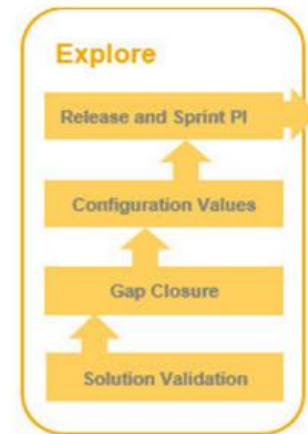
D. Explore/Design Phase

1. General view

The purpose of this phase is to perform a fit / gap analysis in order to validate the solution functionality included in the project scope, and to confirm that the business requirements can be satisfied. Identified gaps and configuration values are added to the backlog for use in the next phase.

The key explore activities are as follows:

- Prepare setup and conduct solution validation workshops;
- Refine business requirements;
- Identify master data and organizational requirements;
- Confirm the “to be” business processes;
- Define functional solution design, including a gap analysis in solution design workshops;
- Business Impact Analysis start
- Training (material + school database) start (mid explore phase, once the technical design workshops are done)
- Associate business requirements to the process hierarchy and the solution components;
- Obtain business sign-off on delta requirements and design documents;
- Collect end user information, analyzing learning needs, and developing a learning deployment strategy;
- Establish project management, tracking, and reporting for value delivery.



In the Explore phase, industry and solution experts from ALIGHT lead a series of structured solution design workshops. The goal of these workshops is to review the best practice functionality of the SAP solution, identify delta requirements or gaps and document the conceptual design of the to-be delivered solution. The team documents all functional and technical requirements, project issues, and gaps.

Typical deliverables and milestones for the Explore phase:

DELIVERABLES	TYPICAL MILESTONES AND KEY DECISIONS
<ul style="list-style-type: none"> • Baseline system ready for Solution Validation workshops; • Solution Validation workshops, including Gap Validation service • Documented design, including: <ul style="list-style-type: none"> ▪ Project plan update; ▪ Process definition document; ▪ Process flows; ▪ Solution design documents; ▪ Functional specifications based on SAP SuccessFactors standards; • Prioritized and estimated Backlog document with requirements and solution gaps; • Change impact analysis and communication plan; • Legacy data migration design and plan; • Technology design and setup; • Test strategy and plan; • Inventory of gaps including interfaces and conversions; • Release and sprint plan including confirmation of go-live date; • Learning needs analysis and deployment strategy. • Business Impact Analysis report 	<ul style="list-style-type: none"> • Solution prototype baseline system for Solution Validation workshops ready; • Solution walk-throughs completed; • Completed business process design; • Completed functional gap analysis; • Mapping of process to solution completed; • Defined IT landscape and technology design; • Organizational Change Management Communications plan defined; • Project team trained; • Phase quality assessment conducted.

2. Workshops

a) Overview

To ensure that the Business requirement phase operates as efficiently as possible, it is important that attendees of workshops are well prepared and empowered to take design decisions. Workshops cover:

- Process (re)definition,
- Requirement gathering (expected functionalities and data scope)
- Solution design proposal
- Data migration requirements

The workshops will examine processes (as-is and to-be), as well as data to be considered. The aim of the business requirements gathering is to design the to-be solution, allowing the Build team to configure it. Any deviation from the solution agreed by all parties after sign-off, will need to go through the change control process, which may lead to additional implementation and recurring maintenance costs.

It is critical that the workshop document be signed off before next phase of the project starts.

b) Functional Workshops – Technical Design preparation

Solution Overview Workshop: Technical design preparation

Objectives

- Review the key points relating to audit realized by Conviction RH related to
 - Position Management
 - Talent Modules (Recruiting, Performance & Goals, Succession)
 - Job Profile Builder
 - Validation of the needs and highlight key decision areas that will influence
 - the design of the system OPTTEAM and related Workbooks such as
 - Creation of a position from Org Chart
 - Synchronisation of fields between Position and Job information
 - Modification of Job information of employees
 - Creation of job requisition
 - Hiring of a candidate through Job Requisition
 - The operational process redesign related (SF FastTrack Processes / SOPs)
- Clarify actions to be completed prior to the Realization phase (Workbook, Foundation Objects, Organizational Structure...)
- Provide a detailed need description (Workbooks) to technical team for realization phase

c) Solution Overview Workshops – Position Management

Solution Workshop Position Management - Overview

Objectives

- Explain the key points relating to Position Management and their purpose in the position lifecycle redesign to reconcile HR data throughout a position lifecycle at Plastic Omnium in 5 phases:
 - Budget (annual budget for position management)
 - Position Org. Chart
 - Staffing (all positions vacant + existing)
 - Transition (replacement previous employee / new one) => Add on
 - Concurrent Employment => Add on
 - Planning
 - Hiring/maintenance of existing
 - Termination
 - Highlight key decision areas that will influence the design of the system
 - Introduction & Planning
 - Position Creation / Modification Workflows (Functional knowledge + decision to be taken)
 - Redesign Managing Position Processes
 - Redefine Permissions for Managing Positions
 - Redesign Position Object: Headcount, Recruiting and Compensation fields
 - Introduce the Data Migration approach in 2 axes :
 - Uploading new positions (annual budget)

- Assignment of employees to positions
- Clarify actions to be completed prior to the Workbook Completion Workshops and approve the final quotation

d) Solution Overview Workshops – Talent modules

Solution Overview Workshop Talent Modules

Objectives

- Explain the key points relating to application of Position Management to update accordingly Talent modules
 - Recruiting
 - Performance and Goals (normally no impact => see CS0197935, because PM is using Employee Profile)
 - Succession —(direct impact, information comes from Employee Profile and Employee Central: position, department, location...). Method based on Position Data. Data could be impacted after Position Management implementation.
 - Compensation => No impacts for project but need to forecast impacts on next Compensation cycle.
- Highlight key decision areas that will influence the design of the system
- Introduce the Data Migration approach and set preparation work
- Clarify actions to be completed prior to the Workbook Completion Workshops

e) Solution Overview Workshops – Job Profile Builder

Solution Overview Workshop Talent Modules

Objectives

- Explain the key points relating to the activation of Job Profile Builder.
- Although it will be better to wait until JPB will be fully in use we could highlight some key decision areas that will influence the design of the system
- Introduce the preparation work to activate JPB (as sharing the check tool)
- Prepare the future implementation of JPB (or even Intelligent Talent Hub)
- Clarify actions to be completed prior to the Workbook Completion Workshops

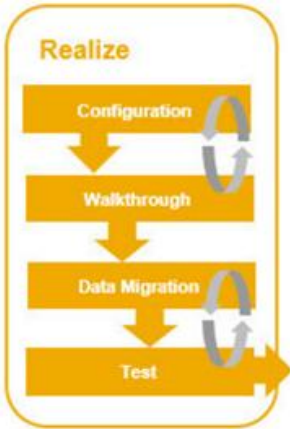
E. Realize Phase

1. General view

The purpose of this phase is to use a series of iterations to incrementally build and test an integrated business and system environment that is based on the business scenarios and process requirements identified in the previous phase. During this phase, data is loaded, adoption activates occur, and operations are planned.

The key realize activities are as follows:

- Establish the solution landscape;
- Implement the solution in the development environment using incremental build in time-boxed iterations;
- Conduct overall end-to-end testing of the solution within the QA environment;
- Setup production environment;
- Prepare for data migration and data archiving;
- Conduct performance testing;
- Conduct project team and key user training;
- Finalize end user training materials and documentation;
- Perform the training at the end of the realization phase (just before the deploy phase so that the trainees are ready for deployment)
- Finalize BIA analysis;
- Track and report on value delivery.



During the Realize phase, the project team uses a series of iterations to incrementally configure, test, confirm, and document the entire end-to-end solution and to create legacy data conversion programs. The project team actively works with business representatives to ensure good fit of the built solution to the requirements from the backlog.



Issue_Log_Global - Example.xlsx

An example of the bug tracker tool used during the test phase :

The project team releases results of multiple iterations to the business users to accelerate time to value and provide early access to finalized functionality. Each release is thoroughly tested in end-to-end integration test and user acceptance test.

The project team documents the configuration decisions and solution. They also document all development – including interfaces, integration points, data conversion programs, reports, and any required enhancements. Once these activities are complete for release and the team has obtained business approval, they make the release available in the production environment.

Typical deliverables and milestones for the Realize phase:

DELIVERABLES	TYPICAL MILESTONES AND KEY DECISIONS
<ul style="list-style-type: none">• Organization alignment and user enablement;• Technology setup for quality and production environment including security and authorizations;• Solution configuration and tests;• Business process procedures;• Development/testing of enhancements and extensions like interfaces, forms, workflows, conversions, or reports;• Evaluation and enhancement of security / controls;• Technical Quality Assurance;• Integration Validation	<ul style="list-style-type: none">• Solution Configuration completed in each iteration;• Business users reviewed and accepted functionality;• Integration testing of a release complete;• Data Migration testing conducted;• Project team and key users trained;• End user system infrastructure ready;• User acceptance testing completed;• Technical testing completed (including performance, load, high-availability);• Phase quality assessment conducted;• Readiness for production release confirmed.

<ul style="list-style-type: none"> • Preparation / delivery of train-the-trainer course; • End user training system environment; • Data migration conducted; • User acceptance test; • Technical operations setup plan; • Cutover and transition plan. 	
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During this phase validation and fit-gap will be undertaken to validate predefined solution scenario documents and identify any gaps between the product and Plastic Omnium' signed off requirements gathered in the previous phase. This take follows an iterative approach to assure that all business processes are addressed.

Configuration values are defined during the validation and fit-gap, where possible values and settings are explored. Plastic Omnium will be responsible for providing the values that are appropriate to the business processes and once documented these values are used during the configuration of the deliverable.

Standard authorization roles available within the system will be mapped to users. Plastic Omnium will review the authorizations and related settings available and map these to business user roles required.

This phase will deliver the data load preparation where data cleansing on legacy system and manual data will be performed in readiness for data migration.

2. Focus Testing

The following types of testing will be carried out as part of implementing the Solution.

- Unit Testing
- Iteration Testing
- User Acceptance Testing (UAT).

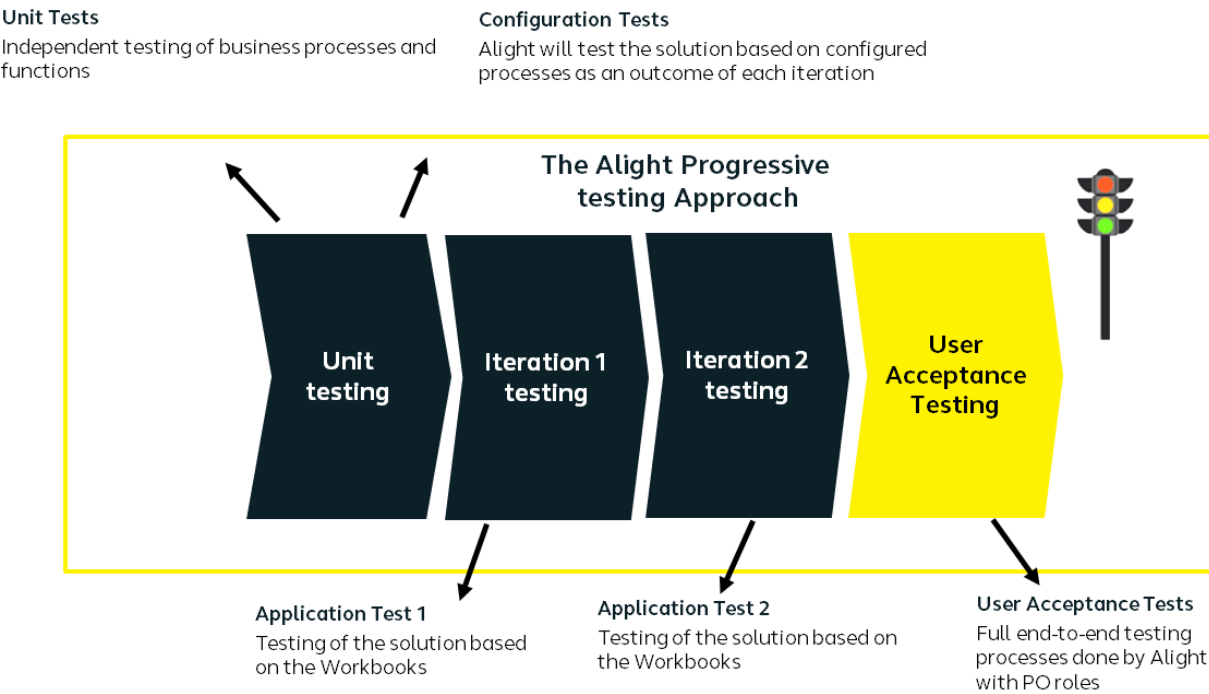
a) RACI

Test Type	Description	Owner
Unit Testing	<ul style="list-style-type: none"> • After initial configuration of the Solution based on the Configuration Workbooks completed during the Explore phase, ALIGHT will execute Unit Testing to validate that the Solution works according to the agreed configuration design • Additional Unit Testing will be executed as necessary after each iteration of configuration refinement & update, i.e. it will take place as part of Iteration 1 after Plastic Omnium team has reviewed and tested the initial system configuration, then again after the review & workbook/configuration updates that take place as part of Iteration 2 and 3. <p>Note: The 3-iteration approach to configuration refinement requires Plastic Omnium in each iteration to identify refinements required to the</p>	Alight

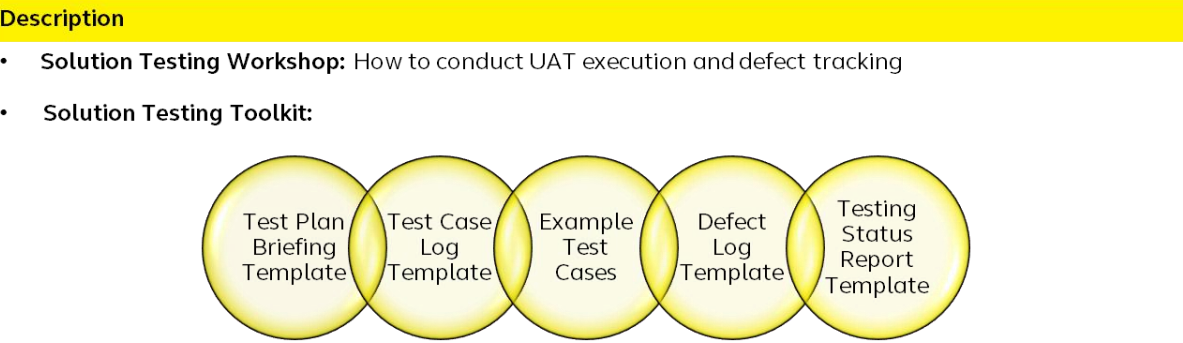
	configuration, based on informal user testing of the Solution. Those refinements are then recorded in the Configuration Workbooks.	
Iteration Testing	<ul style="list-style-type: none"> • Alight will execute Iteration Testing (informal user testing) of the Solution after each main configuration update. That is, during Iteration 1, Plastic Omnium team will review and test the initial system configuration based on the Configuration Workbooks completed during the Explore phase. In Iteration 2 and 3, Plastic Omnium team reviews and tests the system configuration that includes the refinements documented in the previous iteration. • Following each Iteration Testing cycle, ALIGHT will update the Configuration Workbooks with the agreed configuration corrections / changes and Plastic Omnium will then review and sign-off these updates prior to the next testing stage. 	Alight
User Acceptance Testing (UAT)	<ul style="list-style-type: none"> • Alight will execute UAT to verify that the Solution supports the end-to-end business process configured content (forms, workflow, site, permissions, e-mail notifications, reports, etc.) in accordance with the agreed requirements • ALIGHT and Plastic Omnium will hold frequent calls/meetings (e.g. daily, or 2-3 days per week) during the UAT period to ensure that any functionality that does not conform to requirements is addressed and resolved quickly • Alight will log Test Case completion in a Test Case Log, and defects in a Defect Log in order to track and monitor opened/closed items. These logs will be shared with ALIGHT • Any changes (evolution only) to the Solution arising from the UAT are subject to the Change Control process described in the 'Change Request Management' section of this SOW • 	Alight
User Acceptance Testing (UAT) signoff	<ul style="list-style-type: none"> • Plastic Omnium will provide sign off / approval to deploy the fully tested Solution to Production. 	Plastic Omnium

During the Prepare Phase of the project, an ALIGHT SAP SuccessFactors consultant will deliver a Solution Testing Workshop to Plastic Omnium project team that will provide guidance on how to prepare for and conduct Iteration and User Acceptance (UAT) testing.

b) Testing phases: Agile methodology



c) UAT preparation and execution by Alight



- Customer Value**

 - Quality assured solution outcome and streamlined test processes that optimize testing timescales
 - Alight experienced resourcing performing testing and defects reporting
 - UAT framework training and coordination with HBPO testers for the interface testing

d) Methodology for UAT: Step by Step activities

Before testing begins:

- Organize a “Go/No Go Live” meeting at the end of integration testing with PO
- Create test sets and users
 - Load data
 - Define testing scenarios and validate with PO SMEs
 - Send the testing book (excel format) to testers with update for each iteration
- Plan test cases execution
- Prepare and train the testers if applicable.
- Organise a UAT kick off meeting

Throughout the test phase:

- 3 weekly meetings with testers to track progress and analyze the raised defect.
- Testers report the agreed defect in defect management tool (to be decided, Jira is the Alight standard)
- Testing Lead to align with testers after feed-back from PO
- For the integration testing Alight test lead will coordinate with PO testers on the half interface

Alight test lead will follow up with the Alight implementation team the status of defects to plan retesting

Plan retesting when applicable

After the test phase:

- Alight implementation to propose a mitigation plan for all critical defects (work arounds) and a planning for defect closure
- Organize a final review at the end of each testing phase with PO to check of the raised defects and system evolutions requests
- Organize a “Go/No Go Live” meeting at the end of UAT with PO

e) General Testing Responsibilities

Plastic Omnium has the following general responsibilities in relation to all testing phases.

- Provide assistance to Alight to build test scenarios
- Review and approve the test scenarios and test plan
- Approve the test scenarios and the UAT (sign off)

Alight has the following general responsibilities in relation to all testing phases.

- Setting up and using a Test Tracking Tool (online test tracking application or Test Log document) for the tracking and management of Test Case completion, test status and defect resolution during testing
- Ensuring that defects, queries and potential change suggestions raised during testing are logged in the designated Test Tracking Tool and reviewed before being assigned in order to screen out duplicated issues and or correct tester misunderstanding of the in-scope Solution or testing process

- Sharing their updated Test Plan documents and Test Cases with Plastic Omnium sufficiently in advance of the relevant testing stage to allow time for Plastic to review these items and provide feedback in any essential manner.
- Promptly providing any information requested by Alight during testing (e.g. screenshots and explanations) that may be required in order to assist with the diagnosis and resolution of reported defects
- Arranging and facilitating an appropriate frequency of testing review phone calls (at least two per week) during each testing cycle / phase to include their Test Manager, appropriate Alight project team members and those responsible for country focused testing (as applicable) as participants in order review testing status and progress and to resolve any issues arising from or impacting the testing.
- Appointing someone as their Test Manager to manage their testing activities and the logging, review and reporting of test results and assist Alight
- Sharing their Test Plan documents and Test Cases with Alight sufficiently in advance of the relevant testing stage to allow time for Alight to review these items and provide feedback in any essential manner
- Promptly providing any information requested by Plastic Omnium during testing (e.g. screenshots and explanations) that may be required in order to assist with the diagnosis and resolution of reported defects
- Arranging and facilitating an appropriate frequency of testing review phone calls (at least two per week) during each testing cycle / phase to include their Test Manager, appropriate Alight project team members and those responsible for country focused testing (as applicable) as participants in order review testing status and progress and to resolve any issues arising from or impacting the testing.

f) Testing Assumptions

Item	Description
Testing	Plastic Omnium is responsible to assist Alight for creation of all Service and User Acceptance Test plans, including test data and scenario.. This assistance will be on approval only
Testing	Alight is responsible for creation and execution of all Service and User Acceptance Test plans, including test data and scenario
Testing	Alight will provide Unit test and/or integration testing script per item in scope as an example to help Plastic Omnium build UAT scenarios
Testing	Alight is responsible for bug fixing
Testing	Plastic Omnium is responsible of testing Sign off

3. Cutover preparation

The cutover comprises the series of steps needed to enable the Solution to Go Live following the sign-off of User Acceptance Testing.

Alight will work collaboratively with Plastic Omnium Project Manager to produce a detailed Cutover Plan and will then lead the following Cutover activities.

- Deployment of the technical Solution to the Production environment & resolution of any associated issues
- Upload of data to Production and production of associated error reports
- Activation of the Solution for users
- Knowledge transfer/handover to Plastic Omnium’s IT and or post go-live support provider’s team.

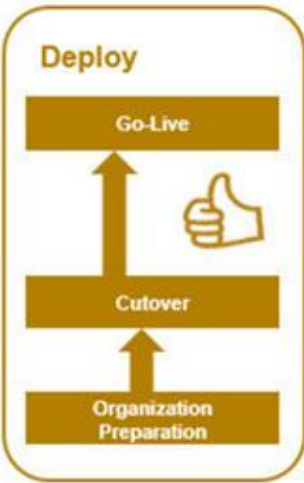
F. Deploy Phase

The purpose of the deploy phase is to setup the production system, confirm PLASTIC OMNIUM organization readiness, and to switch business operations to the newly configured SuccessFactors system.

Upon initiating the deploy phase, the project team has already confirmed (through integration testing in the realize phase) that all systems are functioning correctly and there are no remaining integration issues to resolve. Thus the team prepares for transition to productive business operations in the new environment, switches on the new solution and conducts the solution adoption and post go-live support activities.

The key deploy activities are as follows:

- Finalize the solution and its supporting tools and processes for production go-live:
 - Resolve all crucial open issues;
 - Conduct system tests;
 - Check that system management is in place;
 - Proceed with cut-over activities, including data migration.
- Execute transition and cutover plans including organizational Change Management (OCM) plans;
- Complete all scheduled end user training;
- Identify and document all issues encountered in the transition to the new solution;
- Monitor business process results and the production environment;
- Establish a “extra-care” center of excellence for support that provides:
 - Production support processes;
 - Exceptional business monitoring processes;
 - Extraordinary technical support;
 - System enhancements.
- Track and report on value delivery.



Typical deliverables and milestones for the Deploy phase:

DELIVERABLES	TYPICAL MILESTONES AND KEY DECISIONS
<ul style="list-style-type: none">• Organizational and production readiness check;• Pre go-live user training delivery;• Technical and system testing, as necessary;• Setup operational support organization:<ul style="list-style-type: none">▪ Cutover to production including;▪ Cutover plan update;▪ Cutover simulations;▪ Data migration;	<ul style="list-style-type: none">• Data conversion completed;• End user training completed;• Production environment fully set up;• Support organization established;• Organization readiness for transition confirmed;• Go / no-go decision secured;• Go-live activities conducted;

<ul style="list-style-type: none"> ▪ User IDs and profiles created. • Help desk and technical support operational; • Operational and live production system environment; • Post Go-Live support provided, including training; • Project closing including lessons learned. 	<ul style="list-style-type: none"> • Post production support via “extra-care” provided; • Project closed.
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G. Hypercare

The Hypercare Period will run for (1) month One month from the date specified as the Go Live date in the in-scope Solution implementation Project Plan. During this Hypercare Period the following provisions will apply.

- Alight’s Solution implementation project team will remain available remotely to respond to any issues discovered and logged relating to any fault with the Solution
- All issues referred to Alight will be recorded in a Hypercare Log, assigned a unique number for tracking, and allocated to the appropriate team member for investigation and resolution
- The project team will follow Plastic Omnium’s required procedure for the testing of issue fixes and for the subsequent release of fixes to the Production system.
- Weekly (or more frequently agreed) calls will be scheduled as agreed between the appropriate Project, Business and Support teams to review logged incidents and resolution progress

Exiting the Hypercare Period on the scheduled date will be subject to confirmation by Plastic Omnium at the end of the Hypercare Period that all logged Critical and High classified issues assigned to Alight have been resolved. If Hypercare is not successfully exited, then Alight project resources will continue to work on resolving the outstanding Critical / High classified issues until such resolution is confirmed. Any Medium / Low classified issues at the end of the scheduled Hypercare period are expected to be transitioned to Plastic Omnium’s Post Go Live Application Management Support Provider unless otherwise agreed by Alight.

Once the Hypercare Period has been completed, day to day support of the Solution will be provided by Alight Application Maintenance Service team through the conditions described into Contrat cadre **CONTRAT-CADRE DE PRESTATIONS INFORMATIQUES ,n° (NGA) 10/12/2020 signed the 10/12/2020.**

• Post Go Live Support – Exit

Exiting the Hypercare Period will be subject to agreement during the Hypercare Exit meeting which will be held at the end of the Hypercare Period. A prerequisite for this will be the successful closing of all Critical / High classified issues that are resolvable by Alight. Exiting will indicate an acceptance of the Solution, and that it is fit for purpose. If Hypercare is not successfully exited, then Alight project resources will continue to work on resolving the outstanding issues until the exit criteria are satisfied.

Once the Hypercare Period has completed, day to day support of the Solution will be provided by Alight Application Maintenance Service team through the conditions described into Agreement “Application Master Service Agreement” and its appendix . Post-implementation support for Plastic Omnium after the Hypercare Period is not included in the scope of services covered by this SOW but this support is available from Alight subject to separate scoping and quotation.

H. Run Phase

The Run phase keeps the system available and performing at the high levels required to support business operations. During the system implementation, the project team put in place an initial set of SAP operation standards. Now in the Run phase, the live system is assessed to identify opportunities to further optimize the system by applying additional standards.

The key run activities are as follows:

- Run the implemented solution;
- Set the standards for tool use;
- Transition the optimized system to production;
- Continue value tracking and reporting.

Typical deliverables and milestones for the Run phase:

DELIVERABLES	TYPICAL MILESTONES AND KEY DECISIONS
<ul style="list-style-type: none">• An assessment of standards for optimizing solution operation, including:<ul style="list-style-type: none">▪ Scope;▪ A project schedule for implementing.• For each relevant operation standard:<ul style="list-style-type: none">▪ A design of processes, organization and roles, and a blueprint for tool use;▪ Setup of processes, tools, organization, and roles;▪ Transition into production.• Training and rollout.	<ul style="list-style-type: none">• Identification of operation standards for optimizing solution operation conducted;• Design, setup and operation of SAP SuccessFactors operations standards completed;• Tool implementation completed.

I. Deliverable and Contractual Work Acceptance

This section defines expected durations and provisions for the acceptance of deliverables. ALIGHTand Plastic Omnium will work together to define a project schedule with deliverable review and sign-off durations in mind.

Once the project schedule is agreed, and except where otherwise specifically agreed by ALIGHT and Plastic Omnium, the following provisions will apply for approval of deliverables requiring formal sign-off as indicated by the phrase “Sign-Off Required” in the Responsibilities and Deliverables (RACI) Matrix In all such cases, approval or notice of non-approval must be given in writing by Plastic Omnium to the ALIGHT Project Manager at the appropriate pre-agreed date in the Project Plan schedule, and such approval will not be unreasonably withheld. Any failure to meet the timelines described in the conditions stated in the article IV B) will typically become a point of escalation and any associated delays caused by Plastic Omnium that result in a longer overall project timeline above 3 months or period of performance may require a Change Request. The supply and receipt of deliverables will be recorded in a Deliverables Register in line with activities and checked and confirmed by Plastic Omnium at the appropriate review meeting.

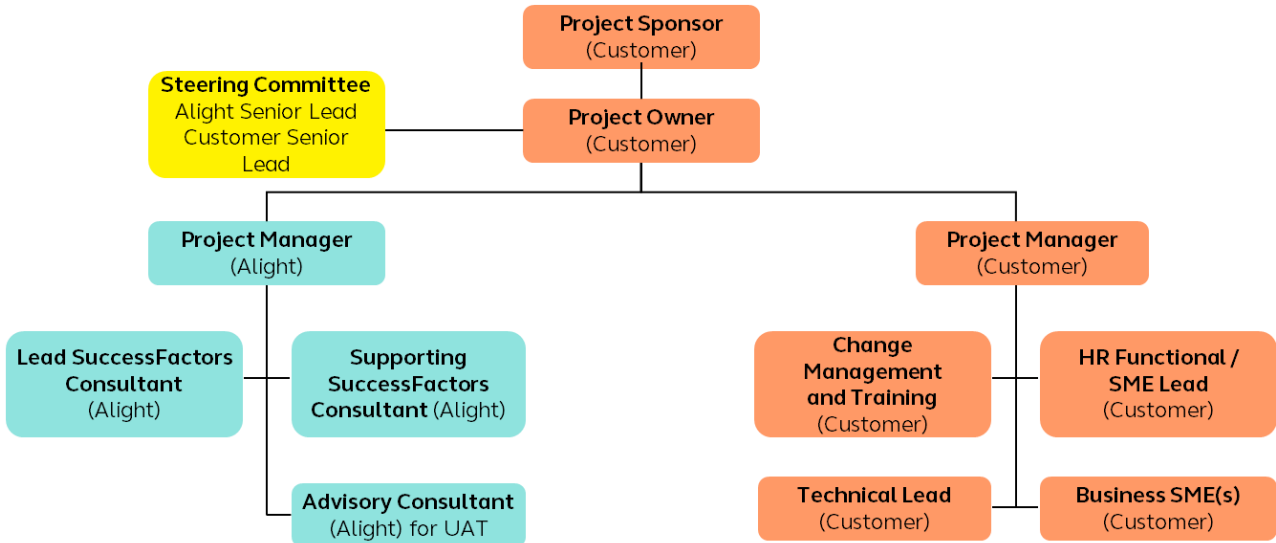
Deliverable Type	Criteria
Documentation	Plastic Omnium will have five (5) business days (can be extended to 5 for specific and complex items) from receipt of any document for acceptance. Notice of non-acceptance of a deliverable due to its failure to materially conform to the acceptance criteria must be provided in writing to ALIGHT. ALIGHT will edit the documentation to remediate such failure and deliver to Plastic Omnium for review within five (5) business days of receipt of notice of non-acceptance. Plastic Omnium will have five (5) business days from receipt of the revised document for acceptance of the previously non-conforming areas of the document.
Modifications and Data Migrations (based on SOW scope)	Plastic Omnium will have five (5) business days from the completion of satisfactory testing of the delivered Solution and / or data migration(s) for acceptance. Notice of non-acceptance of a deliverable due to its failure to materially conform to the acceptance criteria must be provided in writing to ALIGHT. ALIGHT will correct such failure and deliver the necessary revisions to Plastic Omnium for review within ten (10) business days of receipt of notice of non-acceptance. Plastic Omnium will have five (5) business days from receipt of the revision for acceptance of the corrected modification and/or data migration.

To facilitate a smooth sign-off process, it is expected that the project managers for both Plastic Omnium and ALIGHT will develop the project schedule such that it identifies the planned issue dates for all key deliverables requiring sign-off, together with the sign-off parties for each deliverable. This will enable advance notification to be issued to all key approvers, allowing any potential issues around e.g. availability to be minimized.

V. Project Instances and Governance

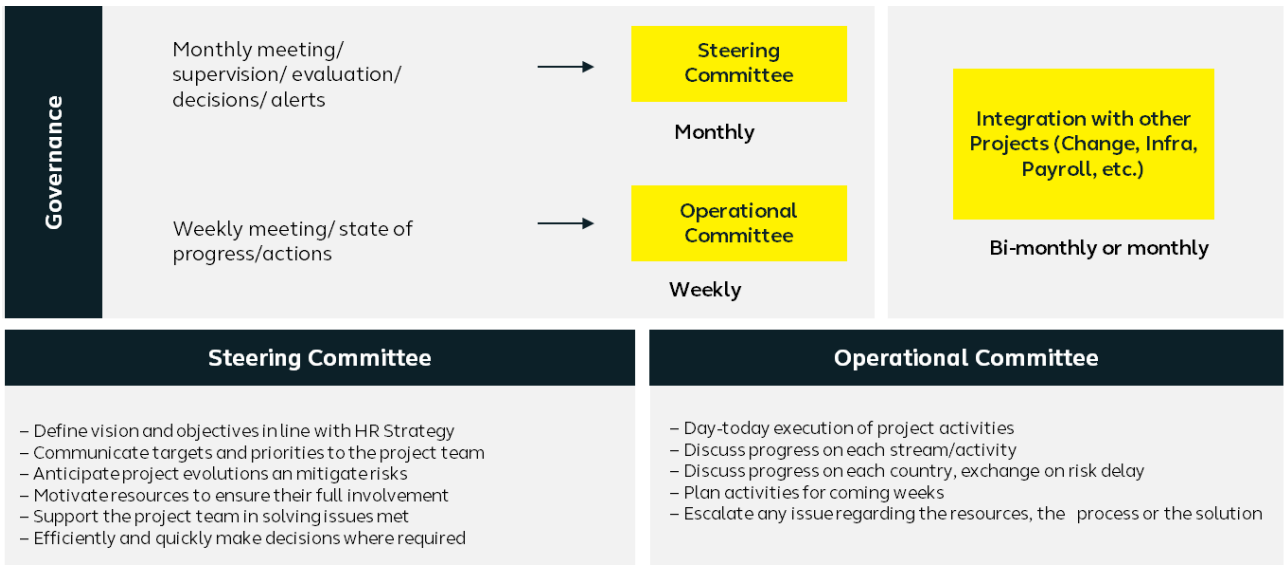
A. Project Instance

to be defined jointly between Alight and Plastic Omnium during the preparation phase of project



B. Project Governance

to be defined jointly between Alight and Plastic Omnium during the preparation phase of project



C. ALIGHT Roles and Responsibilities

ROLE	RESPONSIBILITIES
Executive Sponsor	<ul style="list-style-type: none"> Define the vision and high-level objectives for the program. Approve the requirements, timetable, resources and budget as well as the program plan. Approve any major changes in scope. Manage required attendance for the regular program steering committee. Ensure that major business risks are identified and managed. Ensure issues escalated by the steering committee are suitably managed. Provide final acceptance of the solution upon program completion.
Account Director (global)	<ul style="list-style-type: none"> Lead PLASTIC OMNIUM discussions across both commercial and contractual terms. Manage PLASTIC OMNIUM relationship for account. Manage budget and forecasting for account. Escalation management.
ITCAM -IT Client Account Manager	<ul style="list-style-type: none"> Lead PLASTIC OMNIUM discussions across both commercial and contractual terms. Manage PLASTIC OMNIUM relationship for his/her area. Manage budget and forecasting for his/her area. Escalation management.
Project Manager	<ul style="list-style-type: none"> Accountable for the delivery of the overall PLASTIC OMNIUM program to time, quality and budget. Responsible for planning, execution, monitoring, delivery and the overall health and effectiveness of all program elements within the boundaries and framework established. Oversee and mitigate program-level risks, issues, dependencies, assumptions and change control.
Solution Architect and leads	<ul style="list-style-type: none"> Responsible for driving the adoption of standard solutions. Support the different teams in the program in understanding the overall solution put in place for PLASTIC OMNIUM. Review and approve all functional specifications for change requests.
Consultants	<ul style="list-style-type: none"> Prepare and facilitate workshops. Provide expert advice during design. Build and unit test the solution. Resolve defects throughout all testing activities. Provide expert advice on the data migration process. Perform initial data load and support subsequent data loads. Deliver training to a selection of PLASTIC OMNIUM users via train the trainer. Deploy solution into production.

D. PLASTIC OMNIUM Roles and Responsibilities

- Program roles listed below are a conceptual representation of the types of resources that will be required on PLASTIC OMNIUM side:

ROLE	RESPONSIBILITIES
Executive Sponsor	<ul style="list-style-type: none"> Champion the Program and chair the transition steering group. Resolve escalated issues. Monitor program progress define quality standards and ensure continued alignment with agreement and goals. Provide overall leadership and guidance for program direction.
Account Director	<ul style="list-style-type: none"> Manage commercial contract ensuring that operational and commercial impact to business are fully understood. Manage budget and forecasting through the program / account. Resolve escalation regarding contract matters. Support internal staffing to meet program and operational requirements. Oversee the change control process.
Program Manager	<ul style="list-style-type: none"> Maintain adherence to program management discipline. Manage PLASTIC OMNIUM resources. Serve as initial escalation point for key issues. Manage internal alignment of stakeholders to program objectives.
Local Payroll SMEs	<ul style="list-style-type: none"> Participate in local workshops and provide support where needed to ensure successful go live.
Local HR SMEs	<ul style="list-style-type: none"> Participate in local workshops and provide support where needed to ensure successful go live.
Global and Local Technical Lead	<ul style="list-style-type: none"> Align with program team and solution architect to identify and manage all aspects of technology issues during all phases, including design, interfaces and reporting.
Global and Local Data Migration Lead	<ul style="list-style-type: none"> Manage cleansing and validation activities. Perform data mapping, collection and transformation. Manage data errors resolution in source systems.
Global and Local Change Management Lead	<ul style="list-style-type: none"> Manage the business transition to ensure people and processes are aligned to the “to be” organization. Build, maintain and execute a communication strategy for the program. Build, maintain and execute a training and knowledge transfer plan for the program.
Project Manager	<ul style="list-style-type: none"> Responsible for executing against the country deployment project plan as agreed between the parties. Act as single point of contact on the country deployment project. Align all resources to tasks to ensure timely completion of activities. Ensure local country readiness.

E. Governance responsibility

- Plastic Omnium will establish and facilitate a Project Steering Committee (or Steering Group) to provide overall oversight, direction and sign off for the Solution implementation.
- The Project Steering Committee will meet on a regular basis (normally monthly or bi-monthly as agreed between Alight and Plastic Omnium), and in alignment with key decision / sign off / Quality Gate review points as designated in Solution implementation Project Plan,

- The Alight Project Manager and an agreed nominated senior Alight Executive will participate as members of the Solution implementation Steering Committee.

VI. RACI Matrix

The RACI Matrix defines each Key Activity during the project phase. Each Key Activity assigns the Key Roles that are involved in terms of:

- R - Responsible: Those who work to achieve the tasks and own the delivery of the task. There can be multiple resources responsible.
- A - Accountable: The role ultimately accountable for the correct and thorough completion of the task. There must be exactly one "A" specified for each task.
- C - Consulted: Those whose opinions are sought; two-way communication.
- I - Informed: Those who are kept up-to-date on progress; one-way communication.

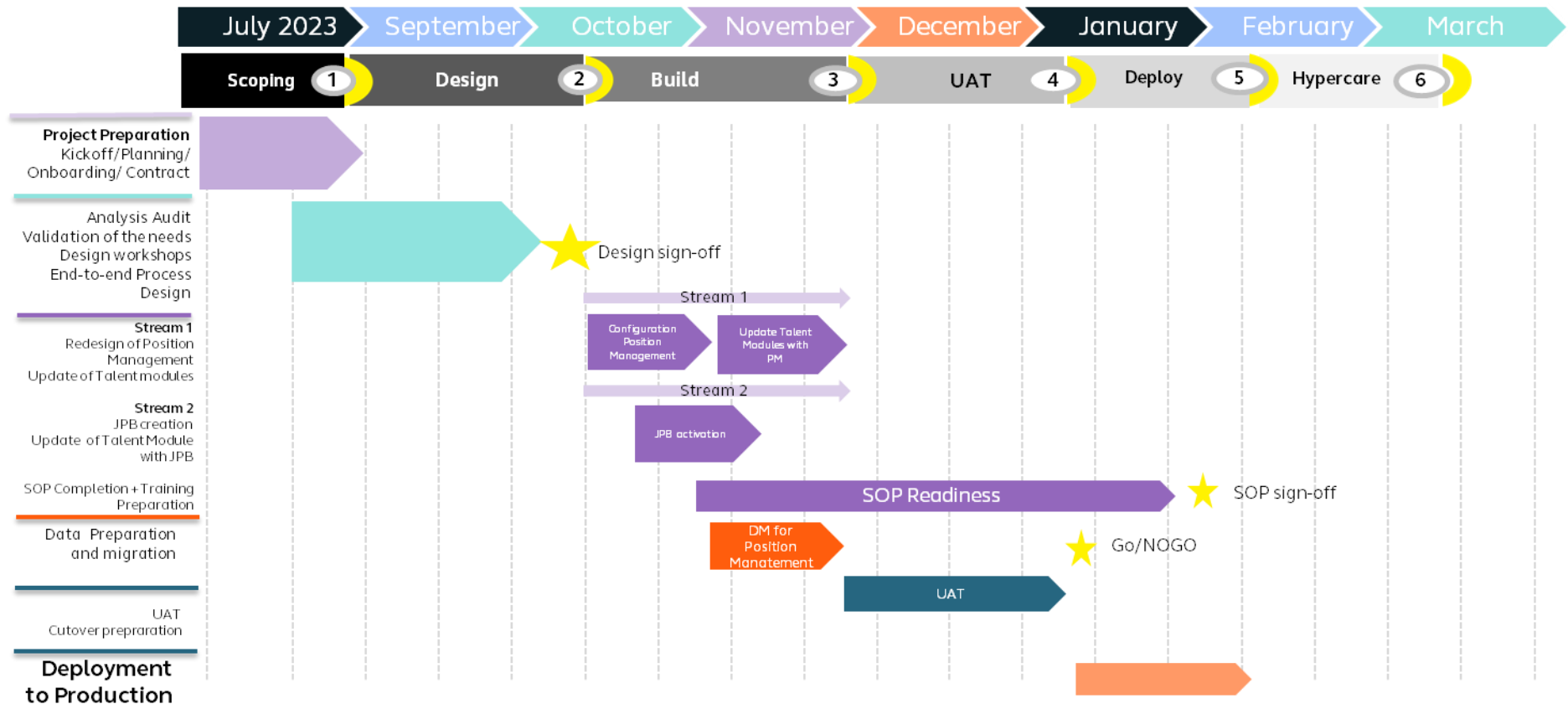
Alight is Responsible for the delivery of tasks; we show that Plastic Omnium is Accountable. The reason for the Accountability under Plastic Omnium is that PLASTIC OMNIUM must sign off on all ALIGHT deliverables.

Activity	Definition	ALIGHT	PO
Prepare Phase			
Statement of Work Review	Provide the statement of work.	R	C, A
Statement of Work Sign-off	Sign the statement of work.	R	R, A
Prepare Kick-off Presentation	PowerPoint presentation to communicate the goals of the project, team structure, implementation methodology timeline, next steps.	C	R, A
Kick-off	Meeting to signify the start of the project and align all stakeholders on the project details.	C	R, A
Provide access to project team members	URL and credentials for administrators to access PARTNERRE systems and development tools	C	R, A
Explore Phase			
Design workshops	Workshops to clarify requirement and design solution	R	R, A
Define Test strategy		R	R, A
Define Data migration strategy		R	R, A
Deliver workshop conclusions	Document workshop outputs to describe solution to be delivered.	R	C, A
Business requirement Sign-off	Sign the workshop outcome document	C	R, A
Realization Phase			
Configure SSF	As required during Design workshops	R	C
Deliver Test scenarios		C	R, A
Deliver data migration #1		C	R, A
Data validation		C	R, A
Unit Testing	Perform testing of developed interfaces	R	C,A
UAT	Perform User Acceptance Testing	R	C,A

UAT Sign-off	Validate UAT completion	C	R, A
Deliver Cutover plan	Document cutover strategy and steps	R	R, A
Deploy / Hypercare Phases			
Go – No go	Organize a Go – No go meeting	C	R, A
Deliver data migration #2	Migrate data in Production	C	R, A
Data validation		C	R, A
Validate Go live	At the end of Cutover plan, give the Go	R	R, A
Production readiness	Perform Production system cleaning	C	R, A
Deliver Hypercare	Perform post go live support and maintenance	R	C, A
Perform transition to AMS team	Perform transition to integration maintenance	R, A	C,
Project closure	Agree on project closure	R	R, A

VII. Planning

to be defined jointly between Alight and Plastic Omnium during the preparation phase of project



Note: Timeline assumes basic project scope with no 'add-ons'.

VIII. General Responsibilities and Obligations

A. Alight

Alight's specific responsibilities during each project phase are summarized in in the section VI " RACI Matrix". In addition, it is Alight's responsibility to undertake the following.

With respect to process and technology, Alight will:

- Follow the definition within the Statement of Work and perform all the operational operations to be performed by Alight within the applicable and agreed time periods;
- Regularly follow up with Plastic Omnium to ensure that Plastic Omnium performs the tasks and responsibilities assigned to Plastic Omnium under the definition within this Statement of Work; and
- Perform its obligations under this Statement of Work and as otherwise required for the successful and timely completion of Services
- Create and manage the Solution implementation Project Plan
- Manage and if applicable escalate actions, risks, issues and required decisions as pertaining to Alight in relation to the Solution implementation
- Manage updates to the Solution implementation Deliverables Register and Change Control Log
- Act as the initial escalation point for Plastic Omnium for matters relating to delivery of the in-scope services
- Manage the Alight resources assigned to delivery of the in-scope services
- Manage delivery of the in-scope services in accordance with Solution implementation Project Plan and criteria.
- Summaries and report Solution implementation status to Alight internal stakeholders.
- Ensure the reporting to governance committees
 - Operational committees: Fully insured by Alight
 - Steering Committees : Jointly with Plastic Omnium Project Manager
 - Write and communicate the minutes of the meetings within (5) five business days

B. Plastic Omnium

If Plastic Omnium is executing contracts with other partners / vendors in connection with this project, Plastic Omnium is responsible for aligning all such work and resources to achieve the project schedule and outcomes.

Plastic Omnium's specific responsibilities during each project phase are summarized in in the section VI " RACI Matrix". In addition, it is Plastic Omnium's responsibility to undertake the following.

- Provide day to day leadership for the project as described in this SOW
- Provide information and materials reasonably required to enable ALIGHT to provide the services described in this SOW
- Identify system administrators to support the Service after the project described in this SOW is complete. They will be responsible for on-going employee data uploads and general Named User support questions
- Make changes required to their existing HRIS environments (e.g. Process; Development; Testing; Cutover Requirements; Basis and Performance Testing)
- Communicate the vision, goals, and business case of the programme to applicable employees
- Ensure their staff have the appropriate skills and experience to complete assigned project tasks. If any Plastic Omnium personnel fail to perform as required, Plastic Omnium will make suitable additional or alternative staff available
- Ensure their staff are available to provide such assistance as ALIGHT reasonably requires
- Ensure that ALIGHT is given reasonable access to the Project Steering Committee who will provide oversight
- Provide access to appropriate Plastic Omnium personnel for interviews and work sessions. Delays in scheduling of work sessions, task completion and/or issue resolution caused by the unavailability of Plastic Omnium personnel may affect the project timeline, fees and timing estimates. ALIGHT will notify Plastic Omnium promptly if it believes such delays will materially impact the project timeline, fees, or timing estimates to enable Plastic Omnium to address them accordingly. Any change in the timeline should follow the Change Control process described in this SOW
- De-commission activities in relation to legacy applications and services.
- Deliver Plastic Omnium deliverables in accordance with the mutually agreed Project Plan,
- Manage the relationship to all third party vendors, with the exception of SAP SuccessFactors, which is managed by PLASTIC OMNIUM
- Make sufficient and knowledgeable resources available and to the levels required to meet the requirements of the Project Plan, including global resources to support local requirements and business sign-off.
- Make Brand and Web Style Guides these available to the ALIGHT project team. These should include hex color codes for the company brand/theme colours, for example #FFFFFF and also an image of the company logo with the maximum pixel dimensions of 210x40
- Ensure that ALIGHT has reasonable access to any third-party tools, analyses and results controlled by Plastic Omnium that are developed in conjunction with this SOW as necessary to enable ALIGHT to perform the Services
- Plastic Omnium Executives are responsible for:
 - Driving consensus on key process decisions and guiding principles
 - Actively participating in executive alignment workshops
 - Providing executive guidance to key decisions which enable timely completion of the project deliverables
 - Implementing all business changes.
- Provide supplies and facilities for the project team as reasonably required, including workspace, internet access for ALIGHT-owned computers, access to network printers and minor administrative support (e.g., scheduling). ALIGHT personnel will adhere to reasonable policies and procedures of Plastic Omnium in connection with such workspace and access.
- Manage all work components and deliverables that are Plastic Omnium's responsibility as defined in this SOW, or which are outside the scope of Alight's services
- Manage, escalate and or obtain (as applicable) all actions, risks, issues and required decisions

as pertaining to Plastic Omnium in relation to the Solution implementation

- Work collaboratively with the Alight Project Manager to establish the Solution implementation Project Plan
- Summaries and report Solution implementation status to Plastic Omnium internal stakeholders.

IX. Project Dependencies & Risks

It is understood and assumed as part of this SOW that Plastic Omnium has no change initiatives or already ongoing projects that could impact the proposed in-scope services as defined in this SOW.

As any significant dependencies or risks within Plastic Omnium organization are likely to have a major impact on the timelines of the project, Plastic Omnium is expected to flag any such dependencies or risks as soon as possible once known, and the impact of these on the proposed project timelines, approach and efforts should be assessed. Any resulting impacts on ALIGHT effort, Plastic Omnium resource availability, deliverables and or the planned project timelines described in the article IV B) may then trigger an associated Change Request. See also later section in this SOW on 'Risks and Issues Management'.

X. Changes to scope

(a) Additional Services will be requested via change control, as described in paragraph 6 “change control Management”

A. Project Price

B. One time

ALIGHT proposes a fixed price commercial model for the SuccessFactors and interfaces implementation, based on the scope and timelines included within the document, as well as for the process optimization service.

Items	Manday	Amount	Daily Rate	Price
Project Manager	37,6	47 564,00 €	938,71 €	211 773,70 €
EC foundation - Position Management	42	32 977,11 €		
EC foundation - Position Management DM	24	18 400,27 €		
EC Foundation - Transition period (option)	5	3 965,50 €		
EC Foundation - Concurrent emp (option)	5	2 668,42 €		
PMGM - Update following PM	0	- €		
Recruiting - Update following PM	10	9 482,00 €		
Succession - Update following PM	25	23 705,00 €		
Job Profile Builder - Core functionality	15	14 223,00 €		
Advisory - Technical Design workshop support	5	4 741,00 €		
Advisory - Design and complete process	10	9 482,00 €		
Advisory - SOP completion	12	11 378,40 €		
Advisory - TTT Training design and delivery	10	9 482,00 €		
Advisory - UAT preparation and execution	25	23 705,00 €		
TOTAL	225,6	211 773,70 €		
Price after Rebate 8% *				194 831,80 €

For the avoidance of doubt, Alight agree to allow a 8% rebate under the following conditions:

- Options (paragraph C, are taken by Plastic Omnium

C. Options

Option	Price
Advisory - option CM strategy (Business impact analysis)	4 741,00 €
Advisory - option End user Training Option 1 (33 days) cf slide 38 for details*	30 77,54 €
TOTAL	35 718,54 €
Price with 8% rebate	32 861,06 €

*Can be reallocated on other activities (to be defined jointly between Alight & PO during project live

* For the avoidance of doubt, Plastic Omnium agreed to take those options during meeting of 8/3/2023 and between Alight (Marion ALIBERT) and Plastic Omnium (Melissa Pires)

*For the avoidance of doubt, if no need of so many trainings, cost will be reviewed jointly between Alight and Plastic Omnium in order to reallocate it to other activities or not charged to Plastic Omnium.

D. Add-Ons/evolutions

Set out below is the rate card that will be applied to any additional work that may be identified during the project as a result of agreed Change Requests, to be performed on a Time and Materials basis.

Change request / Resource Type	Rate per Day 2023
Project Manager Alight	1253.73 €
Module Lead or Integration Lead	1093.97 €
Module consultant or Integration consultant Nearshore	533.23 €
Advisory - Senior consultant	1278 €

Other roles/rates can be supplied on request.

XI. Invoicing and Payment terms

A. Project Milestones and payment

This project will be charged on a Fixed price basis capped on the price detailed in project Price Chapter above and billed to Plastic Omnium as follow

Milestones	Ponderation	Amount	Condition
30% upon Kickoff,	30%	68 307,86 €	Kickoff realised
30% at end of design	30%	68 307,86 €	design sign off approval by Plastic Omnium
20% at end of UAT	20%	45 538,57 €	UAT sign off approval by Plastic Omnium
20% at GoLive	20%	45 538,57 €	go-live sign off approval by Plastic Omnium
TOTAL	100%	227 692,86 €	194 831,80 € + 32 861,06 € *

* Main project + option taken on 3.8.2023

Alight will provide a financial follow-up as follow:

- For main project, prior to bill a milestone
- For Change Request approved, at every steering committee, prior to billing

Travel Expenses will be charged to Plastic Omnium for project activities on an as incurred basis once agreed in advance by Plastic Omnium.

B. Payments upon Termination.

Upon the expiration or termination of this SOW for any reason, Plastic Omnium shall pay to Service Provider all amounts due and payable as further specified

C. Termination for convenience

As a termination fee, Five per cent (5%) of the remaining amount of the One Time activities.

For the purpose of clarity, the remaining amount is represented by the charges for the One Time activities that are not already invoiced and/or due at the time of the notice of termination.

D. Termination for cause

All amounts due and payable to the Service Provider by the time of the notification by the Service Provider

E. Payment terms and disputed charges

The provisions of the article 5 of the **CONTRAT-CADRE DE PRESTATIONS INFORMATIQUES ,n° (NGA) 10/12/2020 signed the 10/12/2020** will apply.

Plastic Omnium will pay ALIGHT all undisputed Charges within 45 days end of month from receipt of a correct and fully documented invoice.

F. Currency

The currency is Euro.

XII. Assumptions

A. General

Delivery of the scope of services as defined in this SOW is dependent on the following general assumptions. If during the project any of these or other assumptions stated in this SOW are found to be incorrect or if they change with impact on either Alight work effort and or the scope, do-ability or timelines of the Solution implementation under the conditions stated in the article IV B) then this impact will need to be assessed via the Change Control process and may result in changes to the Solution implementation Project Plan and Alight implementation fees.

- Members of Plastic Omnium's project team have the ability and authority to make timely decisions and commitments on the enterprise-wide design for their respective areas of responsibility
- Plastic Omnium will closely adhere to the agreed Solution implementation Project Plan
- Plastic Omnium will adopt the applicable standard Alight best practice processes and pre-configured system design that comprise the applicable in-scope FastTrack Solution with changes only for essential business reasons and within the process and configuration change parameters specified in Section 2 (Scope of Work) of this SOW
- Plastic Omnium will ensure appropriate and sufficient participation by its resources at workshops delivered by Alight as part of the Solution implementation
- All updates to the Configuration Workbooks during the Solution implementation will be owned by Alight, based on inputs from and discussions with Plastic Omnium team
- The project will be carried out in accordance with the approach defined by Alight for implementing the in-scope Solution. Any changes to this approach requested by Plastic Omnium during the Solution implementation under the conditions provided in the article IV may have an impact on the overall assumed implementation effort and timescales and may, therefore, require a Change Control
- The in-scope FastTrack Solution provided by Alight is in accordance with the pre-configured design that is current at the start date for the Solution implementation project and which is defined in the 'Configuration Items in Scope' sections of this SOW and in the Functional Scope document provided in the Appendices to this SOW. Configuration of any later standard FastTrack Solution enhancements, or any new non-universal functionality enhancements provided through SAP SuccessFactors releases during the Solution implementation are not included in-scope.
- Unless otherwise stated in this SOW, the Solution will be developed, tested and launched using three system environments; the Development instance will be used for configuration design and Iteration Testing, the Test instance will be used for SIT and UAT as applicable, and the Production instance will be used for Go Live. It is assumed that Plastic Omnium has access to and will grant Alight access to all of these instances
- SAP SuccessFactors is accessed via Microsoft Internet Explorer 11 or later version, Microsoft Edge, Mozilla Firefox, Apple Safari or Google Chrome web browser and internet access

B. Project

Item	Description
Design	As appropriate, Alight and Plastic Omnium will jointly develop and define maps, processes, connections, business rules, process diagrams and any other documentation.
Design	Prices and conditions of current proposal will be confirmed at the end of design (conception) phase.
Testing	Alight is responsible for creation and execution of all Service and User Acceptance Test plans, including test data and scenario as option UAT is taken)
Testing	Plastic Omnium is responsible for Testing (UAT) validation
Testing	Alight will provide Unit test script per item in scope
Testing	Alight is responsible for bug fixing and UAT, Plastic Omnium Is responsible for UAT sign-off
Project	Project scope and planning are subject to detailed review by Plastic Omnium and Alight
Pricing	Prices and conditions of current proposal are valid for 2 months after the proposal is issued and for a project duration of 7 months
Pricing	Any Project extension of duration or change of scope will be handled through Change control process and will be charged separately.
Pricing	Pricing of current proposal is a fixed price, without taxes and is a bundle
Pricing	No VAT or T&E are included in this pricing. Travel expenses for Alight employees are not included and will be charged through to Plastic Omnium as they occur after having been pre-approved by Plastic Omnium. Alight will apply the customer travel policy.
Translation	Only standard translations are part of this proposal. Local translations will have to be provided by Plastic Omnium
Deliverables	All Deliverables will be in English (including documentation)
Delivery	Customer will dedicate knowledgeable resources to the project described in this proposal.
Delivery	Customer's project manager will work with ALIGHT to establish a project plan and manage issues / action items throughout the project.
Delivery	Customer will be responsible for managing the deliverables of all Third Party Vendors that have data or solution inputs to this project.
Delivery	Customer will be responsible for the access administration for the integration being developed.
Delivery	Customer will endeavor to minimize impacts in current Development and Testing landscape that will be leveraged by ALIGHT to ensure no work must be redesigned and redeployed by ALIGHT. If already designed & developed work must be redone by ALIGHT, this is subject to a change request.
Delivery	This proposal is based on current application features only as outlined under Configuration Scope above. Configuration of future enhancements, or enhancements released during the duration of the project, are not included.
Design	As appropriate, Alight and Plastic Omnium will jointly develop and define maps, processes, connections, business rules, process diagrams and any other documentation.

Design	Prices and conditions of current proposal will be confirmed at the end of design (conception) phase.
Testing	Alight is responsible for creation and execution of all Service and User Acceptance Test plans, including test data and scenario as option UAT is taken)
Testing	Plastic Omnium is responsible for Testing (UAT) validation
Testing	Alight will provide Unit test script per item in scope
Testing	Alight is responsible for bug fixing and UAT, Plastic Omnium Is responsible for UAT sign-off
Project	Project scope and planning are subject to detailed review by Plastic Omnium and Alight
Pricing	Prices and conditions of current proposal are valid for 2 months after the proposal is issued and for a project duration of 7 months
Pricing	Any Project extension of duration or change of scope will be handled through Change control process and will be charged separately.
Pricing	Pricing of current proposal is a fixed price, without taxes and is a bundle
Pricing	No VAT or T&E are included in this pricing. Travel expenses for Alight employees are not included and will be charged through to Plastic Omnium as they occur after having been pre-approved by Plastic Omnium. Alight will apply the customer travel policy.
Translation	Only standard translations are part of this proposal. Local translations will have to be provided by Plastic Omnium
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Delivery	Customer will be responsible for managing the deliverables of all Third Party Vendors that have data or solution inputs to this project.
Delivery	Customer will be responsible for the access administration for the integration being developed.
Delivery	Customer will endeavor to minimize impacts in current Development and Testing landscape that will be leveraged by ALIGHT to ensure no work must be redesigned and redeployed by ALIGHT. If already designed & developed work must be redone by ALIGHT, this is subject to a change request.
Delivery	This proposal is based on current application features only as outlined under Configuration Scope above. Configuration of future enhancements, or enhancements released during the duration of the project, are not included.
Data Migration	All active employees of scope having a direct individual employment contract signed with customer (employee groups to be confirmed)
Data Migration	Any necessary data cleaning will be performed by Plastic Omnium in a timely fashion. Migration data will be provided by Plastic Omnium in Alight data collection model format. No conversion efforts are anticipated for loading the data into SuccessFactors.
Data Migration	Three operations of loading are foreseen in our offer, 2 in test (Iteration 1 on partial population, Iteration 2 on complete population, Iteration 3 for production loading)
Data Migration	Data Cleansing will be handled by Customer for all entities
Data	Scope (countries and entities): Position Management

Migration	
Scope (SF modules)	Employee Central, Recruiting, Compensation, Succession, JPB, PMGM
Reporting	No reporting quoted in this proposal.
Solution	Any functionality or element that is not explicitly listed as in-scope for this project should assumed to be out of scope unless otherwise approved in writing by both ALIGHT project manager and the Customer Business Lead.
Solution	No other 3rd party partners who do not roll up to ALIGHT will have access to the SuccessFactors / EC platform or change any elements of the SuccessFactors configuration during the course of the project including the hypercare.
	Cutover preparation will include Production system readiness / cleaning and integration solution configuration readiness.
	ALIGHT will transfer knowledge to Customer during the course of the project.
	Ongoing maintenance past the hypercare period is out of project scope. It has to be quoted separately and amount validated, as a pre-requisite before the Go can be agreed for cut-over to start.
Advisory – change management	Change Management TTT is included. Rest of change management deliverables listed in this proposal (videos, change management strategy) are optional. TTT material to be delivered in english without local specificities.
Advisory - Training	End-user training is also included with the following assumptions: <ul style="list-style-type: none"> - End user material will be delivered in english but will be localised (country specifics) for the countries in scope - Number of sessions has been identified based on the number of employees by countries. For the countries without local trainers, delivery to be done in english - Delivery of the end user training will be done remotely in the local language
Advisory CM / BIA	Pricing is made on the assumption Alight will conduct between 5 & 8 interview + Change log made during design workshops

XIII. Issue, Risk, Acceptance and Change Control Management

A. Issue and Risk Management

The goal of Issue and Risk Management is to prevent issues and risks from having an adverse effect on the in-scope Solution implementation project. It is critical to identify and document issues and risks as early as possible; assign ownership, define follow-up dates, and track resolution / mitigation.

Throughout the project, the Alight and Plastic Omnium project managers will jointly manage a RAID Log (Risks, Issues, Actions and Decisions). This log is crucial to the success of the project, and a governance process will underpin how the project reacts to risks and issues that require reporting and escalation. Any issue or risk categorized as high impact will be escalated within the project structure and reported to the Steering Committee so that they are visible at executive level. The RAID Log is also supported by the Solution implementation Project Plan itself and the Alight and Plastic Omnium project managers will review the Plan on a regular basis for progress against tasks as well as future forecasting of any likely concerns that will then need to be managed as risks (such as resource availability or decision making timeframes).

B. Deliverable and Contractual Work Acceptance

This section defines expected durations and provisions for Plastic Omnium's acceptance of deliverables and of the in-scope Solution.

- Acceptance of any deliverable requiring sign-off as specified in this SOW (including as defined in the Roles and Responsibilities Matrix in Appendix B) must be in writing and be provided by Plastic Omnium promptly and in any event in no more than five (5) business days (Maximum Acceptance Period) from the date of the sign-off request unless a longer period has been specifically agreed in writing by Alight at the point when sign-off has been requested. Should Plastic Omnium not be prepared to sign-off acceptance within the Maximum Acceptance Period or other period specifically agreed in writing by Alight, a notification of non-acceptance must be provided in writing to Alight with reasons for the non-acceptance. The reasons for non-acceptance must be reasonable and relate to a material failure of the deliverable to meet a previously documented requirement or criteria. Plastic Omnium failure to either confirm deliverable sign-off or provide a notification of non-acceptance (if applicable) within the Maximum Acceptance Period or other period specifically agreed in writing by Alight may result in the need for a Change Control Order to address the impacts of the failure. Alight will populate in detail the elements into the Change Control Order with the proper justifications to Plastic Omnium for arbitration. Where Plastic Omnium provides a notification of non-acceptance of any deliverable requiring sign-off, Alight will remedy the specified deliverable shortfall as soon as possible and resubmit it to Plastic Omnium for sign-off
- Full acceptance of the in-scope Solution will be deemed to have been received from Plastic Omnium upon the earlier of: (i) Alight's receipt of Plastic Omnium's express confirmation of such sign-off, or (ii) at the point of exit from Hypercare.

C. Change Control Management

Pursuant to clause of the Agreement, Alight shall complete and finalize the detail of each Change Control in a Change Control Form as provided in Article XIII D, and Plastic Omnium will indicate its approval by signing such Change Control Form and returning this to Alight.

Charges quoted for the implementation of a Change Control will be based on the rate card provided in the Project Fees Structure section, and will remain valid for a period of ten (10) business days from the date that Alight submits the Change Control Form to Plastic Omnium for approval. If Plastic Omnium does not approve the Change Control Form within five (5) business days and Alight has not extended the period of validity in writing, the Change Control charges estimate will automatically expire. Upon receipt of written approval, the Alight team will begin work on the requested change according to the agreed-upon schedule.

D. Exhibit Change Control Form

Change Number:		Request Initiator:	
		Request Date:	
Change Control:	[Insert Title]		
Description:	[Provide an explanation of the Change Control]		
Rationale:			
Project Impact:	[High, Medium, Low]		
Scope:			
Assumptions:			
Time and Charges:	Total CR Charge:		
Payment Terms:			

This Change Control is subject to the terms and conditions of the Agreement between Alight and [Plastic Omnium] dated [Date] (the “Agreement”), and, as applicable, the SOW. Unless expressly modified herein, the terms of the Agreement and SOW remain unmodified and in full force and effect. All capitalized terms not defined herein shall have the meanings given to them in the Agreement and SOW.

XIV. Plastic Omnium Authorization

The Agreement and this Statement of Work constitute the entire agreement between the parties with respect to the subject matter hereof, and there are no representations, understandings or agreements that are not fully expressed therein.

IN WITNESS WHEREOF, the parties have executed this Statement of Work, via their duly authorized representatives as of the date first written below.



ARINSO France SAS		Plastic Omnium	
By:	Olivier CARPENTIER	By:	Sandrine LEDDU
Printed Name:	Olivier CARPENTIER	Printed Name:	Sandrine LEDRU
Title:	Deputy Managing Director	Title:	Chief Digital Information Officer
Address:	ARINSO FRANCE SAS with registered office at West Plaza, 9-11, rue du Débarcadère, 92700 Colombes, registered at Nanterre with Company number 409 061181	Address:	PLASTIC OMNIUM GESTION registered in Lyon with Company Number 410.314.207 whose principal office is at 1 Allée Pierre Burelle, 92300 LEVALLOIS PERRET, France
Date:		Date:	

XV. Appendices

A. Proposal



PO - Proposal
Alight PM - JBP 2023

ARINSO France SAS		Plastic Omnium	
Signature:		Signature:	
Printed Name:	Olivier CARPENTIER	Printed Name:	Sandrine LEDRU
Title:	Deputy Managing Director	Title:	Chief Digital Information Officer
Address:	ARINSO FRANCE SAS with registered office at West Plaza, 9-11, rue du Débarcadère, 92700 Colombes, registered at Nanterre with Company number 409 061181	Address:	PLASTIC OMNIUM GESTION registered in Lyon with Company Number 410.314.207 whose principal office is at 1 Allée Pierre Burelle, 92300 LEVALLOIS PERRET, France
Date:	11 septembre 2023	Date:	11 septembre 2023

