### Assumptions

We have made the below assumptions that provide clarity based on our proposed solution for 1234-England. We will seek to engage with 1234-England in the following stages of this process to clarify requirements further and actively reduce the need for assumptions.

Project Delivery

1. The proposed Go-Live date assumes that KPMG commences this SOW (project start date) on [CURR\_DATE]. If the project start date is beyond this date, then the proposed project schedule will shift by an equivalent number of business days. The project will close for a two (3) week period over any Christmas and New Year holiday period.
2. The main project team is located at the 1234-England’s in Perth, and KPMG team members are assumed to work from this same location. KPMG’s onshore team may work remotely or from KPMG’s Melbourne or Sydney office location where on-site workspaces are limited or services do not require on-site presence. KPMG’s offshore team is assumed to work from KPMG’s offshore project location. KPMG assumes that there will be no commuting to other project sites.
3. KPMG assumes the provision of adequate on-site workspace/desks, necessary equipment, and facilities at the Project Site for KPMG resources to perform onshore project activities.
4. 1234-England will provide access to all relevant documentation and tools required to support provision of the services, including access to relevant third-party systems and qualified resources when required.
5. KPMG will perform part of its work in an off-site (KPMG premises) / offshore (KPMG India Bangalore premises) location. In those circumstances, KPMG resources involved in the project need to have access to 1234-England systems and data through 1234-England’s VPN access (if any) to perform required project activities. 1234-England will provide the necessary personnel support to establish network access between 1234-England environments and KPMG off-site / offshore location, related to the 1234-England infrastructure only.
6. Offshore (Bangalore, India resources) will work respectively on Bangalore business hours unless otherwise specified on a case-by-case basis.
7. KPMG will only perform Project Management over works pertaining to the KPMG activities. Overall Project Management across all work streams will be the responsibility of 1234-England.
8. 1234-England will take responsibility for management and co-ordination of external service providers outside of the KPMG’s scope, including but not limited to providers of external cloud solutions and externally hosted solutions. This includes establishment of necessary agreements to acquire adequate infrastructure and resources in accordance with the timelines agreed between KPMG and 1234-England.
9. Any Acceptance Criteria will be mutually agreed and prepared by 1234-England prior to the start of each Stage or Deliverable.
10. KPMG assumes “Deliverables” are subject to formal sign-off by appropriately nominated 1234-England approvers. KPMG will provide 1234-England with visibility of deliverables completed by KPMG for sign-off and the timing within which these will be delivered for review and sign-off. In addition, the reviewers, approvers, and Acceptance Criteria for these will be agreed at the commencement of each deliverable for sign-off. 1234-England will have responsibility to verify that reviewers and approvers conduct timely review and provide structured addressable feedback in accordance with the governance procedures (to be defined during the Plan Phase) to enable sign-off within the following timeframes:
    1. Simple Complexity Deliverable: the review and acceptance of Deliverables will occur within one (1) business day, sign-off of Deliverables will occur within two (2) business days after the review and acceptance.
    2. Medium Complexity Deliverable: the review and acceptance of Deliverables will occur within two (2) business days, sign-off of Deliverables will occur within two (2) business days after the review and acceptance.
    3. Complex Complexity Deliverable: the review and acceptance of Deliverables will occur within three (3) business days, sign-off of Deliverables will occur within two (2) business days after the review and acceptance.
11. The complexity classification will be mutually defined and agreed prior to the start of the deliverable. If these review timeframes cannot be met by 1234-England this may impact the schedule and as a result a Change Notice may be raised that will be managed in accordance with the Change Control Procedure.
12. KPMG will provide 1234-England with visibility of decisions required to be taken by the nominated contacts with the appropriate authority and the timing within which these decisions are required to be made. 1234-England will have responsibility to verify that decision makers have the appropriate authority and communicate to KPMG when a decision is at risk.
13. Any delays in the project, due to 1234-England, or 1234-England’s third parties, and consequent delay in Go-Live date requiring an extension of KPMG’s service provision, may result in a Change Request that will be managed in accordance with the Change Control Procedure.
14. KPMG has noted the dependencies for certain project activities. Any delays in the project activities due to non-completion of dependent activities by 1234-England or 1234-England’s third parties and consequent delay in Go-Live date requiring an extension of KPMG’s service provision, may result in a Change Request that will be managed in accordance with the Change Control Procedure.
15. All KPMG Deliverables and Workday tenants will be delivered in English only.
16. Any translations to and from English or similar translation related activities that may be required will be the sole responsibility of 1234-England.
17. KPMG assumes that the ongoing implementation of Kronos will be completed before the start of this project. If that’s not the case, any additional effort, or delays to Workday implementation to align with Kronos has not been considered and may result in a Change Notice that will be managed in accordance with the Change Control Procedure.
18. 1234-England Resources
19. 1234-England will provide the required resources and help to ensure active participation. This will include, without limitation, an executive decision-maker / project sponsor, project leadership, and management, SMEs, and technical resources.
20. 1234-England will provide access to the functional and technical SMEs when reasonably required by KPMG and within AWST Business Hours unless otherwise agreed. AWST Business Hours are defined from 9:00 am to 5:30 pm.
21. 1234-England will provide technical resources to perform the below, with relevant notice to the respective 1234-England teams and in accordance with 1234-England’s policies and procedures:
    1. Networking activities (e.g., create firewall rules, define security groups) – where required.
    2. Infrastructure activities (e.g., data centre setup, infrastructure provisioning, OS installation and patching) – where required.
    3. Security activities (e.g., provide security standards, approve solution from Security perspective) – where required.
22. Starting “Configuration Prototype”, KPMG assume that 1234-England’s project team will perform 20% of the configuration work as part of our knowledge transfer approach to up skill 1234-England’s project team.
23. 1234-England will be responsible for co-ordination between internal business unit and different teams to gather any inputs required for Workday and provide them any relevant information about Workday for them to perform required actions.
24. KPMG assumes that all 1234-England project team members would complete Workday Fundamentals training prior to the commencement of the Architecture Workshops and ideally prior to the commencement of the project. This training needs to be scheduled and contracted separately with Workday.
25. KPMG assumes that 1234-England will identify the SME for each functional area (i.e. compensation, Absence, etc.) and have them trained in the need to identify in the following areas (at 1234-England’s cost under a separate contract with Workday):
    1. HR Administrator.
    2. Business Process Administrator.
    3. Security Administrator.
    4. Reporting Administrator.
    5. Specialist applications – e.g., recruiting, absence, compensation, talent & performance, reporting, etc.

Workday Application

1. KPMG assumes the following scope for pricing:
   1. Core HCM including onboarding, Core Compensation, Recruiting, Absence Management, Cloud Connect for Payroll, Talent, and Performance, and Benefits.
2. During the Plan and Architect phase KPMG will align the process scope to Workday’s business processes for the end-to-end HCM process design. KPMG assumes that business processes will be documented as per the Design workbooks format which includes:
   1. Workday End-to-End Process Map.
   2. Workday Process Roles.
   3. Workday Process Steps.
   4. Workday Notifications.
   5. Design Considerations.
   6. Identified Gaps.
   7. Legal and Regulatory Requirements.
3. The Design workbooks exclude Work Instructions, Job Aids, and Operational Procedures. All KPMG Design Workbooks will be provided in Word or pdf format only.
4. SCORM and AICC packaged content must be individually zipped into zip files.
5. 1234-England will identify and communicate to KPMG as required, the legal, statutory/ regulatory and company policy requirements that need to be incorporated into the Design.
6. KPMG assumes no variation for each in scope business process within 1234-England’s entities based on the objective to achieve standard HCM processes across the organisation. Where a process variation has been identified as genuine for a particular entity, KPMG may claim a Change for any variations that will be managed in accordance with the Change Control Procedure.
7. KPMG assumes that the job catalogue to dates (job profiles, job families, job family groups) and the job descriptions will be ready before the start of the Engagement so we can work on this during the design phase. Any delay in the project schedule due to incomplete job catalogue may result into a Change Request in accordance with the Change Control Procedure.
8. Any changes requested to the Solution Design which has been baselined after the Customer Confirmation Sessions may be subject to a Change Request in accordance with the Change Control Procedure.
9. During the readiness and harmonisation phase, KPMG will provide an overview of Workday Job Catalogue and support 1234-England in assessing its current job catalogue against that. The proposed effort and pricing does not include any effort for job catalogue refinement and detailed analysis which KPMG would be happy to offer as an additional offering if 1234-England wishes to opt for it.
10. KPMG have not scoped for Workforce Planning as part of this proposal. Once 1234-England finalise the solution choice and related functional scope, KPMG will review and confirm if there any adjustments to the functional scope included for the purposes of our pricing.

HCM Inventory

KPMG assumes the following inventory per Workday HCM implementation for the basis of our pricing to have a basis for evaluating increases changes/deviations in scope. If the inventory is exceeded, KPMG would seek to discuss impacts with 1234-England at the conclusion of the Architect phase and may result in an Engagement Change Request that will be managed in accordance with the Change Control Procedure.

Table 35: HCM Inventory.

|  |  |
| --- | --- |
| Functional Area | Up To |
| Core HCM | |
| Companies | 3 |
| Custom Organisations types | 3 |
| Custom Worktags | 5 |
| Custom Object | 6 |
| Questionnaires | 4 |
| Contract Letter Templates | 4 |
| Contract Letters | 4 |
| Text Blocks per contract letter | 5 |
| Workday standard fields per contract letter | 5 |
| Custom fields per contract letter | 5 |
| Onboarding checklists | 2 |
| E-Verify integration | Not included |
| Email Template | 1 |
| Custom ID | 5 |
| Termination Checklist | 2 |
| Cost Centre Hierarchy | 3 |
| Single location hierarchy | 1 |
| Matrix Organisations | 5 |
| Unions | 5 |
| Collective Agreements | 5 |
| Management Hierarchy | 1 |
| Work Shift | 20 |
| Reporting and Dashboards | |
| Custom HCM Reports (1 per functional module) | 6 |
| Custom HCM Dashboards | 1 |
| Scorecard per dashboard | 1 |
| Custom Worklets | 2 |
| Business Processes | |
| Business Process Notification (per business process) | 2 |
| Security | |
| Custom Security Roles | 2 |
| Document Security Groups | Standard |
| Compensation | |
| Salary Plan | 1 |
| Hourly Plan | 5 |
| Allowance Plans | 6 |
| One Time Payment Plans | 6 |
| Compensation Grades | 10 |
| Compensation Grade Profiles | 10 |
| Compensation Packages | 1 |
| Benefits | |
| Benefit Plans | 6 |
| Benefit Events | 2 |
| Benefit Groups | 3 |
| Absence Management | |
| Time Off Plans | 10 |
| Leave of Absence Plans | 10 |
| Holiday Calendars (per state) | 8 |
| Recruiting | |
| Offer Letter Templates | 4 |
| Offer Letters | 4 |
| Text Blocks per offer letter | 5 |
| Workday standard fields per offer letter | 5 |
| Custom fields per offer letter | 5 |
| BIRT Templates (high complexity) | 0 |
| BIRT Templates (medium complexity) | 1 |
| BIRT Templates (low complexity) | 1 |
| External Career Site | 1 |
| Branding | Standard |
| Onboarding Dashboard | Standard |
| Talent and Performance | |
| Performance Review Templates | 2 |
| Development Plans | 1 |
| Performance Improvement Plans | 1 |
| Employee Review Templates | 1 |
| Talent Review Templates | 2 |
| Calibration Programmes | 2 |
| Goal Templates | 2 |
| Feedback Templates | 2 |
| ESS & MSS | |
| Announcements | 3 |

Software and Technical Architecture

1. The initial Workday scope defined for this project is based on the Workday 2021R2 functionality.
2. 1234-England is scheduled to Go-Live with Workday 2023R1, based on the current proposed Go-Live date and Workday’s major release schedule. No provision has been made for any activities such as impact analysis, configuration and/or regression testing associated with the version update of Workday from 2021R2 to any further versions that will occur during the implementation project timeline. Any KPMG effort required for these activities; KPMG may claim a Change Request in accordance with the Change Control Procedure. While no provision is made for activities associated with Workday update, this update is mandatory, and will have to occur.
3. Note: Future Workday releases functionality are not available to estimate the impact and effort required for regression and as such the impact analysis would need to be done during the project period. This is standard across all Workday deployments (for each Workday customer including in flight projects or already deployed ones). Workday YYYYR1 features will be released in/around March and YYYYR2 features in September of every year. At this point KPMG has visibility only of Workday 2021R2 features and cannot provision for future Workday releases as the scope of updates is unknown. Therefore, if new mandatory enhancements/features introduced in the future Workday releases are not currently in KPMG’s scope then an impact assessment will need to be done. These updates will have to happen in the defined timeframe for all Workday customers across the globe and 1234-England’s Implementation Tenants will always be on the latest Workday release. This approach has been defined by Workday to ensure all customers are always on the same version.
4. KPMG assumes that all software licences (or subscription costs) required for the project has been procured by 1234-England prior to the project start date and all environments (tenants) are in place prior to commencing the Plan Phase of the project. All software licence fees or subscription costs for the implementation are at 1234-England cost.
5. System performance / quality aspects such as availability, reliability and security is the responsibility of the software vendor and should be reviewed as part of 1234-England’s contract with the software vendor.
6. Any changes impacting integration which are planned / scheduled in the legacy systems need to be communicated to KPMG. This is to help stabilise the baseline from which the Project is working, while acknowledging that ongoing business activities may require some changes to existing systems.
7. Any hardware and infrastructure required for project activities must be provided by 1234-England. This infrastructure must be sized and architected appropriately to support the functional and non-functional requirements including performance, availability, scalability, and currency.
8. Workday will be responsible for any database backup and recovery relating to the Workday tenants.

Integration

1. KPMG assumes that 1234-England has existing integration platform / middleware in their IT landscape which will be leveraged to build end-to-end integration solution
2. KPMG will provide the data in Workday Canonical Data Format (XML).
3. KPMG will validate the proposed reference architecture during design phase. If there is any deviation, then these changes will be assessed to validate the impact on the current costs and may result in a Change Request in accordance with the Change Control Procedure.
4. KPMG assumes that KPMG integration scope is between Workday to middleware platform and 1234-England has in-house integration team who will be responsible to create / update of the interfaces in existing integration platform as needed.
5. 1234-England Technical Architecture team will make sure that integration connectivity is performed between Workday and SFTP:
   1. Via HTTPS only using valid certificates for near real-time and / or web services.
   2. Over SFTP for Batch files using valid service accounts or SSH Keys.
6. Any changes to existing applications will be managed by 1234-England.
7. KPMG integration cost, resource model has been based on KPMG proposed integration architecture in which KPMG will deliver the Workday interfaces.
8. KPMG assumes the integration methods and interfaces detailed in this response as the basis for our pricing. The Workday integration tool and method for integration (near real-time or batch file) with various systems can be revisited during the Integration Discovery workshops. If those changes significantly impact KPMG estimates, KPMG may claim a Change Notice in accordance with the Change Control Procedure.
9. KPMG would be responsible for design, development, test support, deployment, and warranty of the Workday interfaces/components.
10. To support the SSO activities, 1234-England must ensure:
    1. Respective systems (e.g., Active Directory) can support SAML 1.1 or 2.0.
    2. Provisioning of technical resource to support the setup of this activity in the legacy system / firewall configuration.
11. KPMG will support the Workday tenant SSO configuration and connectivity testing.
12. SSO configuration will be setup in preparation for SIT.
13. Corrections / Rescinds are considered manual activities and the impacted downstream systems would need to be manually notified / updated of the changes which will be the responsibility of 1234-England.
14. Any changes impacting integration which are planned / scheduled in the legacy systems need to be communicated to KPMG. This is to help stabilise the baseline from which the Project is working, while acknowledging that ongoing business activities may require some changes to existing systems.
15. At the time of this proposal, KPMG assumes the integration between Workday and AHPRA will be manual. However, this can be further validated against the target business process during discovery phase and managed in accordance with the Change Control Procedure.
16. Additional integrations have been included as part of our scope due to our interpretation of your clarifications and our implementation experience. The additional integrations are:
    1. WDECTC – Update Contact Details (Worker email).
    2. WDEACN – Create / Update Workday Account.
    3. WDPBAL – Import Leave Balances.
17. The High-level Integration deliverable will be done in conjunction with 1234-England. This deliverable will be completed in three stages:
    1. Plan: Bulk of the strategy will be documented at this stage and will require a sign-off.
    2. Design: At the end of design, the document and inventory will be further updated with any changes as result of the integration designs or functional workbooks.
    3. Build: At the end of Build, the document will be updated for the last time by KPMG and handed over to 1234-England to maintain it.
18. The High-level Integration Strategy will contain the in-scope systems & integrations:
    1. System Catalogue.
    2. Integration Principles.
    3. Integration Patterns.
    4. High-level Integration Architecture diagram.
    5. Interface Inventory.
    6. Data Flow.
    7. Workday Naming Standards & Best practices for in-scope integrations.
    8. Workday Integration Security.
    9. Map systems that are expected to be replaced.
    10. Non-functional requirements.
19. The High-level Integration Strategy deliverable will not:
    1. Describe the current state prior the implementation of Workday unless current state is part of the future state.
    2. Define data modelling.
    3. Define best practices / development standards / platform setup using 1234-England middleware platform (e.g., TIBCO).
    4. Infrastructure and networking setup of new or existing platforms / systems.
    5. Estimate the effort involved to deliver the scope from an integration and other impacted areas (e.g., infrastructure, legacy systems).
    6. Perform capacity planning for environments.
    7. Document how systems will be decommissioned.
    8. Define the Environment Strategy.
    9. Define Operational instructions / guides to maintain and support the new or existing integrations.
20. To complete the High-level Integration Strategy deliverable, 1234-England will provide access to SMEs in both 1234-England middleware of choice (TIBCO), all the respective in-scope systems and third parties.

Data Migration

1. For KPMG base pricing and effort estimates, assumes that KPMG will be performing only the data load into Workday for data objects outlined in scope only and a reconciliation of that load back to data provided. All other Data Migration activities including Extracts, Mapping, Transformation and full end-to-end Reconciliation/CSF design and build will be completed by 1234-England unless otherwise agreed prior to the commencement of the project or at the conclusion of the Strategy and Plan Phase
2. All assumptions below are for the base pricing service only unless explicitly specified.
3. 1234-England’s current existing legacy system is the source of truth for the data. In the instance of data being incomplete or missing, 1234-England will be responsible to source the missing / required data derived / sourced / enriched from other legacy systems or other appropriate sources and integrating it with the final DGW dataset.
4. 1234-England will take responsibility for all internal approvals and provisioning of infrastructure to facilitate the deployment of KPMG’s Powered Asset on to 1234-England infrastructure in advance of commencement of this Engagement to facilitate delivery of the migration activities
5. The current 300+ DGW validation rules are sufficient for the 1234-England project, any additional pre-load validation checks will be managed in accordance with the Change Control Procedure.
6. Under the core service, KPMG assumes data loaded into the target platform will be reconciled back to the DGW files provided only.
7. KPMG assumes that the initial subset of data for the Data Dictionary and the Data Gathering workbook will be available to KPMG before the start of the Foundation Build. The Data Dictionary and the Data Gathering workbook will be revised and updated in line with the requirements of each Prototype.
8. KPMG’s Data Migration Platform will be deployed onto 1234-England infrastructure for use in delivery of the services and is for KPMG use only. Upon completion of the Engagement, after the final Go-Live cutover, these tools will be removed from 1234-England’s infrastructure, unless there is mutual agreement to extend support with KPMG.
9. All HCM data required for the migration will be provided by 1234-England as per the KPMG Data Conversion Templates. There will be four (4) data loads (one per prototype: Foundation, Configuration, and End-to-End, plus the final Production load) for each phase. Additional data loads may result in a Change Notice that will be managed in accordance with the Change Control Procedure, however, any data load errors caused by KPMG will be responsibility of KPMG to resolve and shall not be subject to additional fees.
10. KPMG assumes that the data provided by 1234-England in the Data Gathering Workbook format (provided by KPMG) has been validated by 1234-England from a technical and functional perspective prior to any data loads. KPMG assumes an allowance of investigation and remediation of data quality issues during the load process for a maximum of two (2) attempts per prototype (Foundation, Configuration, End-to-End) per phase. A single attempt is assumed for the cutover Production load. KPMG may claim a Change Request in accordance with the Change Control Procedure if 1234-England does not comply with the data quality requirements.
11. Data does not need to be anonymised in non-production tenants. If anonymising / masking is required, it will be 1234-England’s responsibility for anonymising / masking the required data.
12. KPMG assumes that all the data provided by 1234-England will be in a structured format to be loaded into each tenant and no unstructured data will be loaded.
13. 1234-England will be responsible for decommissioning any legacy system(s), if required. No decommissioning effort has been estimated in the proposed work to be undertaken by KPMG. 1234-England will be responsible for providing any data archiving solution. This includes treatment of all data not being migrated to Workday.
14. Once the production tenant is live, 1234-England will be responsible to load any applicable catch-up transaction data into Workday.
15. 1234-England will provide access to business, functional and technical SMEs as required by KPMG and will be made available during normal business hours unless otherwise agreed. Any gaps in resources will be identified as early as possible.
16. Data quality is currently being executed by 1234-England and is considered out of scope.
17. Key Assumption for determination of Optional Data Migration Full including Mapping, Transformation and Reconciliations:
    1. Key functional and technical SMEs will be made available for the purposes of the creation of data extracts from Ascender, assisting with data mapping and reconciliation design, Critical Success Factor definition, and sign-off.
    2. Any data required that does not exist in Ascender will be provided in a machine-readable format.
18. KPMG assumes Table 34 is the scope for the data migration. However, prior to Plan the split of activities and deliverable responsibilities would be finalised collaboratively with 1234-England and during the Plan, and Architect stages, we will collaboratively decide the scope for data migration.

Table 36: Data Migration Scope.

| Functional Area | Example Associated Data Objects | Data Migrated |
| --- | --- | --- |
| Workforce Administration | Leave Management, Changes in Employment Conditions, Case Management, Organisation Structure, Caregiver Movements, Qualification Maintenance | Active Caregivers, Managers, and Workforce |
| Talent Management | Talent Acquisition, Onboarding, Performance Management, and Goals, Total Rewards | Active Caregivers, Managers, and Workforce |

Testing

1. KPMG assumes that the System Testing, End-to-End (E2E) Testing, SIT, Parallel Test, and UAT will be performed by 1234-England.
2. 1234-England will provide testing environments for each application and test cycle.
3. During Prototype Test, E2E Test, Parallel Test SIT, and UAT, KPMG project team will be available on-call for resolving any defects arising out of testing through a nominated single point of contact. 1234-England would be able to raise tickets for any defects which will be resolved by KPMG.
4. 1234-England will be required to provide enough resources to execute testing in the proposed timeframes. Any delays in the execution of Prototype Test, E2E, SIT, Parallel, or UAT, due to 1234-England, or Third Parties’ scope of service and consequent delay requiring an extension of KPMG’s support services, may result in a Change Notice that will be managed in accordance with the Change Control Procedure to account for additional effort.
5. It is assumed that 1234-England testers will be familiar with Workday before the commencement of testing. It is recommended that the testers are part of project team from the start and have completed the Workday fundamentals training course (provided by Workday) and any relevant subject matter training (e.g., compensation and recruiting).
6. Test preparation for Prototype Test, E2E Test, SIT, Parallel and UAT (including planning, tenant readiness, test scenarios and test data) and execution will be performed by 1234-England. KPMG will provide standard test scenarios as a starting point for 1234-England to adapt to its requirements. Co-ordination and management of UAT will be the responsibility of 1234-England. KPMG will work with 1234-England team for issue resolution and fix defects during the test period.
7. Any delays in the Preparation and execution of Prototype Test, E2E (Configuration and End-To-End), SIT, Parallel, or UAT, due to 1234-England or Third Parties’ scope of service (e.g. insufficient 1234-England test resources to conduct the required test scenarios in the agreed timeframe, a 1234-England third-party was not involved in a timely manner to conduct integration or other testing required and/or a defect that relates to a 1234-England third-party system) that results in a delay to the Project timelines requiring an extension of KPMG’s support services, may result in a Change Notice that will be managed in accordance with the Change Control Procedure.
8. It is assumed that Workday data load for parallel test would be conducted by 1234-England. KPMG would provide the template to be used for the same.
9. KPMG will not provide any training sessions during the testing phase for 1234-England to become familiar with Workday.
10. The native mobile Workday application will be tested both in SIT and UAT by 1234-England if required. Mobile testing will need to be completed within the scheduled testing window.
11. Workday mobile application is developed and maintained by Workday itself. Any SI partner does not configure anything specifically for Workday mobile application. Thus, any defects / issues related to Workday mobile application should be raised directly to Workday and KPMG will not be responsible to resolve any issues/defects related to Workday mobile application.
12. 1234-England will perform security and penetration testing (if required). This will be arranged separately by 1234-England with the software vendors.
13. Performance testing (if required) will be performed by 1234-England, using a full non-anonymised data set as per 1234-England requirements. It will be the responsibility of 1234-England to ensure all security controls are performing effectively and KPMG will not be responsible / liable for any breaches (including data privacy) that may occur as a result of these tests.
14. As a license holder, 1234-England will be responsible for all software vendors to resolve performance and or defects related issues resulting from defects associated with the vanilla products. KPMG will support 1234-England in the resolution of vendor’s defects where possible.
15. Third-party development defects not directly associated with KPMG’s scope of service provision are excluded from KPMG scope of work. Such defects will not impede KPMG's service provision, nor will they impact on the agreed payment schedule.

Change Management & Training

1. KPMG considers Change Management an integral part of a Systems Implementation. 1234-England will have a dedicated Change Lead resource for the Project who will be accountable and will work alongside KPMG to design and implement Change Management and Training activities.
2. Change and Training packages have been described to provide maximum flexibility. The minimum proposed packages will include Change Ignition and TTT
3. As part of the Change ‘Ignition’, 1234-England, and KPMG will be jointly responsible for the development of the Change Management Strategy and plan, to uplift the Change capabilities in 1234-England. The 1234-England Change Lead will be accountable to ensure Change Management activities are fit-for-purpose in the 1234-England operational and business context.
4. As part of the TTT package, KPMG deliverables include: Training Strategy for both TTT and EUT, TNA for TTT and EUT, training plan for TTT, and EUT
5. For TTT, materials include facilitator guides, and quick reference guides. KPMG will provide delivery of no more than 5 TTT sessions.
6. 1234-England trainers will be responsible for delivering training to super users. KPMG will be responsible for overall planning and support of EUT
7. TTT sessions will be delivered to 1234-England nominated resources. The scope for this TTT session will be limited to process and system changes. Any additional role capability uplift will be managed by 1234-England. 1234-England will then deliver EUT.
8. All EUT training co-ordination and logistics including communications will be performed by 1234-England. This includes but is not limited to; training facilities, trainee attendance, training tenant (environment) availability and system / data configuration for demonstrations.
9. For EUT, materials include 6 e-Learn modules and FAQs. KPMG will provide delivery of no more than 10 EUT sessions to Super Users.
10. KPMG instructional designers will be directed by KPMG to develop the EUT. These resources will write EUT content utilising the frameworks and TTT content /templates as provided by KPMG.

Deployment and Support

1. For Go-Live, KPMG will perform one data load as part of the Pre-production build as per the project plan and configure the Pre-production tenant. For any subsequent data loads required due to lack of completeness/quality provided by 1234-England may result in Change Notice in accordance with our Change Control Procedure.
2. 1234-England will be responsible for creating and maintaining the cutover checklist. KPMG will provide a standard cutover checklist template (generally used for Workday implementations) and will support 1234-England in adapting to business needs.
3. Post Go-Live support is assumed to be a maximum of six months however, expecting to be four months. In case of support required beyond this period, KPMG can provide at additional cost (any effort required for these activities will be charged at the T&M rate set out our pricing sheet).
4. KPMG will provide level three (3) support (application and integration defect resolution) during AWST Business Hours for onshore based resources and Bangalore business hours for offshore based resources for defect resolution. Level 1 and 2 support will be performed by 1234-England BAU support team.
5. KPMG project team will not be present on-site during production support but will be available to support any defects arising in production which will be coordinated through a KPMG nominated single point of contact.

COVID

1. COVID-19 has the potential to materially and adversely affect our ability to provide the Services under the Agreement.
2. Each party will co-operate with the other in implementing reasonable mitigation measures to enable us to perform the Services in a way that seeks to limit the risk or potential impact related to COVID-19.
3. If the performance of the Services is delayed or otherwise adversely affected by COVID-19 or any circumstances related to COVID-19 (including, without limitation, unavailability of personnel), we will not be liable for any failure to perform the Services and the time for performance of the Services will be extended by any such reasonable period as-is advised by us.
4. If COVID-19, or any circumstances related to COVID-19, result in the parties being unable to put in place service performance mitigation measures that we consider appropriate or we conclude that we are not able to perform the Services, either party may terminate the Agreement by providing five business days’ notice in writing.
5. KPMG acknowledges 1234-England's requirement that all suppliers/contractors to ensure that their employees, agents, and subcontractors accessing or providing services at any 1234-England facilities receive their first and second dose of the COVID-19 vaccination by specified dates and agrees to comply with this requirement.

Pricing

1. Our implementation fee is fixed price based on the scope assumptions listed above. For optional offerings. we would welcome the opportunity to validate our offer to ensure that it is outcome-driven and commercially competitive after a detailed discussion with 1234-England to align on the expectations.
2. We have applied a commercial discount reflected in our pricing for implementation services based on the following:
   1. 1234-England will act as a reference and interact with our prospective clients to share your experience and discuss your journey throughout the duration of the project and post-Go-Live.
   2. 1234-England will attend marketing events as agreed with KPMG after completion of the project, including:
   3. Joint Public Relations “Why 1234-England chose KPMG”, on commencement of the project. This will be for public consumption and KPMG Global channel communications. This will be both in print and video. We would like to offer exclusive to one news outlet.
   4. Video on how Workday and KPMG helps 1234-England post-Go-Live.
   5. Speaking slot at Workday Elevate Conference.