

McKinsey & Company Inc, United Kingdom
1 Jermyn Street
London
SW1Y 4UH

Wednesday 20th September 2017

Dear Sirs,

Contract Title: Ref: An Independent Review of Governments Identity Solutions
Contract Reference: CCCC17A80
Contract Period: Monday 14th August 2017 – Friday 22nd September 2017

Contract for the provision of consultancy services by McKinsey & Company Inc, United Kingdom as Supplier to Cabinet Office as Customer pursuant to the ConsultancyONE Framework Agreement (RM 1502) dated 18 February 2013 between the Minister for the Cabinet Office acting through Crown Commercial Service as the Authority and the Supplier. We refer to the above-mentioned ConsultancyONE Framework Agreement (the “Framework Agreement”).

For the purposes of this Letter of Appointment:

- capitalised terms and expressions used in this Letter of Appointment have the same meanings given to them in or pursuant to the Call-Off Terms attached to this Letter of Appointment unless the context otherwise requires;
- references to Appendices are references to the appendices to this Letter of Appointment; and
- the Appendices shall form part of this Letter of Appointment.

This Letter of Appointment constitutes an Order for the provision by you to us of the Contract Services (specified in Appendix 1) from the Effective Date (specified in Appendix 1) on the basis of the Day Rates / Contract Charges (set out in Appendix 2) and, save as varied and / or supplemented pursuant to the provisions (set out in Appendix 3) in accordance with the Call-Off Terms.

This Order is placed under Lot number 4.1 – Corporate Finance and Financial Strategy of the Framework Agreement.

For the avoidance of doubt the contract value will not exceed £480,000.00 exc. VAT

The Supplier's Representative with overall responsibility for the supply of the Contract Services is **REDACTED** and the Key Personnel assigned to the supply of the Contract Services are **REDACTED**, **REDACTED** and **REDACTED**.

The Customer's Representative for the purpose of the Contract and any disputes in relation to the Contract shall be escalated to **REDACTED**.

The location of the Services will be carried out at the provider's premises. For the purposes of the Contract the base location will be Cabinet Office 1 Horse Guards Road, Westminster, SW1A 2HQ. However the supplier will likely be required to visit

departmental locations for CO (including GDS), HMRC and DWP. Any travel outside of the base location will be in line with the Cabinet Office's T & S policy.

For the purposes of the Contract, the address of each Party is:

- for the Customer:

Cabinet Office
70 Whitehall
Westminster
London
SW1A 2AS
For the attention of: **REDACTED**
Tel: **REDACTED**
Email: **REDACTED**

- for the Supplier:

McKinsey & Company Inc, United Kingdom
1 Jermyn Street
London
SW1Y 4UH
For the attention of: **REDACTED**
Tel: **REDACTED**
Email: **REDACTED**

The Customer hereby confirms that the applicable law for this contract shall be the laws of England & Wales and, if necessary, an appropriate alternative clause in the Call-Off Terms shall be activated accordingly. Where the laws of Scotland/Northern Ireland have been stipulated, all references hereafter in this Letter of Appointment or in the attached Call-Off Terms to legislation or regulations shall be read as if mention had been made of the Scottish/Northern Irish equivalent. Further, this Letter of Appointment and the attached Call-Off Terms shall be construed as closely to the intention of the original wording as the chosen law so permits.

Please return the Letter of Appointment with the acknowledgement signed by the appropriate authorised signatory within your organisation.

You should be aware that by signing and returning this Letter of Appointment you will have entered into a legally binding contract with us to supply the Contract Services specified in Appendix 1 and represent and warrant that you have carried out a conflict check in relation to such contract that revealed no conflicts of interest.

Yours faithfully,

For and on behalf of Cabinet Office

I hereby confirm receipt of the above Letter of Appointment and the agreement of McKinsey & Company Inc, United Kingdom to provide to Cabinet Office the Contract Services as specified in the Letter of Appointment in accordance with its terms.

Supplier Signatory

Signed: REDACTED

Date: REDACTED

Name: REDACTED

Status: REDACTED