STATEMENT OF WORK

SAP (UK) Limited
Implementation of SuccessFactors

For

Transport for London

Created: 20/08/2013
Revised: 02/04/2014

SAP (UK) Limited
Bedfont Road
Clockhouse Place,
Middlesex,
Feltham
TW14 8HD
www.sap.com

TABLE OF CONTENTS

STATEMENT OF WORK

This Statement of Work (SOW) is to further clarify the implementation of the SuccessFactors ("SuccessFactors)") Service for Transport for London ("Customer"). The services described herein will be provided by SAP (UK) pursuant to the terms and conditions of the General Terms and Conditions for SAP Cloud Services agreed to on 02nd April 2014 ("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.

1. Contract Information

Contract Information	
Statement of Work Number	Transport for London
BMI/Contract Quote Number	2013-136422
Project Title	People Solutions
Term/Period of Performance	Fifteen (15) weeks from project initiation
Statement of Work Type	Fixed Fee plus Expenses
Billing Schedule	Fixed Fee: Implementation fees due per Section 8, Project Fee Structure, and with expenses invoiced monthly in arrears
Customer Invoice Address	Transport for London Windsor House 42 - 50 Victoria Street London SW1H 0TL
Place of Performance	SAP (UK) Locations: Virtual Implementation 1 Cavendish Place 1st Floor London W1G 0QF Customer Locations: Transport for London Windsor House 42 - 50 Victoria Street London SW1H 0TL
Prepared By	Robin Quick, Solution Services
Status	Draft ☐ Final ☒
SAP (UK) Key Contacts	**Account Executive:** [Redacted] **Professional Services Contacts:** [Redacted]
Customer Key Contacts	[Redacted]

2. Scope of Work

A. Background

The purpose of this Statement of Work ("SOW") is to communicate the objectives, deliverables, activities and resources required to assist Customer with the rollout of the SAP (UK) Business Execution (BizX) suite.

The goals of this engagement are to implement SuccessFactors BizX suite which comprises the products below. Customer who are executing contracts with other partners/vendors for this project are responsible for aligning all such resources, excluding SAP (UK) resources to achieve the project schedule

B. Modules to be configured / High Level Attributes

Platform Modules
SuccessFactors Employee Profile (EP)
SuccessFactors Role Based Permissions (RBP)

Modules
SuccessFactors Goal Management (GM)
SuccessFactors Performance Management (PM)
SuccessFactors 360/Multi-Rater (360)
SuccessFactors Performance Calibration (CA_PM)
SuccessFactors Stack Ranker (SR)
SuccessFactors Succession Planning (SP)
SuccessFactors Career & Development Planning (CDP)
SuccessFactors Talent Calibration (CA_TAL)

Customer Processes and SuccessFactors Products Mapping.

Appendix D contains the requirements provided by TfL. Within this Appendix SAP SuccessFactors have provided a statement regarding the extent to which the standard product will meet (or not meet) those requirements. The scope of this SOW is to deliver to those requirements to the extent that configuration permits, notwithstanding that the SuccessFactors configuration of the solution will not include custom requirements or changes to source code. Note that the Learning Management System as out of scope, requirements referencing this module will not be fully met. The table below summarises how the requirements map to standard SAP SuccessFactors modules. Note the requirements in Appendix D reference the Job Family Architecture – this is detailed in Appendix E.

SuccessFactors Products	Customer Process No.
SuccessFactors Platform (EP, RBP)	OD02, TM1, TM2, TM3, TM4
SuccessFactors Performance & Goals (PM, GM, 360, CA_PM, SR)	OD02, PM1, PM2, PM3, TM1, TM3, TM4
Succession & Career Development (SP, CDP, CA_TAL)	OD02, PM1, PM2, PM3 TM1, TM2, TM3, TM4, TM5

Note that the following SuccessFactors Product is **Out of Scope** for this Statement of Work

SuccessFactors Products	Customer Process No.
Learning (LMS) **Out of Scope for this SoW**	OD02, PM1, TM3, TM4

C. Configuration Scope

Service Configuration Scope
The SAP (UK) team will configure the following features as requested:

The configuration scope will also include additional functions and features released during the project lifecycle (realize phase) that enhance and support delivery to TfL's requirements as outlined in Appendix D.

- **Employee Profile**
    - Live Profile (one [1] for Customer) with multiple Employee and Manager-specific sections
    - Simple search for Employees using Directory
    - Directory (one [1] for Customer)
    - Employee Scorecard (one [1] for Customer)
    - Talent Search – Search for Employees using a query tool (one [1] for Customer)
    - Seating Chart (one [1] for Customer)
    - Faces (one [1] for Customer)
    - Tags & Tag Cloud (one [1] for Customer)
    - Badges (one [1] for Customer)
    - Facebook integration (one [1] for Customer)
    - LinkedIn integration (one [1] for Customer)

- **Role Based Permissions**
    - Work jointly with Customer to:
        - Set up roles defining access to data and functionality (roles)
        - Set up users roles and align / permission to groups
        - Set up groups of target users that the granted users have access to view / update
        - Configure the following 'standard' roles:
            - All Named Users
            - All Managers
            - Reporting Super Users
            - Administrators
            - All HR
        - Configure up to five (5) additional roles / groups as required but not to exceed a total of ten (10) (Note: Customer requirements that identify a need for more than ten (10) roles / groups is the administrative responsibility of Customer).
    - Discuss additional data elements which may be required on the Employee Data File

- **General**
    - Configure Service-wide settings such as password policy
    - Configure welcome portlet (HTML content)
    - Create embedded links to on-line supporting documentation hosted by Customer
    - Create embedded links to HTML documents created by Customer and hosted by SAP (UK)
    - Configure Performance Notes – standard "sticky-note" configuration. Enable standard Dashboards and Reports (See Appendix B for list of standard reports)

Module Configuration Scope
The SAP (UK) implementation team will follow the iterative configuration process for the following SuccessFactors modules:

- **Goal Management**
    - Goal plan templates (up to one [1] for Customer)
    - Balanced scorecard categories
    - Goal cascade and alignment
    - Permissions to establish line of sight
    - Goal Execution permissions

- **Performance Management**
    - Performance Review templates (up to two [2] for Customer).
    - Competency evaluations leveraging the SuccessFactors library, partner library (if purchased), and/or Customer's library (content must be provided in appropriate file format)

- **360/Multi-Rater**

- 360/Multi-Rater templates (up to two [2] for Customer)Competency evaluations leveraging the SuccessFactors library, partner library (if purchased), or Customer's library (content must be provided in appropriate file format)

- **Career and Development Planning**
  - Development Plan template (up to one [1] for Customer)
  - Competency Assessment template (up to one [1] for Customer)
  - Career Worksheet
  - Import of development catalogue content

- **Succession Planning**
  - Live Profile with multiple Employee and Manager-specific sections and Talent Flags
  - Instant Succession Nomination (one [1] for Customer)
  - Talent Search – Search for potential candidates using a query tool
  - Succession Organizational Chart (one [1] for Customer)
  - Performance vs. Potential 9 Box (one [1] for Customer)
  - How vs. What 9 Box (one [1] for Customer)

- **Performance / Talent Calibration**
  - Employee as subject in one (1) or multiple calibration sessions during the same Review Period
  - Determine permission model
  - Determine Roles: Owner, Facilitator, Participant and Subject
  - Automate the notifications/e-mails of calibration events
  - Calibration Template (one (1) per module)
  - Calibration to fit into form workflow

D. Integration Scope

The solution will go live with integrations from SAP on premise to SuccessFactors enabled utilising Netweaver PI and the relevant iFlow Solution areas to deliver employee data to SuccessFactors. This is standard content provided by SAP.

There are 4 key elements to integration for TfL

- Employee Master Data from TfL SAP ECC to SuccessFactors
- Final performance rating from SuccessFactors to TfL SAP ECC
- Reporting Integration between SuccessFactors and TfL's Business Objects Reporting Tool
- Access to SuccessFactors & Single Sign On through the TfL network

This section outlines the integration support to be provided by the SAP UK Implementation Team. An outline of TfL's responsibilities has also been included here.

Inbound Interface to SuccessFactors from SAP ECC

SAP provides a standard interface for this transfer.

SAP ECC/SuccessFactors Integration Roles & Responsibilities (SAP ECC to SuccessFactors)		
Task	**Responsible**	**Supporting**
Define and agree Employee Data Transfer Requirements	TfL Project Team	SAP (UK) Consulting support; TfL
Install and configure Integration add-on in the SAP OnPrem (Basis/HR functional)	TfL	SAP (UK) Consulting support
Customizing the fields/logic if required (ABAP Resource)	TfL	SAP (UK) Consulting support
PI configuration, Success factors settings within SAP ECC, Consulting support related to iFlows, Netweaver, within the TfL estate	TfL	SAP (UK) Consulting support
Post processing set-up for receipt of the data within SuccessFactors as required	SAP (UK)	

Outbound Interface to SAP ECC from SuccessFactors

SAP does not provide a standard interface for this data at this point in time. Customer specific requirements are to be met by utilising SuccessFactors API's.

SAP ECC/SuccessFactors Integration Roles & Responsibilities (SuccessFactors to SAP ECC)		
Task	**Responsible**	**Supporting**
Define and agree Performance Rating Transfer requirements	TfL Project Team	SAP (UK) Consulting support; TfL
Assist in the creation of user id with API access to the requesting system	SAP (UK)	TfL
PI Configuration and initialisation of connection between PI and SuccessFactors	TfL	SAP UK
Update into ECC and any necessary post processing steps	TfL	

Reporting Integration between SuccessFactors and TfL's Business Objects Reporting Tool

Reporting integration will utilised SuccessFactors API's as outlined in the previous section.

Two (2) days of Solution Architect effort has been included in the fees as a contingency for identification of reporting fields required for extract, confirmation that extract is possible and technical details of each identified field (Character, number, field length, etc.)

Access to SuccessFactors & Single Sign On through the TfL network

- Responsibility for this lies with TfL.

Assumptions:

- TfL will be responsible for coordinating activities between themselves, any 3rd Parties and SAP UK.
- Remote access required for configuring end points on PI
- The receiving system owner is responsible for inbound processing (specifying format, post processing & test of inbound process). Sending system owner is responsible for extract and support of end to end test process. Responsibility for end to end test is shared between sending and receiving system owners.

No other integration points are deemed to be within the scope of this SOW. Incremental costs associated with 3rd party software and/or professional services from any such 3rd party providers or others are not included in the scope of this SOW.

E. Data Migration Scope

Customer and SAP (UK) will discuss business rules and data mapping requirements so that Customer can deliver flat file(s) in SAP (UK)-specified format. SAP (UK) can receive files via FTP or SFTP and with PGP encryption. SAP (UK) will train Customer on how to perform file uploads using standard available admin file import tools. The customer is responsible for data cleansing, mapping, transformation, operating imports and exports.

Data can be received into the solution using the standard Admin Tools user interface. The minimum data requirements for the solution are to be found in Appendix F (Employee Data File). Additional support required from SuccessFactors can be requested via the project change control process defined within this SoW.

Legacy data will be migrated from source system(s) to SAP (UK) utilizing a standard flat-file FTP process or Admin Tools. SAP (UK) will provide Customer with a template / format of the data required. Customer or the Apps Provider will be responsible for extracting and cleansing data from source system(s) and putting it into the proper format. SAP (UK) will assist in the loading of the data via FTP or Admin Tools, monitoring load jobs and troubleshooting any issues encountered.

Module	Data Type	Number Years	Target (Employee Profile, Goal Plan, etc.)
Employee Profile	Individual Competencies and Ratings for an employee	TBC	Custom section of Employee Profile (This information is static and cannot be used in other SuccessFactors Modules, standard competency reports, competency dashboards or portlets. The Adhoc Report Designer can be used to produce custom reports from these Competencies.)
Employee Profile, Other SuccessFactors Modules	Overall competency ratings for an employee	TBC	Employee Profile (Overall competency ratings can be imported into Employee Profile and used in other SuccessFactors Modules, standard competency reports, competency dashboards and portlets).

Data can be exported from the solution using the standard reporting tools as described in Section F Reporting Scope.

F. Reporting Scope

The solution will go live with standard supplied reports. Further reports will be defined as a change order.

The following reporting services and deliverables are provided in scope for this SOW:

- **Standard reports are included in the scope of this SOW**
- **The Ad Hoc reporting tool is available for all modules in scope.**

The Apps Provider will work with Customer to review Customer report requirements and to confirm the ability of the Service to provide this data through SAP (UK) standard reporting tools. Once confirmed, the SAP (UK) team will enable the report for testing purposes according to the agreed upon timeline. Reporting requirements that fall outside of SAP (UK) current product capabilities are considered 'custom'.

G. Testing Scope

- **Testing for SuccessFactors Core Modules:**

Test Type	Description	Owner
Application Testing	• Execute Application Testing to validate that the Service works according to the agreed upon configuration documents. • Update configuration as necessary • Execute additional testing as necessary • Configuration approved for system / User Acceptance Testing (UAT). • A listing of completed unit test scenarios can be provided by SAP (UK) if required.	SAP (UK)
System / User Acceptance Testing	• Customer executes system/UAT to verify that the Service supports the end-to-end business process configured content (forms, workflow, site, permissions, e-mail notifications, reports, etc.) and confirm the system meets mutually agreed-upon requirements. • SAP (UK) and Customer communicate by phone on a regular basis (i.e., daily, 2-3 days per week) to ensure that any functionality which does not conform to requirements, are addressed and resolved quickly. • SAP (UK) will provide an Issues Log to track and monitor opened/closed items. • Customer and SAP (UK) administer the set-up of automated data file(s) transmission and confirm the successful execution of scheduled imports and exports. • Customer confirms SSO configuration and successful execution of SSO processes. Setup of SuccessFactors SSO, walkthrough of supporting technical documentation and support the customer in troubleshooting SSO issues will be provided by SAP (UK). • New requirements are subject to the Change Control process described below • Customer sign off / approval to move site / configuration to production.	Customer
Integration	• Verify that the configured Service works in tandem with	Customer

Testing	other 'SuccessFactors' modules with regard to the customer's configured process. • Integration testing at SuccessFactors end of the solution will be the joint responsibility of SAP (UK), and TfL • TfL is responsible for any testing of integration to systems outside of SuccessFactors modules.	

H. Training Scope

The following training services and support are considered in scope for this SOW:

– **Configuration Walkthrough:** The SAP (UK) team reviews the final configuration with Customer and orients Customer to the self-service materials available on the Customer Community.

– **Standard Training Documentation:** standard (non-customized) training materials including Job Aids, tutorials, classroom training guides, and other materials as available on the Success Academy Portal (https://connect.successfactors.com/success-academy). Training materials are provided in non-editable .PDF format.

– **Virtual Public Training included with subscription for the term of the applicable subscription year:**

    • <u>Project Team Orientation (PTO):</u> Project Team Orientation helps prepare Customer's team for configuration discussions with SAP (UK) to ensure the team is fully prepared to make the best decisions for a successful implementation.

        <u>Administrator Training:</u> Administrator Training helps prepare Customer administrators to manage the application or provide Customer trainers with the knowledge base to train other administrators. Administrator training will be available as part of the year-long unlimited Public Administrator digital training provided as part of the Talent Insights platform product.

        Reproduction of training materials is the sole responsibility of Customer.

All training will be provided in English. Translation services are available for an additional fee. All other training is the responsibility of Customer.

3. Implementation Approach, Project Responsibilities and Deliverables

Please refer to Appendix B for a detailed overview of SAP (UK)' implementation methodology and RACI matrix of Project Roles and Responsibilities for the combined SAP (UK) and Customer teams.

4. Change Management

Change Management related to the implementation of the SAP (UK) products included in this SOW is the responsibility of Customer or Apps Provider. No change management services will be provided by SAP (UK).

5. Project Assumptions

– **Customer Responsibilities**
    • Customer will identify system administrators to support the Service after the project described in this SOW is complete. Responsibilities for on-going employee data uploads are defined in the Integration Scope.
    • Customer will dedicate knowledgeable resources to the project described in this SOW.

- Customer is responsible for any changes required to the existing SAP HRIS environment (i.e., Process; Development; Testing; Cutover Requirements; Basis and Performance Testing)
- Customer will be responsible for communicating the vision, goals, and business case of the program to applicable employees.
- Customer will ensure their staff has the appropriate skills and experience to complete assigned project tasks. If any Customer personnel fail to perform as required, Customer will make suitable additional or alternative staff available.
- Customer will ensure their staff is available to provide such assistance as SAP (UK) reasonably requires and that SAP (UK) is given reasonable access to the Project Steering Committee (defined below) who will provide oversight.
- Customer will provide information and materials reasonably required to enable SAP (UK) to provide the services described herein. Customer agrees the information disclosed or to be disclosed to SAP (UK), to the best of Customer's knowledge, is and will be true, accurate and complete in all material respects.
- Customer will provide access to appropriate Customer personnel for interviews and work sessions. Delays in scheduling of work sessions, task completion and/or issue resolution caused by the unavailability of Customer personnel may affect the project timeline, fees and timing estimates. SAP (UK) will notify Customer promptly if it believes such delays will materially impact the project timeline, fees, or timing estimates to enable Customer to address them accordingly. Any change in the timeline should follow the Change Control process described in this SOW.
- Members of the Customer project team will have the ability and authority to make timely decisions and commitments on the enterprise-wide design for their respective areas of responsibility. Customer project team members' adherence to schedule and finalization of decisions on a timely basis is critical for SAP (UK) to adhere to the schedule and accomplish the commitments within the estimates provided.
- Customer is responsible for all de-commissioning activities to legacy applications and services..
- Customer deliverables will be delivered according to a mutually agreed upon project plan.
- Schedule changes as a result of Customer delays related to resource allocation, deliverable due dates, or deliverable completeness could result in a Change Order. SAP (UK) will notify Customer promptly if it believes such delays will materially impact the project timeline, fees, or timing estimates to enable Customer to address them accordingly. Any change in the timeline should follow the Change Control process described in this SOW.

- **Project/Program Management**
  - SAP (UK) will be responsible for informing the customer of risks to the Project timeframe and cost posed by the customer failing to meet its responsibilities or the impact of decisions made by the customer. Risks will be highlighted with sufficient notice for the customer to take mitigating action.
  - SAP (UK) and Customer will facilitate the establishment and management of a Project Steering Committee and / or governance structure.
  - SAP (UK) and Customer' will jointly conduct workshops as defined in the work plan based on the deliverable due dates and project milestones.
  - The following five (5) workshops will be completed as onsite workshops to cover all workstreams:

    1. Project Kick-off/Configuration workshop
    2. Kick-off/Configuration workshop (workstream)
    3. Kick-off/Configuration workshop (workstream)
    4. Train the Trainer Workshop
    5. Configuration Iteration 1 Review Workshop

  - Two (2) days of additional onsite days have been included in the project fees as a contingency for possible issues with remote workshop attendance.
  - Customer's Project Manager will work with SAP (UK) to establish a project plan and manage issues / action items throughout the project.
  - Customer will provide day-to-day leadership for the project described in this SOW. Please refer to the Project Roles and Responsibilities document in Appendix B.
  - At the completion of major milestones / checkpoints, SAP (UK) will proactively review with Customer any issues that might affect the original assumptions of the program and mutually agree on a plan forward.

- Customer will provide SAP (UK) with three (3) business days advance notice for any changes Customer chooses to make to this SOW.
- Customer will ensure SAP (UK) has reasonable access to any third party tools, analyses and results controlled by Customer which are developed in conjunction with this SOW as necessary to enable SAP (UK) to perform the Services.
- Customer executives will drive consensus on key process decisions and guiding principles, actively participate in executive alignment workshops and provide executive guidance to key decisions which enable timely completion of the project Deliverables, in accordance with project leadership direction.
- Customer executives will be responsible for implementing all business changes.

- **General**

  - This SOW is based on current application features only as outlined under Configuration Scope above
  - SAP (UK) will ensure that all features and enhancements released during the lifecycle of the project that enhance and support the delivery of TfL's requirements outlined in Appendix D, will be implemented. For features and enhancements that are released during the project these features and enhancements will be assessed for potential inclusion in the current scope of the implementation if the effort required to do so is considered reasonable.
  - Configuration of future enhancements, or enhancements released during the duration of the project that do not relate to TfL requirements as outlined in Appendix D, are not included.

6. Deliverable Acceptance Criteria

The following section defines expected durations for acceptance of deliverables. SAP (UK) and Customer will work together to define a project schedule with these durations in mind. Once the project schedule is mutually agreed upon, delays caused by Customer which result in a longer overall project timeline or period of performance, may require a Change Order for additional project management support.

Deliverable Type	Criteria
Documentation	Customer will have five (5) business days from receipt of 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 SAP (UK). SAP (UK) will edit the documentation to remediate such failure and deliver to Customer for review within ten (10) business days of receipt of notice of non-acceptance. Customer will have five (5) business days from receipt of the revised document for acceptance of the previously non-conforming areas of the document.

7. Project Timeline

SuccessFactors Products by Phase	Estimated Kick off	Estimated Duration
Platform, Performance & Goals, Succession Planning & Career Development Planning	TBC	15 weeks from project kick off

The high-level timeline for this project is estimated at fifteen (15) weeks. The SAP (UK) implementation team shall engage with Customer no later than six (6) weeks from SOW execution. Delivery dates for the tasks included in this SOW shall be based upon mutual agreement as documented within an approved project schedule.

Transport for London - SuccessFactors Rollout Plan																
2014																
Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17
Performance & Goals																
Succession & Career Development Planning																

Table 1 - Estimated Timelines for SAP (UK) Rollout.

The following factors will impact the estimate or schedule:

• Customer's ability to complete their responsibilities within proposed project timeframe
• Lack of Customer dedicated resources
• Complex rules or business processes
• Business process change requiring significant organizational change management
• Deviation from the defined scope may necessitate additional discovery to validate scope, assumptions and resource requirements

Key implementation milestones requiring sign-off:

Sales Phase
Approve & Sign SOW
Prepare
No Sign off required
Realize
Configuration Workbook Iteration #1 Approval
Configuration Workbook Iteration #2 Approval
Configuration Workbook Iteration #3 Approval
Final Configuration
Verify
Integration / Testing Acceptance & Sign off
Launch
Production Readiness Acceptance Sign-off *

*Production Readiness Sign-off shall be considered completed upon the earlier of: (i) SAP (UK)' receipt of actual signature for such sign off from Customer; or (ii) five (5) days after SAP (UK) has presented such sign off to Customer so long as SAP (UK) has presented such sign off after the occurrence of Testing Sign-off.

8. Project Fee Structure

The following payment schedule will be applied to the Total SOW Value of £182,438:

Milestone	Milestone Amount	Percentage
Execution of contract	███	50%
At the sooner of configuration sign-off at end of realize phase for Performance & Goals or Eight Weeks from project kick off	███	30%
At the sooner of Production Readiness sign-off Succession & Career Development Planning or fifteen weeks from project kick off	███	20%
Total	███	100%

Two (2) days of remote Solution Architect effort has been included in the fees as a contingency for identification of reporting fields required for extract.

Standard onsite days provided during implementation are Three (3) days. Two (2) additional days of Functional Consultant effort has been included in the fees as for additional onsite configuration workshops and a further two (2) onsite days as a contingency for further possible onsite days

Additional Days Consulting	Location	Number of Days
3 days as standard	Onsite	3
2 days additional onsite for configuration workshops	Onsite	2
2 days Functional Consultant contingency for additional onsite days	Onsite	2
2 days Solution Architect contingency for additional onsite days (reporting data fields assistance)	Remote	2
Total days		**9**

Travel expenses will be invoiced one month in arrears and will be in accordance with SAP (UK) Travel and Expenses Guidelines detailed in Appendix F.

The foregoing costs are valid for 45 days from the document revision date. In the event Customer delays execution of this SOW beyond such date, Customer is advised to contact a SAP (UK) representative to confirm the continued applicability of costs and the availability of SAP (UK) resources.

9. Project Issue Management and Change Control

A. Issue Management

The goal of Issue Management is to prevent issues from having an adverse effect on the project. The resolution of an issue could impact any aspect of the project including scope, costs, benefits, risks, project organization, and schedule. It is critical to identify and document issues as early as possible, assign ownership, define follow-up dates, and track issue resolution.

SAP (UK) will track issues using a project Issues Log.

High impact issues could have an adverse impact on project schedule and overall success. The team should track high impact issues closely. If an issue is categorized as high impact, the team should escalate it within the project structure so that it is visible to executive management and every effort is made to resolve it.

B. Project Change Control

Throughout a project, new information may surface that may necessitate a change in business requirements or a change in the technical environment. These changes may result in a change in project scope and therefore impact the estimated level of effort, project timeline, or Service features.

Any such changes will require a Change Order, which either SAP (UK) or a Customer team member will complete. Change Orders may result in additional fees. SAP (UK) may also charge for the time required to scope complex requests. SAP (UK) will advise Customer of the estimate if a charge will apply. Refer to Appendix A for a sample of the SAP (UK) Change Order form.

A completed Change Order form includes the requested change, the impact on the current engagement, and the estimated resources, time, and fees to implement the Change Order. A party will submit the completed Change Order form to the other party for review and approval.

Estimates will remain valid for a period of five (5) business days from the date of submission. If Customer does not approve the Change Order form within the five (5) business days, and SAP (UK) has not extended the period of validity in writing, the change estimate will automatically expire. Upon receipt of written approval, the SAP (UK) team will begin work on the requested change according to the agreed-upon schedule.

10. Customer 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.

[Redacted]

Appendix A: Change Order Form

Change Number: _____   Request Initiator: _____

                                             Request Date: _____

Change Request:

Description:

Rationale:

Implications:

Project Impact: High, Medium, Low

Scope:

Time:

Cost:

Resources:

Resolution:

This Change Order is subject to the terms and conditions of the General Term and Conditions for SAP Cloud Services agreed to on [DATE] ("Agreement") and, as applicable, the Statement of Work (SOW) thereunder. 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 (or SOW).

SAP (UK), Inc.	Transport for London
By: _____	By: _____
Title: _____	Title: _____
Address: SAP (UK) Limited Bedfont Road Clockhouse Place, Middlesex, Feltham TW14 8HD	Address: Transport for London Windsor House 42 - 50 Victoria Street London SW1H 0TL
Date:	Date:

Appendix B:

Appendix C: **[Redacted]**