

Appendix 01 Technical Project Management (TPM) Scope of Work for Office Fit-Out Projects

STAGE I. Feasibility & Technical Lease Advice (Building Selection Phase) and Project Set Up

- Obtain clear project brief from Roche Workplace Place Strategy (WPS) Team and clarification of the requirements for the future property with regards to the following developed by the WPS:
 - Required area usage
 - Room types and purpose
 - Roche organisation profile and occupier adjacencies
- Prepare draft Roche fit-out performance specifications to define the future fit-out level and gain approval from Roche Global Real Estate and Facilities as shown below
 - **Stage 1:** TPM to complete the online fit-out specifications template on behalf of the local Roche Client with guidance & support from Roche Global Design Team.
- When required and instructed by Roche, conduct and complete the Technical Due Diligence Questionnaire for the selected building and provide professional recommendations for any issues or potential risks identified, as well as recommendations on further actions with regard to the property examined. (if applicable)
- Liaise with Roche and Roche appointed local brokers to ensure feedback from technical due diligence is taken into account during lease negotiations. (if applicable)
- Prepare fit-out budget based on developed fit-out performance specifications.
- Prepare a preliminary project schedule.
- Support negotiation with Landlords regarding the level of technical requirement conformity and ensuring lease terms incorporates Roche specific requirements. (if applicable)
- Prepare a preliminary project schedule.
- Work together with Roche H&S representative (SHE officer) to assess the shortlisted buildings against Roche Group SHE requirements. (if applicable)
- Advise Roche on code, practice & regulations required to meet local country standards.
- At the outset of the project, inform Roche and the Design Team of any regulatory or code requirements or constraints pertaining to the project site, which may affect its design and feasibility.
- Obtain Building Rules and Regulations/Building Manual documents from the Landlord (specific to the property), evaluate and analyse requirements, and inform the Roche Design Team of any relevant information, building specific mandatory regulations, or restrictions; it is understood this will be compiled based on the understanding of the TPM of the contents of these documents.
- Provide site floor plan and images of the existing conditions for reference
- Provide information on the existing site and base build MEP infrastructure.
- Advise on MEP related restrictions or options available for the project execution.

STAGE II – Project Management

A - Planning Phase

- Prepare a project brief document and project organisation chart.
- Develop a Project Execution Plan containing, at a minimum:
 - Contact list (project directory)
 - Project schedule
 - Project budget
 - a - Local Benchmarks - TPM feedback on costs per sqm for this type of projects
 - b - Concept stage - review at design stage inline with initial budget and provide feedback
 - c - Detailed design - review at design stage inline with initial budget and provide feedback
 - Project risk register
 - Project reporting structure
 - Procurement strategy
 - Delegation of authority
- Organise and lead weekly-project meetings; prepare and issue minutes within 48 hours of meetings.
- Organise meetings with the Landlord and ensure necessary approvals are obtained on layout and other related items.
- Finalise project schedule and agree with Roche Project team.
- Kick off risk register, action and issue tracker.
- Draft a pre-construction Health & Safety Plan with support from Roche SHE. Provide regular updates on this plan in monthly progress reports.

B - Tender & Contracts Awarding

- The TPM will be expected to procure the following:
 - Designer/Architect
 - General Contractor or D&B Contractor
 - Furniture
 - Security (Roche guidelines will be provided)
 - AV/IT - coordination with Roche IT however will be procured by Roche (Roche guidelines and list of local partners will be provided)
- Prepare RFP and all tender documentation for required parties following procurement route agreement
- Organise and take part in tender interviews
- Develop evaluation matrix and seek approval from Roche procurement
- Conduct technical and commercial evaluation.
- Provide final recommendations for awarding the required contracts.
- Prepare the contract documents and lead contract negotiations.
- Advise on the necessity of appointing other parties if required (surveyors, consultants etc.), and managing this full process.

- Ensure compliance with contractual obligations by the participants.
- Plan for relevant Roche approvals to meet project deadlines, review time commitments with Roche
- As part of the tendering stage, ensure that the tendering companies provide evidence and records of H&S performance and have industry quality certifications in place i.e ISO 45001.
- Ensure that the required insurances, certificates, permits and H&S Management Plans are provided and reviewed before commencement of works on site.
- Where required by local country legislation ensure that a local H&S inspector is appointed e.g.- CDM Regulations in UK.
- Manage risk register, action and issue tracker to ensure project teams are kept informed of their responsibilities.

C - Design Phase

- Coordination of the planning process with designers and Roche team.
- Organize and participate in Design kick-off meeting and further weekly design meetings
- Ensure compliance with local statutory regulations and Roche directives.
- Obtain Roche approval on Layout & Concept design
- Obtain Roche approval on schematic design.
- Obtain Roche approval on developed design.
- Ensure designer obtains all required statutory approvals.
- Ensure all performance specifications and design brief requirements are incorporated at each design stage as shown below.
 - **Stage 1:** TPM to complete the online fit-out specifications template on behalf of the local Roche Client with guidance & support from Roche Global Design Team.
 - **Stage 2:** During the Design Phase of the project, the TPM, appointed Designer and Roche Global Design Team are to revisit the fit-out specifications from Stage 1 to confirm the final project drawings and specifications comply with the selected performance requirements, and any deviations have been clearly identified with comments.
 - **Stage 3:** At the handover phase of the project, the TPM is to confirm on behalf of the Contractor that the project is aligned with the architectural drawings and specifications approved at Stage 2.
- Ensure completion of Performance Specifications tool at the three stipulated stages.
- Ensure Roche health and safety requirements are considered and incorporated in the H&S plan.
- Based on developed design, finalise together with D&B contractor project budget and obtain Roche approval.
- Value engineering of design specifications (if required) in order to accomplish the project within the approved budget.
- Advise on the approval of provided samples; facilitate decision making process.
- Organise and steer weekly project team meetings; issue minutes of meetings within 48 hours of meetings.
- Prepare regular project status reports on costs, schedule and quality.
- Monitor project milestones to ensure key deadlines are met.
- Manage risk register, action and issue tracker to ensure project teams are kept informed of their responsibilities.

- Document specific requirements that are not already in the WPS report but are expressed by the local Roche team regarding the project, including but not limited to fit-out, and furniture procurement or reuse, whether expressed formally or informally. This should be documented and shared with the design team on a continuous basis to maintain consistent communication.
- All relevant information to be documented by the TPM in a project kick-off brief to be shared with the design team during onboarding.

D. Procurement Phase - As below and others as agreed

General Contractor or Design & Build

- Complete GC or Design & Build selection process documentation
- Create a longlist and then shortlist requirements
- Confirm suitable contract based on local Market or FIDIC Green Book
- Prepare RFP and all tender documentation along with Roche Procurement, and establish evaluation criteria and matrix.
- Evaluate received bids.
- Arrange shortlisted supplier show-room visits.
- Support negotiations with the provider.

Furniture & Contract Tendering

- Summarise furniture selection criteria.
- Check furniture specifications prepared by architects.
- Ensure approval of furniture specification by corporate architect.
- Prepare RFP and all tender documentation along with Roche Procurement, and establish evaluation criteria and matrix. Roche have Global MSA partners for furniture which can be used but not always applicable to all markets
- Evaluate received bids.
- Arrange shortlisted supplier show-room visits.
- Support negotiations with the furniture provider.
- Ensure furniture delivery terms are compliant with project timeline.
- Coordinate furniture delivery with on-going fit-out works.
- Accept furniture delivery and installation.
- Ensure furniture cabling installation / IT connection and relevant vendor coordination.

Relocation Management

- Prepare relocation plan (including removal instructions, timetable).
- Run tender process for relocation companies together with Roche procurement.
- Evaluation of tender returns, leading contract negotiation, assisting in selection.
- Coordination of the move.

Multimedia Contract Tendering (Optional - maybe delivered by Roche IT)

- Summarise multimedia equipment needed, and scope.

- Prepare a budget for multimedia installations.
- Identify potential contractors.
- Prepare request for bids documentation with Roche Procurement.
- Obtain bids from 3 multimedia suppliers.
- Evaluate received bids, provide a recommendation on the basis of weighted criteria.
- Support negotiations with the multimedia provider.
- Ensure delivery terms are compliant with project timeline.
- Coordinate delivery and installation with on-going fit-out works.

Security Installation Tendering

- Summarise security installation equipment needed and the selection criteria.
- Determine quantity and prepare a budget for security installation.
- Identify potential contractors - Roche do not have any global partners therefore this will be agreed as part of the project scope with the TPM for suitable local providers.
- Prepare requests for bids documentation.
- Obtain bids from 3 multimedia suppliers.
- Evaluation of received bids, provide a recommendation on the basis of weighted criteria.
- Support negotiations with the security provider.
- Ensure delivery terms are compliant with project timeline.
- Coordinate delivery and installation with on-going fit-out works.

E - Construction Phase

- Monitor contractor's progress on site against key milestones.
- Ensure all agreed performance specifications and design brief requirements are incorporated into the fit-out.
- Ensure that General or Design & Build Contractor has provided detailed construction drawings provide details of materials being used to meet acoustic requirement within the performance specification
- Agree with General or Design & Build Contractor process for review, testing and sign off for acoustics
- Obtain all required approvals from Roche in line with the agreed programme.
- Lead coordination between project participants.
- Manage the Change Control Process and gain all approvals before instruction is granted.
- Collate and approve all project invoices and provide recommendations for payment.
- Proactively address issues and provide recommended solutions.
- Prepare and lead regular project meetings, issue minutes within 48 hours of meetings.
- Regularly inform Roche about project progress and issues, and provide regular status reports.
- Manage risk register, action and issue tracker to ensure project teams are kept informed of their responsibilities.
- Ensure Risk Assessments & Method Statements (RAMS) are provided by Contractor/ SubContractors and they are reviewed and approved by the identified Roche Group SHE representative.

- Establish the roles and responsibilities of Roche, the Professional Team, Contractor and specialist design Contractors.
- Record & report against any near misses, first aid incidents, reportable incidents or environmental incidents and ensure these are recorded within the monthly report.
- Throughout the project, ensure that any significant design changes are approved by the local regulatory body, e.g.- Building Control.
- Attend site at least once a week to review progress, ensure that H&S is maintained to a high standard and obtain quality reports from Contractor's site management.
- When an incident occurs on site, immediately make the TPM's Global Account Manager, local Roche SHE representative aware and also inform the Roche Project Manager and Roche Programme Manager of the incident with a detailed explanation report of how the incident occurred, measures that were put in place to avoid the incident, and steps taken to avoid recurrence in future.

F - Project Close-Out

- Prepare defects list and monitor their rectification.
- Preparation of project close-out report including lessons learned workshop.
- Organisation of pre-handover with general contractor.
- Organisation of IT handover.
- Ensure final copies of the as-builts, O&M Manuals, H&S file, and residual risks register have been reviewed and approved by the appropriate Design/Team Members/Group SHE.
- Ensure regulatory parties have provided certification e.g., Fire Officer, Building Control, Security, Construction Design Manager or Principal Designer, and both digital and hard copies are shared with Roche.
- Organisation of the final project handover documentation to Roche (as-built docs, drawing register, equipment and material certificates, equipment manuals etc).
- Check and advise on warranty periods.
- Professional Photography - Obtain signed Architect's Publication agreement
Photography protocol document for reference: at
<https://docs.google.com/document/d/1tUHf5Ee4h3W-Zoatb-a15ZXKbFntU3j7lhwOwGS-568/edit?usp=sharing>
- Check final invoices, provide recommendations for payment.
- Ensure there is a clearly identified list of any H&S equipment to be provided by either the Contractor, Sub-Contractor or Roche at handover.
- Where required, make sure that Roche's Facilities Team/Local Project Manager are provided with Health & Safety Training and all other training for the newly completed project.

STAGE III - Advice of Reinstatement Works (if applicable)

- Review lease in both technical and commercial terms, including handover protocols, addendums, drawings, etc.
- Evaluation of rights and obligations of lease (terms and conditions as well as dilapidations, renovation etc.).

- Undertake joint inspection of current premises with tenant's/landlord's representative.
- Review of current space in comparison to plans as attached to lease agreement.
- Organise/Undertake condition report on the vacated property.
- Define a dilapidation strategy based on lease terms including expiry date, break options, and indexation clause.
- Prepare timeline for reinstatement works, if required.
- Review and provide qualifications on Landlord's 1st claim of reinstatement works to ensure best obtainable value for Roche.
- If required by Roche, obtaining alternative offers for remediation claims.
- Assist during handover of space.

At All Stages:

- Provide monthly project reporting in Roche provided format
- Provide link to progress pictures stored to exchange folder shared within monthly reporting
- Monitor and report on project timeline, budget, and changes.
- Maintain Risk register, Action and Issue Tracker.
- Inform Roche about project issues and deadlines in a timely manner.
- Allocate sufficient timing for Roche's approval process.
- Ensure all required Roche approvals are obtained in a timely manner. Our typical approval timescales will be provided to the TPM via our MS Projects Timeline template such as:
 - Design approvals
 - Financial approvals
- Ensure compliance with project governance procedures by all project participants
- Organisation of the weekly meetings and issue of minutes within 48 hours of meeting.
- Coordination of ongoing activities between all project participants, including brokers, workplace strategy consultants, Roche internal team, designers, general contractor and other contractors.
- Ensure compliance with Roche H&S Guidance and SHE Directives.
- Provide support with insurance claims where required.
- Facilitate, set up and manage early warning and risk management meetings.
- To ensure project continuity and a secure audit trail, maintain a master folder of all relevant project correspondence and documentation (from inception to closeout), a copy of which will be made available to Roche at the end of each project at closeout stage.

Project KPI

As detailed within Global MSA Exhibit E which covers KPI scoring linked to the table below and introduces a Risk and Reward methodology to encourage the Technical Project Manager (TPM) to deliver the project based on the scoring noted below:

Scoring card (0 to 5)	more than 4 Points	5% fee bonus
	between 2-4 points	No fee deduction
	between 1-2 points	5% fee deduction
TPM Fee Retention	TPM can only invoice up to max of 95% of agreed ordered fee after project completion until final closure documents provided, agreed and project sign off completed	Final Payment

The KPI scoring is based on metrics covering 5 Categories:

- 1) Financial Score - 20% Weighting
Automated from final project close out report document
- 2) Timing Score - 20% Weighting
Automated from final project close out report document
- 3) Quality Score - 20% Weighting
TPM Self-assessment and then agreed with Roche PMO
- 4) Health & safety - 20% Weighting
TPM Self-assessment and then agreed with Roche PMO
- 5) Customer Satisfaction - 20% Weighting
Feedback from Roche Local teams

The TPM will be reviewed at the end of the project based on the KPIs details below as included within the Global MSA with each of the TPM providers.

Indicator	Weighting	KPI Description
Financial	20%	How much does the planned budget vary from the actual budget?
Timing	20%	How much the initial fit-out schedule varies from the actual schedule
Quality	20%	Compliance with Fit-Out Specifications Compliance with Roche Playbook & Governance - ensure governance, controls and approvals are maintained
Health & Safety	20%	Did the PM ensure readiness to proceed with site activity (this includes insurance, permits, H&S management plan) Compliance with Roche H&S guidelines and SHE Directives Did the project achieve zero reportable incidents?
Customer Satisfaction	20%	The overall Roche (local and HQ) satisfaction on the delivered TPM services

The risk and reward mechanism will be applied as noted below.