											ROCHE										Pi	roject Te	am			
ect Phase	Steps	Description	Document / Template	DIC	SC	DTR Sustaina bility	Local SHE	Group SHE	Procure ment	Legal	Finance	DTR Lead	Head of DTR Faciliti es	DTR RE	DTR WPS Expert	Roche PM	Corporate Architect	GAM	TM	DTR PMO	SUS Consul tant	WPS Consult ant	D&B Contrac tor	QS	Furnitur e Supplier	DM
1	Kick-off	- DTR RE and GAM to initiate kick off call with TM, Roche PM and Roche local lead. DTR RE to confirm project brief and introduction of CBRE to local Roche Stakeholders to be agreed for Steering Committee Strategy and options discussed - Building Selection Criteria discussed and agreed - Determine if Broker is required - Review Fee Schedule within Framework Agreement - Determine whether DIC or DTR process should be followed - Determine if WPS required	Kick-off agenda template									Α	1	С	Α	С		R	R	A						
1a	Set up (appoint & inform) a Steering Committee	Local PM to set up and schedule SC	email confirmation									С	С			R			С	А						
1b	Project Charter	TM to prepare a draft (prior to Kick-off call) and then the final version of Project Charter (after the call)	Project Charter template			I						А		С	Α	С		R	R	A						
D E M A	SC approval	Local PM to organize a SC to get an approval of Project Charter (via email) (*only applicable for projects >CHF 5Mio or for projects <chf 5mio,="" a="" called="" committee)<="" has="" member="" project="" steering="" td="" team="" where=""><td>email confirmation or minutes of the call</td><td></td><td>R</td><td></td><td></td><td></td><td></td><td></td><td></td><td>I</td><td>I</td><td></td><td></td><td>R</td><td></td><td></td><td>I</td><td>А</td><td></td><td></td><td></td><td></td><td></td><td></td></chf>	email confirmation or minutes of the call		R							I	I			R			I	А						
N D D A N A L Y S S I I S	AP1	DTR WPS Expert to issue AP1. TM to assist with submission of information:  - Complete project description, property summary and FP score in AP1 summary  - Interact with Roche local lead to obtain: Business planning revenue (existing and forecasts), Headcount (existing and forecasts), FTE (existing and forecasts), Existing floorplan, Breakdown of existing space, Future space metrics  - Obtain useable floor area from existing floorplan if FP data is out of date  - Collect market intelligence (from broker)  - TM to submit Engagement Notice	AP1 template									A		С	A	С		R	R	ı						
4	Space Utilization Study (SUS)	Utilisation Consultant to carry out a Utilisation Study and deliver a report	SUS template									I		I	Α	R				I	R	I				
5	DTR approval	DTR to check and approve SUS and AP1	QB workflow									A	R	R	Α				I	1						
6	SC	Local PM to secure SC endorsement of AP1 scenarios (*only applicable for projects > CHF 5Mio or for projects < CHF 5Mio, where a project team member has called a Steering Committee)	email confirmation or minutes of the call		R							С	R	С		R			I	А						
7	Decision DTR Facilities / DTR Engineering	To take a decision whether a project should follow DTR Facilities or DTR Engineering route	email confirmation									I	R	1	I	I			ı	Α						
10	WPS	Workplace Strategy activities to be initiated by WPS Expert with Roche PM support													А	R										
10a	WPS consultant appointed	WPS Expert and Head of GREF to select a WPS Consultant from the pre- approved pool	WPS selection matrix template						С	С	С	С	Α	I	R	R						I				
10b	Interim report (Analysis)	a. WPS Consultant to develop a WPS interim report based on the activities carried out b. WPS Expert to approve Interim report	WPS interim report template									I		I	Α	I				I		R				
10c	Strategy report and SC presentation	a. WPS Consultant to develop a WPS strategy report b. WPS Expert to approve Strategy report	WPS strategy report template						Y			1		I	Α	1				1		R				

10d Info	rm SC about WPS lts	Roche PM to inform SC by email about WPS result and/or updates	WPS SC presentation template (by email)								I		I	Α	R				I	R			
	oad WPS results to ckbase	Upload signed and approved WPS report to Quickbase's project folder	WPS strategy report template								ı		ı	A	R				1	R			
11 Tecl	hnical PM appointed	DTR and Local Roche appoint a Technical PM	TPM selection matrix					С	С	С	С	A	С		R			I	I				
12a Fit-c	out specs	TPM to fill out Fit-out Performance Specifications and to approve with DTR	Fit-out performance specifications								С	I	С		Α	С			ı		R	R	
12b CAI	PEX budget	TPM to prepare fit-out budget estimation. Local business to provide input, when relevant	CAPEX breakdown template								С	I	С		Α			ı	ı		R	R	
	ironmental Due gence	Group SHE / LSE Environmental Due Diligence guidance obliges sites and affiliates planning to acquire or divest leased or owned real estate to perform an Environmental Due Diligence (EDD/ESA) assessment of the property. If the proposed premises be used partly or wholly for the following purposes (training/lab premises where reagents used, equipment decommissioning/refurbishment, warehousing/storage, manufacturing, child/daycare premises, facility with septic system), and/or if the proposed premises industrial in nature, or the proposed lease term >10 years in length, EDD is required. Group SHE will recommend suitable vendors in each local market to local SHE where possible.  Ph.1/2 Environmental Due Diligence to be completed by local SHE officer and endorsed by Group SHE. Endorsement of the Phase I ESA / EDD report for the final preferred option should be sought from Dave Herrmann (dave.herrmann@roche.com) for the Americas and Richard Huerzeler (richard.huerzeler@roche.com) for the rest of the world. Group SHE can also exempt any project/location from requiring EDD.	Group LSE Environmental Due Diligence guidance			R	A				1		1		R			-	С			С	
13a K6 (	checklist completed	TM to prepare a K6 checklist and to approve it with DTR Sustainability	K6 template		Α		А				I				ı			R					
13b SHE	E Assessment	Local PM/SHE officer to complete SHE assessment (DIC projects only)	SHE Assessment template				Α				1		I		A/R			1	1				
	hnical Due Deligence D) decision	Project team to take decison regarding TDD necessity. In case TDD is required, this should be considered in the project timeline.				I					С		С		С		I	С	A/R				
13d TDE	D	TPM execute TDD and provides recomendations to the project team with regard to potential risks/issues	TDD template			С					С		ı		С		l	С	A			R	
14 AP2	2	TM to prepare Accommodation Plan Step 2, incorporating shortlisted buildings and application of CAPEX budget:  - Complete project description in AP2 summary - Input weightings from the Project Charter into the AP2 summary (cost vs quality and BSC) - Input property data for existing property and shortlisted options (data should be consistent with AP1 wherever possible) - Complete Building Selection Criteria (BSC) for existing property and shortlisted options - Conduct technical due diligence on preferred shortlisted option (TPM) - Refine shortlist based on BSC ranking and undertake financial analysis - Complete cash flow input template - Identify and select preferred option in AP2 summary - Complete LQI template (Broker) - Complete K6 checklist. Send to DTR Sustainability and incorporate feedback (broker) - Finalize AP2 summary and DIC deck	AP2 template		Α	R	Α				С		c		С		R	R	A		С		
15 DTF AP2	R Facilities approval of	DTR Facilities to check and approve AP2	QB		A						A		A					I	A				
	C submission SC orsement	a. Inform SC b. Steering Committee decision on proposed solution incl. budget, timeline and agreement to proceed to DIC (*only applicable for projects >CHF 5Mio or for projects <chf 5mio,="" a="" called="" committee)<="" has="" member="" project="" steering="" team="" th="" where=""><th>email confirmation or minutes of the call</th><th>R</th><th></th><th></th><th></th><th></th><th></th><th></th><th>С</th><th>R</th><th>С</th><th></th><th>A</th><th></th><th></th><th>С</th><th>1</th><th></th><th></th><th></th><th></th></chf>	email confirmation or minutes of the call	R							С	R	С		A			С	1				

17	Governance Approval	Roche PM to apply for financial governance approval (DTR/CRB/DIC)	Refer to CAPEX guideline .								С	ı	ı		A/R		ı	I			
17a	DIC meeting request	Roche PM to apply for DIC time slot in DSC Database									С		I		A/R			ı			
17b	Upload DIC Presentation	Roche PM to prepare and upload to DCSF database a short version presentation		I							С		I		A/R			I			
17e	SHE Assessment	Local PM/SHE officer to complete & upload SHE assessment (DIC projects only)	SHE Assessment template	I		I	A/R				С		I		A/R			I			
17c	DIC - CAPEX credit recommendation	DTR Facilities Lead to present to DIC Diagnostics Investment Committee decision to recommend approval / reject project and funding		Α							R		I		R			1			
17d	CRB / DIC minutes issued	Financial governance approval body to issue minutes (approval/rejection/conditions)		A/R							I		I		I		I	I			
18	ECA	a. Roche PM to make ECA request in DCSF Database b. ECA approval	Refer to CAPEX guideline								С	С	I		R		I	A			
19	Lease signed	Local Roche to sign a lease agreement	Lease Contract template						R	С	l		I		A		R	I			
20	Design Brief developed	Tech PM in cooperation with Corporate Architect and WPS Expert is developing Design Brief	Design Brief template			С					С			С	A	С				С	
20a	K18 energy efficiency check list	K18 energy efficiency Check List should be approved by Roche Sustainability (only applicable for big-scale projects of 2000 sqm and more)	K18 template			A					I				I			I		С	
21	D&B Contractor appointed	Tech PM in cooperation with Roche PM and DTR (PMO and Corp.Arch) holds a tender between the pre-approved pool of min 3 D&B Contractors						С	С	С	С	A			R	R				R	
22	Schematic design developed	D&B Contractor (or Designer) develops Schematic Design					111111111111111111111111111111111111111				I			С	С	С				R	
23	Schematic design approved	Corporate Architect and WPS Expert approve Schematic Design or introduce their comments									I			R	С	A		I			
24	Developed Design	D&B Contractor (or Designer) prepares Developed Design									I			С	С					R	
25	Developed design approved	Corporate Architect approves Developed Design or introduce their comments									I			R	С	A		ı			
26	Fit-Out costs finalised	Based on Developed Design, D&B Contractor provides adjusted estimation of the final costs. The costs should be within the accepted tolerance of +/-10%. If not, subject to SC review.						С		С	С				С					R R	
27	Furniture supplier selected	Tech PM in cooperation with Roche PM and local procurement holds a tender						С	С	С	С			С	A	R					
27a	Furniture specification	D&B Contractor (or Designer) develops a draft furniture specification, Corporate Architect to approve, Tech PM to make sure selected furniture is within the budget												С	A	R					
		Roche PM to confirm the final fit-out costs. The costs should be within the accepted tolerance of +/-10%. If not, subject to additional SC/CRB/DIC review.	email		I						С				A/R			1			
29	Fit-out works	D&B Contractor to proceed with fit-out works. Tech PM to provide regular status updates and progress reports to Roche PM.						4.0			I			•	A			I		R	***************************************

29a	Risk Register Updated and maintained	TPM to host risk workshop ahead of construction commencement to update Risks, Issues, Assumptions and Dependencies (RAID) register, and ensure it is updated throughout the project	Risk Register + PMR template	11		С	С	с с	С	С	c <b>c</b>	А		······································	I	C	С	С	
29b	SHE requirements	TPM to review and respond to contractor's construction phase health and safety plan, and update SHE documentation (ongoing throughout project). TPM to be responsible for incident reporting and escalation process.	Construction Safety Guidance + PMR templates	11		A	A	! !	! !!	11 1 <u>1</u>		A		L	1		С		
29c	Permits	TPM to ensure comprehensive Permits review and approvals process in place, including (but not limited to) to local mandatory legislation and building codes, building regulations, and landlord requirements.			***************************************	С	С	с с				Α			1		R		
29d	Compliance with Roche Fitout Standards	TPM to review GC's BOQ to ensure compliance with Roche Fitout Specifications prior to award. Any deviations to be submitted with clear reason/justification to Global Design for review and dispensation. Dispensation register to be maintained. This process is to be recurring throughout the fitout stage after award and mobilization. TPM to maintain records of any deviations within the Fitout Specifications tool online.	Design and Fitout guidelines								с		с		1	c	R		
29e	Value Engineering	TPM to review and report on value engineering and obtain necessary approvals to implement value engineering from local and global Roche teams prior to start on site.	'			ı	1					А	с		1	c	'	С	
29f	Change Control	Variation/commercial management process understood and implemented by TPM to protect cost, time, quality, and SHE; all approvals to be registered prior to change being implemented; Roche change request forms and register to be maintained.	Change Request Form & Change Request Register	man.	mann.			1			С	Α			1		ı	с	
29g	Site monitoring	TPM issues the H&S inspections and site inspection process, including site inspection intervals, inspection process, documentation to be made available by the contractor, and incident escalation process. Relevant updates to be included within TPM monthly report. Detailed incident reports to be generated where required.	PMR template		anna	1	1					ı		ı	1		A		
29h	Contractor site occupation	Contractor mobilizes and takes occupation on site					Total Control				]	I	ш.		ı		R		
29i	Stakeholder Alignment	TPM monitors progress and aligns internal and external stakeholder communication process as well as coordination with Roche direct vendors. Clear escalation and approval in place from Global PMO/Design team for any local team requirements (design and construction related) to avoid scope creep and impact on cost, quality, or time.	PMR Template			1	1		1 11			А		1	1		С	С	
29j	Cost monitoring	TPM updates project cost monitor with valuation of work done and highlights key metrics within project monthly report.	PMR Template	,,		•	;	. 5	, , , ,		ľ	A		1	1	c		С	
29k	Milestone monitoring	Updated detailed construction programme (including status of contract programme vs target programme), cost reports, Project Execution & Quality Plan produced by TPM, updated at defined intervals in agreed format, and high level timelines presented within monthly report.	PMR Template				11 11	[				A		1	1	C			
291	Testing and commissioning schedule	a) Contractor produces Testing and Commissioning records, together with plan for any systems training and handover, for agreement with TPM and Roche Local PM b) Contractor provides schedule of guarantees, warrantees and handover documents to TPM for inspection			***************************************			1 [				1			-	A			
30	IT Handover	D&B Contractor and Tech PM organize a Server room and all IT-related activities handover to Roche IT 2 weeks prior general site handover										С					R		

31 Site Handover	D&B Contractor and Tech PM organize a site handover. Roche PM, IT and Facility Management company to be presented.	Site handover protocol template						l				R			I		R		
32 Relocation	Tech PM and Roche PM organise relocation to the new premises							I	I			R							
32a Furniture installation	Tech PM and Furniture Supplier organise installation of the new furniture (if applicable)										I	С					ı	R	
33 Reinstatement (if need	Technical PM in cooperation with TM holds reinstatement negotiations with previous Landlord. If reinstatement works are required, Tech PM organise reinstatement works.							С				A		R					
34 Close-out	Tech PM and Roche PM take care of project close-out: finalize, approve and execute payments to all contractors; produce Final account; issue Final Report; ensure snag rectification is finished	Close-out report template	С		С	С	С	С	I	I	С	R			I				
34a Post occupancy study	WPS consultant to perform POE in 6 months after relocation	POS template						1		1	A	R			ı	R			

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