Ashgrove Advisory
OPERATIONS & DATA CONSULTING

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STATEMENT OF WORK

Supply Chain Data Remediation Programme

A twelve-week engagement to consolidate three regional inventory data sets into a single governed model, establish data-quality controls, and equip the Halden Foods planning team to operate the model without ongoing consultancy support.

CONSULTANT

Ashgrove Advisory
Ashgrove Advisory Ltd 18 Peveril Court, Manchester M2 4WU, United Kingdom

CLIENT

Halden Foods
Halden Foods Group plc Halden House, 4 Riverside Way, Leeds LS1 4AP, United Kingdom

REFERENCE	**SOW-2026-HF-07**
MASTER AGREEMENT	**the Master Services Agreement dated 12 March 2025**
VERSION	**1.2 — For signature**
ISSUED	**4 August 2026**
ENGAGEMENT PERIOD	**7 September 2026 – 27 November 2026**
COMMERCIAL MODEL	**Time and materials, capped at £148,500**

1. Purpose and Interpretation

This Statement of Work sets out the services, deliverables, assumptions and commercial terms under which Ashgrove Advisory Ltd (the "Consultant") will provide supply chain data remediation services to Halden Foods Group plc (the "Client").

It is issued under, and forms part of, the master agreement identified on the cover page. Terms used but not defined here carry the meaning given to them in that agreement. Nothing in this document varies the master agreement except where expressly stated.

1.1 Order of precedence

1.1.1 Where a conflict arises between documents, the master agreement prevails over this Statement of Work, save in respect of scope, fees and schedule, where this Statement of Work prevails.

1.1.2 A signed change request prevails over this Statement of Work in respect of the matters it addresses, and only from its effective date.

1.1.3 Correspondence, presentations and estimates exchanged before the date of this Statement of Work have no contractual effect and are superseded in their entirety.

2. Services and Approach

The engagement runs in three overlapping tracks. Discovery establishes the true state of the current data estate; remediation rebuilds the model and the pipelines that feed it; enablement transfers ownership to the Client's planning and BI teams. All work is performed remotely except where on-site attendance is specified in the deliverables table.

2.1 Discovery and data profiling

A structured assessment of the three regional inventory systems, their extracts, and the reconciliation spreadsheets that currently bridge them. The output is a factual baseline both parties agree before remediation begins.

- Profiling of all inventory, product master and location tables across the three regional systems
- Documented lineage for every field consumed by the weekly planning cycle
- Quantified data-quality baseline: completeness, duplication, referential integrity and timeliness
- Interviews with eleven named stakeholders across planning, procurement and finance
- Prioritised remediation backlog agreed at a joint workshop in week three

2.2 Model design and remediation

Design and build of a single conformed inventory model, together with the ingestion pipelines, validation rules and reconciliation reporting required to keep it correct.

- Conformed dimensional model for product, location, supplier and inventory position
- Ingestion pipelines for the three regional sources with idempotent reload capability
- Validation rule set with severity levels and an exception queue for the data steward
- Historic back-load of 36 months with a documented reconciliation against ledger balances

— Automated daily reconciliation report distributed to the planning team

2.3 Governance and enablement

The controls, documentation and training that allow the Client to run and extend the model after the engagement closes.

— Data ownership matrix and a lightweight change-approval process for the model

— Runbook covering scheduled loads, failure modes, and escalation paths

— Four half-day workshops for the planning and BI teams, recorded and transcribed

— Two weeks of shadow support during which Client staff run the daily cycle unaided

3. Deliverables and Acceptance

Each deliverable is submitted electronically to the Client's nominated representative. Where a deliverable is submitted in draft, the review period runs from the date of submission of the draft, not of any revision.

REF	DELIVERABLE	ACCEPTANCE CRITERIA	FORMAT	DUE
D1	**Data quality baseline report** Lead data analyst	Covers all three regional systems, quantifies the six agreed quality dimensions, and is reconciled to the week-36 ledger extract	PDF + workbook	Week 3
D2	**Prioritised remediation backlog** Engagement director	Every item sized, sequenced, and mapped to a named business impact; signed off at the week-three workshop	Backlog export	Week 3
D3	**Conformed inventory model** Principal consultant	Passes the agreed validation suite with zero critical and fewer than ten warning-level exceptions	Repository + ERD	Week 7
D4	**Ingestion and validation pipelines** Data engineer	Full reload of 36 months completes within the four-hour window and is idempotent across three consecutive runs	Repository	Week 9
D5	**Daily reconciliation report** Data engineer	Runs unattended for ten consecutive business days and agrees to ledger within the agreed tolerance	Scheduled report	Week 10
D6	**Runbook and governance pack** Engagement director	Reviewed by the Client's data steward and covers every scheduled job, failure mode and escalation path	PDF	Week 11

REF	DELIVERABLE	ACCEPTANCE CRITERIA	FORMAT	DUE
D7	**Enablement workshops** Full team	Four sessions delivered, recorded and transcribed; attendance register signed	Live + recording	Week 12

3.1 Acceptance procedure

3.1.1 The Client has ten business days from submission of a deliverable to accept it or to issue a written statement of the specific criteria it fails.

3.1.2 A deliverable not rejected in writing within the review period is deemed accepted, and the associated fees become invoiceable.

3.1.3 Where a deliverable is rejected, the Consultant will remediate the identified failures within ten business days at no additional charge, and a further five-business-day review period applies to the resubmission.

3.1.4 Rejection may only be founded on the acceptance criteria stated in the deliverables table. Matters outside those criteria are handled as change requests under section 7.

4. Assumptions and Client Responsibilities

4.1 Assumptions

The estimates, fees and schedule in this Statement of Work rest on the assumptions below. Where an assumption proves incorrect, the affected schedule and fees are revisited under the change-control procedure in section 7.

4.1.1 Read access to the three regional inventory systems, including schema metadata, is granted within five business days of the engagement start date.

4.1.2 The Client's data steward is available for a scheduled two-hour session each week for the duration of the engagement.

4.1.3 The regional systems remain on their current versions; no upgrade or migration is undertaken during the engagement window.

4.1.4 Historic data for the 36-month back-load is retrievable from existing archives without third-party recovery services.

4.1.5 The target platform is the Client's existing warehouse tenancy; no new infrastructure procurement is required.

4.1.6 Workshops are attended by staff with authority to agree definitions and ownership; sessions requiring later ratification are treated as additional.

4.1.7 No more than two of the eleven named stakeholders become unavailable for longer than five consecutive business days.

4.2 Client responsibilities

4.2.1 Nominate a single representative authorised to accept deliverables and to sign change requests.

4.2.2 Provide environment access, credentials and any required security clearances before the engagement start date.

4.2.3 Make subject-matter experts available in line with the schedule agreed at the kick-off meeting.

4.2.4 Provide meeting facilities and safe site access for the two on-site weeks specified in the deliverables table.

4.2.5 Retain responsibility for the accuracy of source data and for any operational decisions taken on the basis of the delivered model.

5. Out of Scope

The following are expressly excluded from this Statement of Work. Each may be quoted separately on request.

- × Changes to, or remediation within, the three source systems themselves
- × Licensing, procurement or capacity expansion of the Client's warehouse platform
- × Migration of finance, HR or customer data sets not listed in the deliverables table
- × Development of end-user dashboards or reports beyond the daily reconciliation report
- × Ongoing operation, monitoring or on-call support of the pipelines after the shadow-support period
- × Master data cleansing of supplier records held outside the inventory systems

× Regulatory or statutory certification of the delivered model

> **NO IMPLIED SCOPE**
>
> Anything not expressly described in section 2 or listed in the deliverables table of section 3 is out of scope. Additional work may be added at the rates in section 6 by written change request; nothing in this document obliges either party to accept such a request.

6. Rate Card and Fees

Services are charged on a time-and-materials basis at the rates below, subject to the cap stated on the cover page. Estimated days are indicative and are not a commitment to consume the full allocation.

ROLE	SENIORITY & INVOLVEMENT	DAY RATE	HOURLY	EST. DAYS	FEES
Engagement Director	Governance, escalation and acceptance; two days per week	£1,450.00	£205.00	24	£34,800.00
Principal Consultant	Model design and remediation lead; full time	£1,150.00	£165.00	55	£63,250.00
Data Engineer	Pipeline build, back-load and reconciliation; full time from week 4	£875.00	£125.00	40	£35,000.00
Data Analyst	Profiling, quality baseline and workshop support; part time	£650.00	£95.00	18	£11,700.00
Quality Assurance	Validation suite and acceptance evidence; on call	£700.00	£100.00	5	£3,500.00
				Estimated professional fees	**£148,250.00**

6.1 Expenses and invoicing

6.1.1 Fees are exclusive of VAT, which is charged at the prevailing rate.

6.1.2 Travel and subsistence for the two on-site weeks are charged at cost against receipts, capped at £3,200 for the engagement.

6.1.3 Invoices are issued monthly in arrears against timesheets countersigned by the Client's representative, and are payable within 30 days.

6.1.4 Where the engagement is suspended at the Client's request for more than ten business days, remobilisation is charged at one day of Engagement Director time.

6.1.5 No fees accrue beyond the cap on the cover page without a signed change request raising it.

7. Change Control

Either party may request a change to scope, deliverables, schedule or fees. No change takes effect until it is documented and signed by both parties in accordance with the procedure below.

7.1 Procedure

7.1.1 A change request is raised in writing and states the change sought, the reason for it, and the party requesting it.

7.1.2 The Consultant assesses the request within five business days and returns an impact statement covering scope, deliverables, schedule, fees and any consequential effect on the cap.

7.1.3 The Client accepts or declines the impact statement within five business days of receipt.

7.1.4 On acceptance by both parties, the change request is appended to this Statement of Work and takes effect from the date stated in it.

7.1.5 Where a change request is declined, work continues under this Statement of Work unaltered; neither party incurs liability for the declined request.

7.1.6 The Consultant may decline to perform work for which a change request has not been signed, without that refusal constituting a breach of this Statement of Work or of the master agreement.

> **EFFECT OF AN UNSIGNED CHANGE REQUEST**
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> Work described in a change request is not commenced, and no fees accrue for it, until the request is signed by an authorised representative of both parties. Where a change request is under discussion for more than ten business days, either party may treat it as declined.

8. Signatures

Signed for and on behalf of the parties by their duly authorised representatives on the dates written below. This Statement of Work is governed by, and incorporated into, the Master Services Agreement dated 12 March 2025.

Claire Bennett
Chief Operating Officer
for and on behalf of Halden Foods Group plc
Date: _____

Martin Okonjo
Engagement Director
for and on behalf of Ashgrove Advisory Ltd
Date: _____