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Achilles Supply-Line Verify Scheme Rule Book

Issue 2

March 2017

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1. Introduction

The Supply-Line Verify Audit was introduced by the Achilles Supply-Line community to provide a higher level of pre-qualification assurance for Buyers within the utilities sector. The intent of the Supply-Line Verify Audit is to enable Achilles Supply-Line Buyers access to a suitably pre-qualified supply chain that they can invite to tender.

The Supply-Line Verify Audit specifically looks at a Suppliers approach to Safety, Health, Environment and Quality and Corporate Social Responsibility. The Supply-Line Verify protocol provides the Buyer companies with an independent assessment of Suppliers management systems in each of the discipline areas both from an internal management system perspective as well as a test of the application onsite. The results of the audits are published online and used by buying and compliance representatives within each subscribing utility.

Suppliers benefit from the protocol as a crosscheck against any pre-existing accreditation or certification that they may have worked towards (e.g. ISO 9001) and use the information gathered by the Achilles auditor to highlight positive elements (best practice) or address gap areas (opportunities for improvement).

Only SSE Renewables currently use the Supply-Line Verify Audit to ensure suppliers are meeting the most appropriate level of pre-qualification for the works and/or services they are offering to the industry. For SSE Renewables, the Supply-Line Verify Audit data is then utilised throughout the tender process and post contract management cycles. Verify is a pre-requisite for all Suppliers who work on SSE premises in Ireland

The Supply-Line Verify Audit is clearly differentiated from ISO certification in that it provides SSE Renewables with a high-level view of the Suppliers existing management systems and supporting resources against community specific risk areas.

- The Supply-Line Verify Audit is not a mandatory requirement unless stipulated directly by SSE Renewables.
- The Supply-Line Verify audit programme is not a certification or accreditation standard.

2. Objectives

The objective of this handbook is to provide an overview of the Supply-Line Verify process and a formal procedure for the execution of Supply-Line Verify audits of Suppliers' management systems as part of the pre-qualification of a Suppliers organisation. This includes the organisation, coordination and delivery of Supply-Line Verify audits as well as the training and briefing of all parties involved in the delivery of the Achilles Supply-Line Verify Audits.

The objective of the Achilles Supply-Line Verify Audit is to establish a formal and consistent audit of a Suppliers management system and supporting resources, that can include the deployment and application in a site based environment.

3. Definitions and Abbreviations

This chapter of the handbook provides an overview of abbreviations and definitions applying to this document and the service of the Achilles Audit Team.

Definitions	Description
Achilles	Achilles Procurement Services Ltd
Achilles Supply-Line	Achilles Supplier database for Ireland
Audit	Systematic, independent and documented process for obtaining evidence and evaluating it objectively to determine the extent to that the specified criteria are fulfilled
Auditor	Competent person participating in the planning, execution and reporting of Verify Audits
Buyer	Company that has signed a standard agreement to subscribe to Achilles Supply-Line Verify Scheme
Operations Group	Achilles Supply-Line Operations Group – to operate on behalf of the Steering Group and aligned with the Steering Group objectives to ensure that critical decisions relating to the systems and services are met in a timely fashion
Steering Group	Achilles Supply-Line Steering Group – consists of representatives from each subscribing utility to the Supply-Line and/or Verify
Supplier	Provider of service and/or products to the Irish Supply-Line Buyer Group
Working Group	On agreement from the Steering Group, it may be necessary to establish a working group to develop a specific deliverable
Management Systems	Any documented system that defines the requirements against; Health & Safety, Environment, Quality, Corporate Responsibility etc. As defined by OHSAS18001, ISO14001, ISO9001, SA8000 or equivalent.
Verify Working Group	Acts as the Steering Group representative in regards to any audit aspects

Abbreviations	Description
HSE	Health, Safety & Environment
SHEQ	Safety, Health, Environment & Quality
IRCA	International Register of Certified Auditors
ISO	International Organization for Standardization
QMS	Quality Management System
NEBOSH	National Examination Board in Occupational Safety & Health
OHSAS	Occupational Health Safety Advisory Services
PQQ	Pre- Qualification Questionnaire
MSE	Management System Evaluation
SUPPLY-LINE	Achilles Supplier Database for Ireland

4. Organisation and Responsibility

The main bodies taking part in the running of the Supply-Line Verify process are:

Achilles Supply-Line

Achilles Supply-Line have the overall responsibility for the operation of the Audit process, including maintaining adequate resources, training of Auditors, planning and conducting of the Audits, quality check and publication of the audit report and presentation of non-compliances where identified.

Supply-Line Steering group

The Steering Group formally approves all aspects of the Audit process including; commercial model, content, structure, operational delivery, outputs, governance etc.

Supply-Line Operations Group

The Operations Group meets annually and will approve in principle all changes to be presented to the Steering Group.

Supply-line Verify Working Group

The Supply-Line Verify Working Group meets annually as a minimum and the work tasks are as follows:

- Identifying minimum standards of qualification
- Decide risk profile for selection of Suppliers for Audit
- Decide on the scheme rules and governance
- Review and propose protocol content
- Review the performance of the entire Audit process (minimum once a year)
- Decide and establish work groups to initiate improvements or development of the Audit process

The participants of the Supply-Line Verify Working Group shall meet the following requirements:

- Be a subscriber to the Supply-Line Verify system
- Be represented in the Steering Group

Auditor

Auditor responsibilities are as follows:

- Prepare the Audit
- Deliver the Audit
- Record the findings during the Audit
- Complete the Audit Report

Supplier

Supplier Responsibilities are as follows:

- Follow the requirements set out in the Supply-Line Verify Handbook
- Adhere to the pre-qualification requirements of the buying organisations
- Achieve the correct level of compliance to be visible to Buyers within Achilles Supply-Line
- Adhere to the Terms and Conditions and time scales as defined
- Prepare adequately for the audit

5. Governance

The Audit process shall follow the principles of the standard ISO 19011, latest version, “Guidelines for quality and/or environmental management system auditing”. Achilles Supply-Line undertakes the Audit process in a consultative manner where the Auditor works with the Supplier to accurately reflect the status of their management system. A key part of this process includes the acceptance of the report findings. Such acceptance shall be given during the Audit closing meeting.

The Audit process must follow the rules and principals as defined by the Achilles Supply-Line Steering Group and applicable specified standards such as ISO9001.

Verify Integrating with Supply-Line

There are three stages that a supplier may have to complete to become fully visible within the Achilles Supply-Line community (see diagram 1):

- Initial application to the Supply-Line platform.
- Qualification questionnaire – builds on the initial application data resulting in an in-depth Supplier’s profile that Buyers view on-line. Allows the Supplier to start the process by identifying what products/services are being offered and providing basic organisation details such as the company turnover and number of employees. This information forms the basis of the risk categorisation
- Supply-Line Verify Audit (if applicable) – the requirement of an audit may be driven by the product/service codes that a supplier has selected at stage 2. This would be decided by the Buyer prior to award of any contract. There are three levels of risk: High, Medium or Low

The definitions for each risk category are defined as follows:

- High – a service code that is carried out or installed on an operational/construction site or a product that is incorporated into a generation/transportation operational asset where there is a significant risk to people, plant and/or infrastructure
 - A Supply-Line Verify Audit will be required by SSE Renewables
- Medium – a service code that is not carried out or installed on an operational/construction site or a product that is incorporated into a generation/transportation operational asset where there is an intermediate risk to people, plant and/or infrastructure
 - No Supply-Line Verify audit required unless requested by a buying organisation
- Low – a service code that is not carried out or installed on an operational/construction site or a product that is incorporated into a generation/transportation operational asset where there is no risk to people, plant and/or infrastructure
 - No Supply-Line Verify audit required

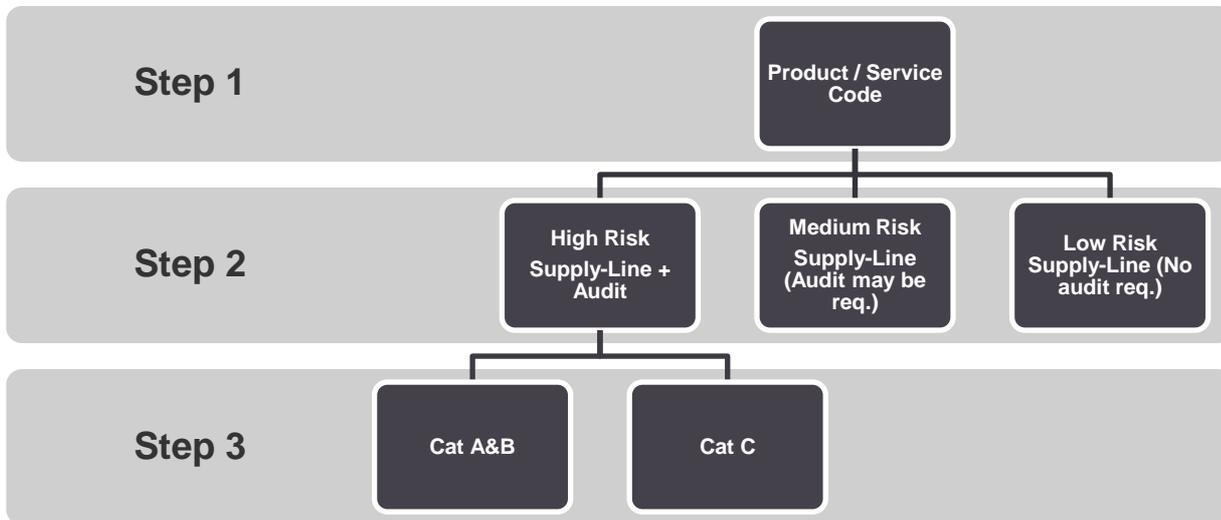


Diagram 1: Three steps to become a qualified supplier

Depending on the product code(s) that a supplier has selected to best represent the products/services that their company offers, any product/service code that is deemed high risk profile, may require an audit if requested by SSE Renewables.

The size of the supplier’s company (turnover and number of employees) determines the level of audit that should be undertaken.

Note: SSE Renewables can request a Supplier company to undertake a higher level of audit to satisfy their internal governance.

6. Performance Monitoring

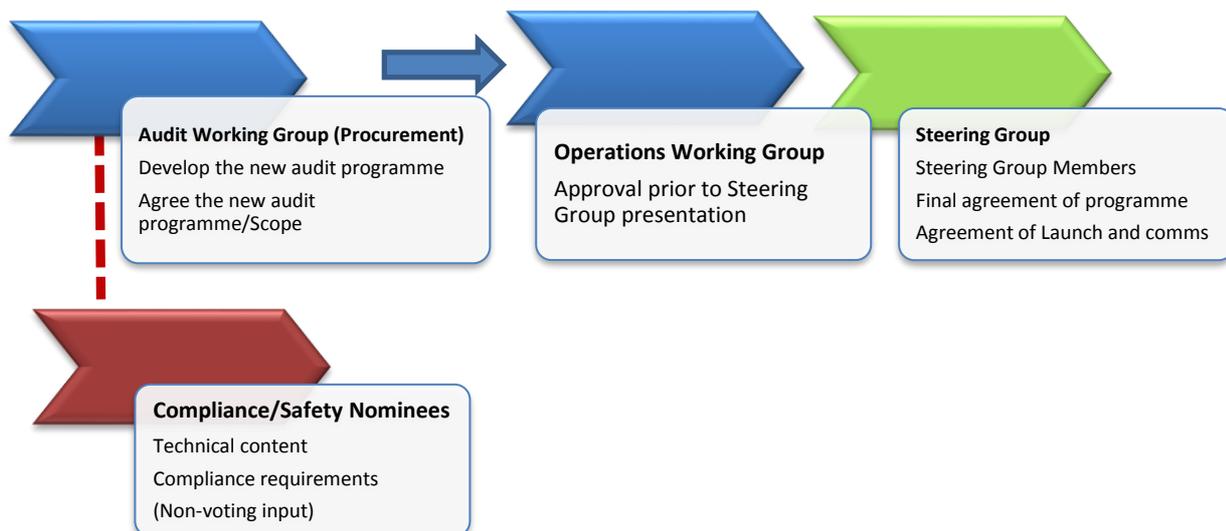
Key Performance indicators

The following KPIs are indicative of the measures already agreed and in place; however, these may be subject to change, throughout the duration of the contract, on agreement with the Operational Group.

Area	Measure	Definition	Target
Audit process	Payment/nomination to publication	Average time taken in working days from a supplier either paying for or being nominated for an audit to their audit report being published	55 days or less
	Payment/nomination to audit completion	Average time taken in working days from a supplier either paying for or being nominated for an audit to their audit being conducted	40 days or less
	Audit completion to publication	Average time taken in working days from the audit completion to the audit reports being published	15 days or less
	Number of "new" Audits completed	Number of "new" audits completed in the last calendar month	n/a
	% of audits delivered before expiry	% of audits being conducted prior to the expiry of the last versus the number due to expire in the month. (To also be presented as a number)	90% or higher

Supply-Line Verify Working Group Approval Process

The Verify Working Group is governed by the following approval process. The Steering Group has ultimate responsibility for any votes to change the programme;



7. Audit Scope, Categorisation and Output

Process Outline

The Audit Process is outlined in Appendix 1 – The Proposed Audit Process.

Scope and Categorisation

The scope of the audit is to cover Health and Safety, Environment, Quality and Corporate Social Responsibility.

The process shall involve an assessment of the Supplier's submitted information on the Achilles Supply-Line platform and a visit to the Supplier's premises to validate implementation of the management systems described. The Audit report will be transparent to both the Supplier and the Buyer, and the Supplier shall be informed of findings from the Audit.

Suppliers to the Irish sector vary in organisational size and product/service offerings therefore it is necessary that the audit programme cater for these differences. A suite of audit protocols has been developed to align the correct depth of audit depending upon several other relevant factors.

The application of the audit is provided in the following table:

Cat	Definition	Product/Service Offering	Turnover	Number of Employees, Contractors or Subcontractors	Location and Duration	Price
A	Small Supplier	<p>To be utilised for high risk smaller suppliers who are typically working under supervision, under local set to work rules or a permit to work on a site that remains under the control of the utility.</p> <p>Additionally, these sites could be domestic properties on which the utility is subcontracting the works.</p> <p>The utility maintains control of the working site/environment for the duration of the works.</p>	<=€1m	<=10	Desktop	€400

B1	Operational Site Works	<p>For high risk suppliers providing works or services into the utilities sector.</p> <p>A contractor or supplier who works or provides services on operational sites owned, managed or controlled by a utility and where the supplier acts as principal contractor.</p> <p>Suppliers will be providing their services on operational sites/or working on behalf of the utilities.</p>	<=€1m	>10 <=20	<p>0.5 Day Office Visit</p> <p>0.5 Days Site Visit</p>	€1400
B2	Operational Site Works	<p>For high risk suppliers providing works or services into the utilities sector.</p> <p>A contractor or supplier who works or provides services on operational sites owned, managed or controlled by a utility and where the supplier acts as principal contractor.</p> <p>Suppliers will be providing their services on operational sites/or working on behalf of the utilities.</p>	>€1m	>20	<p>1 Day Office Visit</p> <p>1 Day Site Visit</p>	€2250
C	Consultants and Designers	<p>A supplier who provides consultancy or designers to the utilities sector.</p> <p>Suppliers will be providing their services on operational sites/or working on behalf of a utility.</p>	>€1m	>10	1 Day Office Visit	€1400

Output

The protocol for each level of audit has been structured in the same way. There are four key disciplines:

- Health and Safety
- Environment
- Quality
- Corporate Social Responsibility

Within in each of these discipline areas, the questions have been reviewed for relevance and deemed either “standard” or “critical”. A critical question is deemed an area of compliance that a supplier must meet. The number of critical questions depends on the protocol; ‘A’ = 10; ‘B1’, ‘B2, and ‘C’ = 11.

The scoring mechanism for questions is as follows:

Score	Definition	Maximum Section Score
3	A well-defined process that is documented, demonstrable and evidenced with the appropriate records	Full possible marks
	Observation – a finding that, whilst compliance to requirement is demonstrated, the auditor believes there are further process efficiencies possible. Observations do not affect scores.	
2	Minor Non-Compliance – a finding that identifies a failing against part of a requirement that does not carry significant risk to personnel, the environment or clients.	Minor non-conformance but overall section score will not be affected
1	Major Non-Compliance – a finding that identifies a failing against a part of a requirement that carries significant risk to personnel, the environment or clients. (Note - in a Critical Question this will be highlighted as a Critical Non-Compliance)	Limited section score to 50% for Major non-conformance and 30% for Critical non-conformance (against a Critical Question)
0	Major Non-Compliance – a finding that identifies a failing against a whole requirement (Note – in a Critical Question this will be highlighted as a Critical Non-Compliance)	Limited section score to 50% for Major non-conformance and 30% for Critical non-conformance (against a Critical Question)

NB Scores are only limited to the sections within the protocol and not to the 4 key discipline areas as some questions can cross over discipline areas.

8. Scheme Requirements

Title	Rules
Parent company relations with subsidiaries	<ul style="list-style-type: none"> All supplier organisations with a different company registration number undertake their own Achilles Supply-Line subscription and where necessary the Supply-Line Verify Audit. Franchises with a different company registration number undertake their own Achilles Supply-Line subscription and where necessary the Supply-Line Verify audit.
Location of Audit	<ul style="list-style-type: none"> The site audit should be relevant to the service that the organisation will be providing to the instigating Buyer (Instigating Buyer is the Buyer who introduced the Supplier company to Achilles). The Supplier's operational site must be within 90 minutes of the MSE location. If this is not possible, the MSE element of the audit must be completed at the site. When a site is not available then the MSE element can be completed in isolation, but the site must be made available within 4 months of the payment date as per the below details. There is no requirement for a Supplier to have to undertake multiple site audits to cover off all services offered. An audit can be carried out on a work site controlled by the Supplier not on behalf of a utility, providing the same activity is being undertaken. Where a Supplier's scope includes site based activities and they have no working site/project available, the audit will be deferred until one is available. The audit must be undertaken within 4 months of the subscription to the Achilles Supply-Line Verify. If a site is unavailable within 4 months to witness the appropriate activity, Achilles will provide a partial score and will clearly identify this "incomplete" status within the verification report and certificate.
Alignment of Audit & PQQ	<ul style="list-style-type: none"> The date of joining is deemed as the date of the payment of the invoice. Date of joining is the renewal date in subsequent years. Where an audit is deemed necessary the audit must be carried out within 12 weeks of the payment date. If the audit is not completed within 12 weeks, then Achilles will publish a zero score. The Supplier's Pre-Qualification Questionnaire must be completed by the time the physical audit is undertaken. Erroneous Supply-Line product code data or incomplete questionnaires may result in non-compliances being identified, as the audit acts as validation of the questionnaire.
Validity and Renewal	<ul style="list-style-type: none"> The expiry date is a fixed point in time determined by the date of the last day of the previous / last Supply-Line Verify audit. An Audit Report will be valid throughout the duration of a valid Achilles Supply-Line Verify subscription. Thereafter the indication of validity through the online system will be removed. The Achilles Supply-Line registration and Supply-Line Verify audit expiration dates may not align. Suppliers will be invited to renew their Supply-Line Verify audit 2 months prior to the expiration date to have ongoing compliance The Supplier must make payment prior to the "Payment Deadline Date" to receive their audit and report in time. The payment deadline date is set at 8 weeks prior to expiry.
Extensions	<ul style="list-style-type: none"> Extensions of time will only be granted under extenuating circumstances and in accordance with the flow diagram outlined in Appendix 2. The circumstances will be reviewed on a case-by-case basis and will be determined by Achilles. Achilles will report back to the Operations Group monthly.
Cancellation policy	<ul style="list-style-type: none"> Where a Supplier chooses to cancel/postpone an audit then the cancellation fees will be made in accordance with Appendix 3.

Title	Rules
Audit Results Appeals Process	<ul style="list-style-type: none"> The Appeals process exists to ensure that there is a means of redress available to those Suppliers that believe that the Audit process has not been applied in the correct manner. The Appeals process is detailed in Appendix 4. Whilst the Appeals process is available to Suppliers, both Suppliers and Auditors should always ensure that every possible action has been taken to address any issues at the time of the audit. Note: The Auditor may seek further assistance from Achilles Operations, Technical Team, etc. at the time of audit where possible. Auditors shall inform Suppliers that the process exists at the opening/closing meeting. Auditors shall inform Suppliers that appeals shall be submitted in writing to the Head of Technical Development through the verify@achilles.com mailbox. The Appeals process is instigated by formal written communication from the supplier to Achilles Assessment Services (AAS).
Complaints Process	<ul style="list-style-type: none"> Complaints will be managed in accordance with the complaints process as detailed in Appendix 5.
Audit Findings	<ul style="list-style-type: none"> Critical Non-Compliances will be failings against questions determined by the Supply-Line Verify Working Group as being of vital importance. A critical non-compliance in any section will limit a suppliers' 'section' score to a maximum of 30%. Major Non-Compliances are findings that identify a failing against a whole requirement or a part of a requirement that carries significant risk to personnel, the environment or clients. A major non-compliance in any section will restrict a suppliers' score to a maximum of 50%. Minor Non-Compliances, are findings that identify a failing against part of a requirement that does not carry significant risk to personnel, the environment or clients. Observations are findings where the auditor believes there are further process efficiencies possible. Positive Elements are findings where the organisation being audited significantly exceeds requirements. Questionnaire discrepancies will be raised and reported to the Achilles Customer Care department for corrections to be made to the Supplier profile. The scores need to reflect the non-compliance. The non-compliance will be summarised in the executive summary. The list of non-compliances (as prepared by Achilles) will be published. The Supplier can request a re-audit should they wish at any time after completion of the corrective actions. The cost will be the same as the original audit. It is for the Buyer and their technical safety representatives to determine the suitability of the use of the Supplier.
Number of Employees, Contractors or Subcontractors	<ul style="list-style-type: none"> The application for all new Suppliers, requests information regarding the number of direct employees, contractors and subcontractors. This information is used to calculate what level of Supply-Line Verify audit is required of a supplier's organisation. The number of contractors and subcontractors should either be an estimate for the incoming year or the actual from the preceding year.

9. Auditor Requirements

Auditor Qualifications

Professional Auditors delivering Supply-Line Verify audits shall as a minimum be in receipt of the following;

- An IRCA recognised (or equivalent) Lead Auditor certificate (in accordance with the latest versions of at least one of the following standards ISO9001, ISO14001 or OHSAS18001).
- NEBOSH General Certificate or equivalent
- Current awareness of appropriate management systems standards
- Relevant industrial/sector experience
- Passed the 'Verify' Licensing Course
- Knowledge of the Supply-Line Verify handbook

Licensing and Approval of Auditors

Auditors shall undergo specific licensing to deliver Achilles Supply-Line Verify Audits. Licensing consists of:

- Observing audits – Observe one or more audits being undertaken against modules/protocols by a licensed Auditor
- Licensing Event - Undergoing the formal licensing event for the Achilles Supply-Line Verify conducted by a nominated representative of the Audit or Technical Management Team
- Witnessed Audit/s - Undertaking audits whilst being witnessed by a nominated representative of the Audit or Technical Management Team. Acceptable performance is required before recommendation to audit can be made
- Report Quality 100% quality checking will be completed on all audit reports.

Ongoing Witnessed Audits

In addition to the Witnessed Audit(s) carried out prior to the initial issue of the Licensing Certificate Witnessed Audits shall be undertaken on each Auditor at a minimum frequency of at least one every 12 months.

10. Supply-Line Verify and the Buyer

Evaluating the Supply-Line Verify Score

Since November 2014 Supply-Line Verify audit reports have incorporated a new structure, content and outputs. Buyers should be aware of the following:

- New protocols cannot be compared to previous audit reports as there is no direct correlation to the discipline areas
- The scoring mechanism is different from the previous audit model; and as such cannot be assessed on a like for like basis

Buyers must be aware of terminology changes in the new audit;

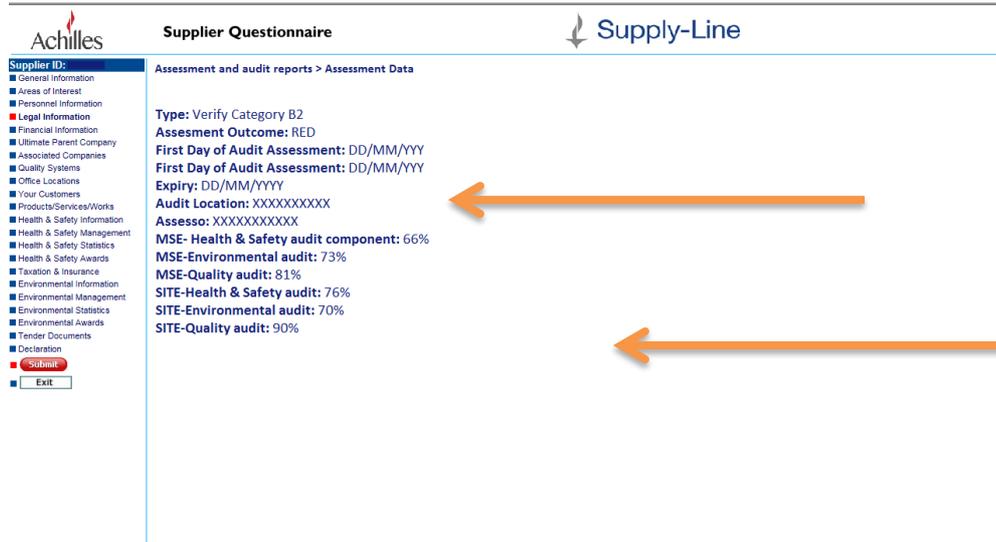
- **Section:** A part of the protocol making up a single topic area e.g. Work Equipment
- **Discipline:** Section Scores are totaled to give a Discipline Score. This is the total score achieved in a specific Discipline area e.g. Health & Safety

Scores will be affected by the raising of Critical Findings or Major Non-Conformances. Overall Discipline scores will be affected by the changes in the section score;

Score	Definition	Maximum Section Score
3	A well-defined process that is documented, demonstrable and evidenced with the appropriate records	Full possible marks
	Observation – a finding that, whilst compliance to requirement is demonstrated, the auditor believes there are further process efficiencies possible. Observations do not affect scores.	
2	Minor Non-Compliance – a finding that identifies a failing against part of a requirement that does not carry significant risk to personnel, the environment or clients.	Minor non-conformance but overall section score will not be affected
1	Major Non-Compliance – a finding that identifies a failing against a part of a requirement that carries significant risk to personnel, the environment or clients. (Note - in a Critical Question this will be highlighted as a Critical Non-Compliance)	Limited section score to 50% for Major non-conformance and 30% for Critical non-conformance (against a Critical Question)
0	Major Non-Compliance – a finding that identifies a failing against a whole requirement (Note – in a Critical Question this will be highlighted as a Critical Non-Compliance)	Limited section score to 50% for Major non-conformance and 30% for Critical non-conformance (against a Critical Question)

Achilles Supply-Line will continue to display the scores for each SHEQ discipline of the audit but excluding CSR. Buyers should be aware when findings have been identified then this will be displayed as follows:

- Assessment Outcome: Red – Major NCs or Critical findings raised
- Assessment Outcome: Amber – Minor NCs raised
- Assessment Outcome: Green – Observations or No findings raised



The screenshot shows the 'Supplier Questionnaire' interface. On the left is a navigation menu with categories like General Information, Personnel Information, Legal Information, etc. The main content area is titled 'Assessment and audit reports > Assessment Data'. It displays the following information:

- Type: Verify Category B2
- Assesment Outcome: RED
- First Day of Audit Assessment: DD/MM/YYYY
- Expiry: DD/MM/YYYY
- Audit Location: XXXXXXXXXXXX
- Assesso: XXXXXXXXXXXX
- MSE- Health & Safety audit component: 66%
- MSE-Environmental audit: 73%
- MSE-Quality audit: 81%
- SITE-Health & Safety audit: 76%
- SITE-Environmental audit: 70%
- SITE-Quality audit: 90%

Two orange arrows point from the right towards the 'Assesment Outcome: RED' and 'MSE- Health & Safety audit component: 66%' fields.

Scenario: A Supplier has had a major non-conformance and a critical finding. The actual score for the Supplier was 75% for the H&S discipline but due to the non-conformance, this has been reduced to 66% for the H&S Discipline. This is due to the section score being limited;

- The Assessment Outcome will be marked as RED
- The score that will be displayed on the portal will be 66%

Buyer action: The Supplier appears in the selection process but further work must be carried out to assess if the non-conformance is relevant to the nature of the contract being tendered. The existence of a Non-Conformance is indicated by the RED status in the Assessment Outcome field.

Information Available to Buyers

Through the Achilles Supply-Line platform, the following information will be available for Buyers of the Supply-Line Verify service:

- update of Supplier PQQ after Audit performed if applicable
- Audit report
- Executive Summary. The Executive summary shall only include a summarised evaluation of findings identified during the Audit of the Suppliers management system.

Buyer Right to Audit

The Buyer community retains the right to perform audits of the Supply-Line Verify process to ensure compliance with the Supply-Line Verify Handbook. Notice of 8 weeks must be given prior to any requested audit.

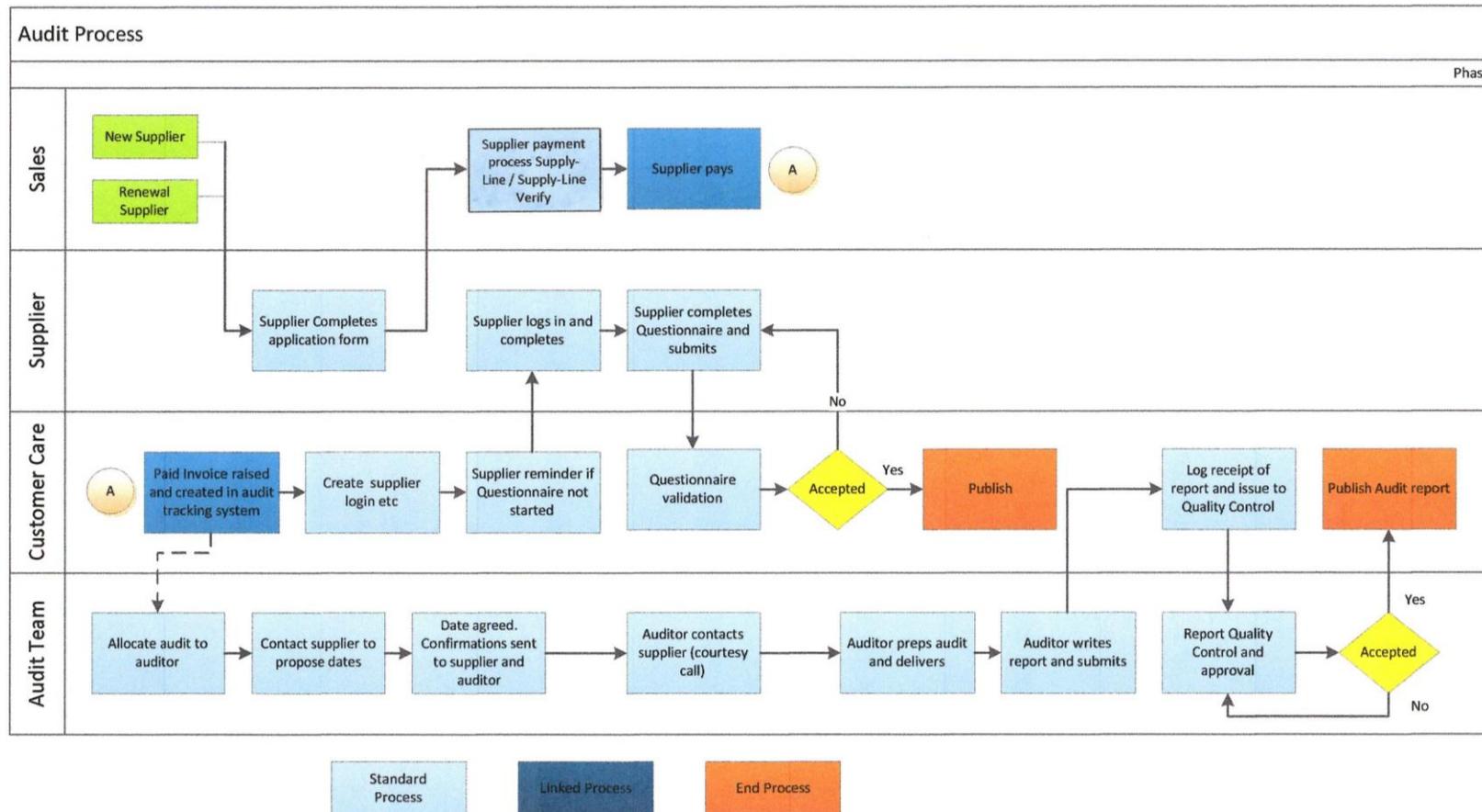
Buyer's Acceptance Criteria

Each buying organisation may apply their own acceptance criteria regarding score required for the selected Supplier. The relative weighting of each requirement is also a matter for each buyer to decide

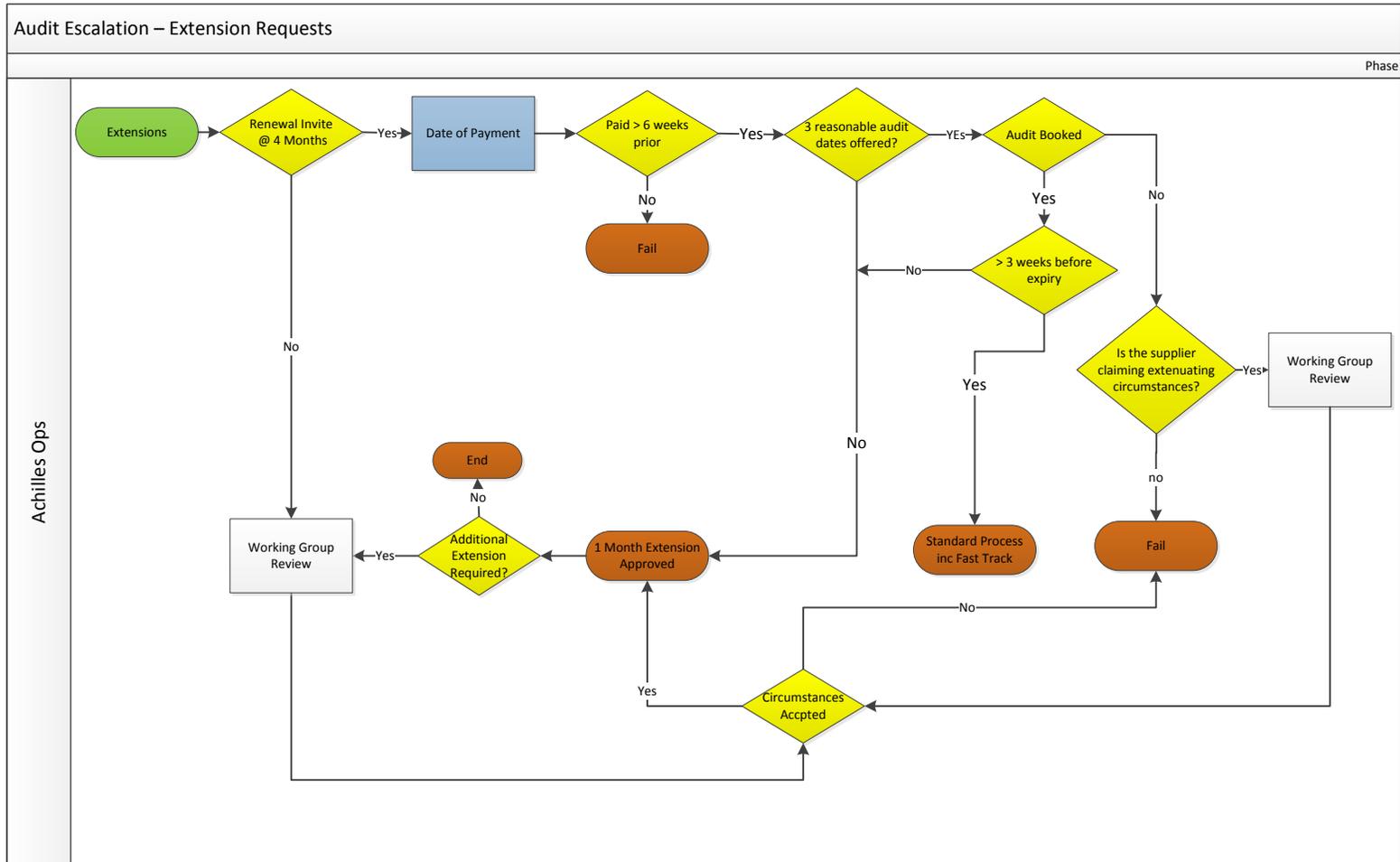
Indemnity

Both Buyers and Suppliers agree to use the Achilles Audit services and make use of the resultant information entirely at their own risk, and subject to the Achilles Service Level Agreement.

Appendix 1: Audit Process



Appendix 2: Extensions Process



Appendix 3: Cancellations Terms and Conditions

If a Supplier is unable to agree a suitable date for the Office Visit or subsequently cancels a confirmed date for the Office Visit, and fails to enable completion of a Supply-Line Verify Assessment within (i) four (4) months of Achilles' receipt of the Supplier's payment (in the case of Suppliers new to Verify) or (ii) before the Supplier's Supply-Line Verify Assessment expiry date (in the case of renewing Suppliers), the Supplier's Supply-Line Verify Assessment will be deemed cancelled and the Supplier will automatically forfeit the Supply-Line Verify Assessment fee.

No refund in respect of any cancelled Supply-Line Verify Assessments will be made if cancellation is made by the Supplier within 10 (ten) or fewer Working Days of an Earliest Agreed Visit Date or Additional Site Visit date. If Achilles receives a cancellation request eleven (11) or more Working Days in advance of an Earliest Agreed Visit Date or Additional Site Visit date, Achilles will refund to the Supplier 50% of the fees received for the related service.

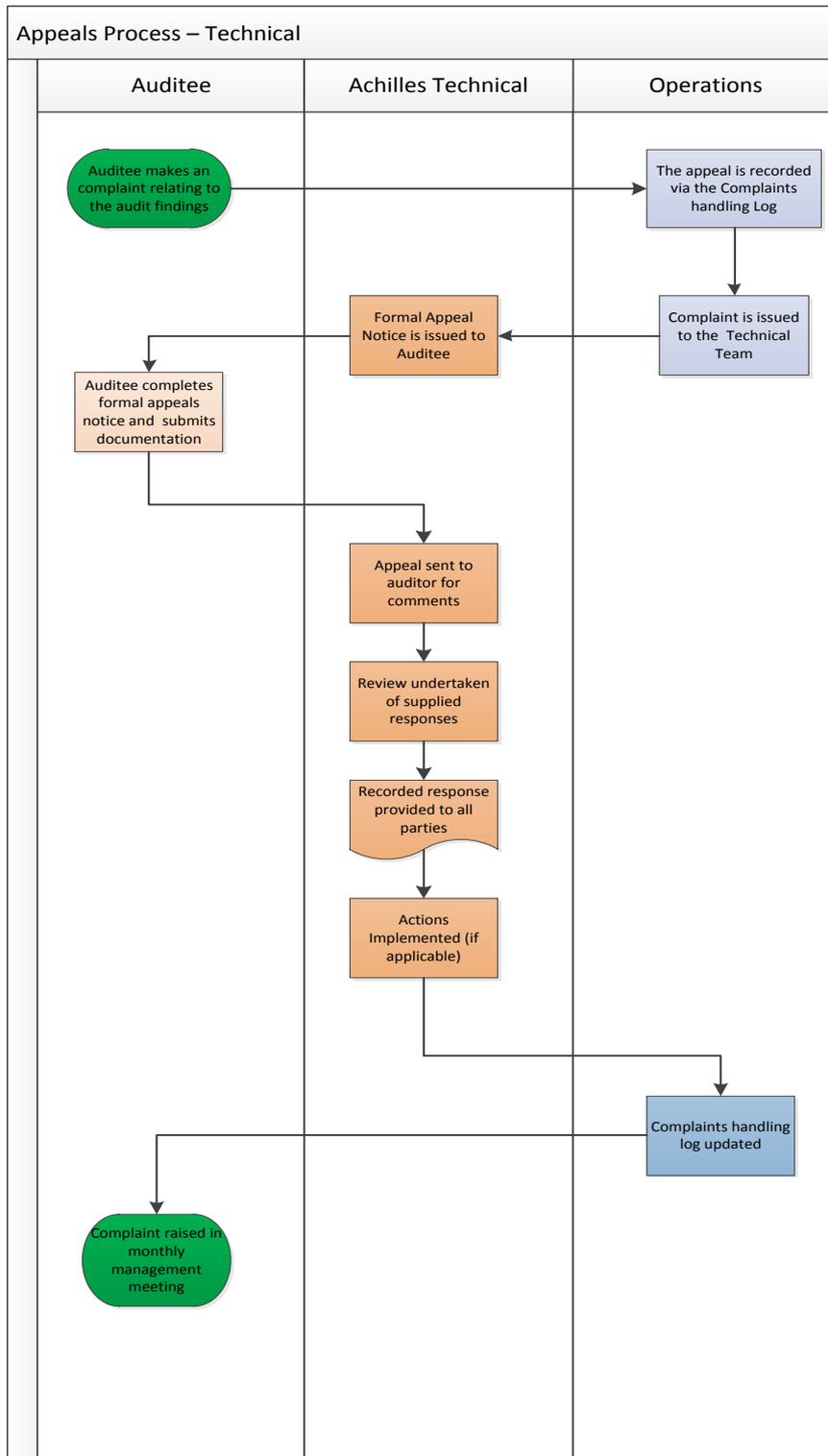
If the visit that has been associated with the Earliest Agreed Visit Date has been completed by the Supply-Line Verify Assessor but the Supplier is unable to agree dates for any remaining elements of the Supply-Line Verify Assessment, and the Supplier thereby fails to enable completion of a Supply-Line Verify Assessment (iii) within four (4) months of Achilles' receipt of the Supplier's payment (for Suppliers new to Supply-Line Verify) or (iv) before the Supplier's Supply-Line Verify Assessment expiry date (for renewing Suppliers), the Supply-Line Verify Assessment will be partially scored which will be clearly identified "incomplete" and made available to Subscribers..

Once an Office Visit date, Site Visit date or a Factory Visit date has been agreed by the Supplier and confirmed in writing by Achilles or the Supply-Line Verify Assessor, Achilles reserves the right to treat any rescheduling request made by the Supplier within ten (10) Working Days of the agreed dates as a cancellation by the Supplier, in which case the cancellation terms outlined above will apply and the Supplier would need to make a new application for a new Supply-Line Verify Assessment. If an Office Visit has been completed, the new application need only be for a Site Visit or Factory Visit and will be charged at 50% of the fees already received for the related service, provided the Supply-Line Verify Assessment can be completed (v) within four (4) months of Achilles' receipt of the Supplier's original payment (for Suppliers new to Supply-Line Verify) or (vi) before the Supplier's Supply-Line Verify Assessment expiry date (for renewing Suppliers). Where the rescheduling request falls eleven (11) or more Working Days ahead of the Earliest Agreed Visit Date, there will be no additional charge provided the Supply-Line Verify Assessment can be completed (vii) within four (4) months of Achilles' receipt of the Supplier's original payment (for Suppliers new to Supply-Line Verify) or (viii) before the Supplier's Supply-Line Verify Assessment expiry date (for renewing Suppliers). If this proviso cannot be met the cancellation terms outlined above will apply and the Supplier would need to make a new application for a new Supply-Line Verify Assessment.

The Supplier should note that the number of Working Days as outlined above for each visit is normally adequate. However, the duration is dependent on the Supplier producing the required evidence in a timely manner, minimising interruptions and diversions, and making all participating personnel readily available as required throughout the day.

For a Category 'A' audit, the supplier has a period of 4 months to complete the assessment process. If the supplier submission is not received by the end of the fourth month, the supplier will have a "Zero Report" uploaded to their online profile and the fees will be taken.

Appendix 4: Appeals Process



Appendix 5: Complaints Process

