Supplier Post Award Contract Management (PACM) Overview

Summary: Tullow has been using Coupa for Sourcing since 2020, and in 2024 introduced an additional three modules, including Supplier Information Management (SIM) used to onboard new suppliers, or requesting additional information necessary to manage electronic business transactions, Contract Lifecycle Management (CLM) used to collaboratively manage contracts from the drafting stage, through to execution, amendment, and close-out processes with Internal and External Reviewers, Approvers, and other stakeholders, and for Tullow's Strategic and selected Core suppliers, the Post Award Contract Management (PACM) module, which is the focus of this guide.

Each of the three modules involves interactions with the suppliers, and to support the supplier through the process, Tullow has produced quick reference guides for each of the three new modules. This third guide provides an overview of the PACM (Post Award Contract Management) module from the supplier perspective.

The PACM process is relevant for Tullow's Strategic suppliers, and targeted Core suppliers who are actively engaged in Strategic Business Reviews (SBRs), and Supplier Performance Management (SPM) meetings, which are underpinned by Tullow's Relationship Scorecard, which was introduced in 2023.

The new PACM module seeks to digitise and standardise the Relationship Management Scorecard using a normalised series of twenty-one questions, which relate back to Tullow's 6 KPIs (Key Performance Indicators), covering EHS, Planning, Delivery, Local Content, Innovation, and Cost & Cashflow. The selection of the questions and KPIs is usually undertaken as a collaborative effort between the Tullow Contract Advisor and Contract Holder. It is possible that the supplier Contract Holder can also be part of the collaborative selection process.



The PACM processes enable both parties to provide on-going evaluations of performance against pre-defined and agreed KPIs, and to collaborate in managing performance to support the contractual obligations, along with opportunities for Tullow to initiate collaborative action plans online, with an audit trail of all assessments and discussions with its suppliers.

Key benefits include:

- ✓ Automation of supplier's quality and performance reviews.
- ✓ Enables a smart workflow to manage multiple contracts with one supplier at the same time.
- ✓ Increases transparency and visibility of supplier's performance.
- ✓ Enables continuous improvement with integrated scorecard reporting and action planning functionality.
- ✓ Clear and complete audit trail, available all in one place.

Prerequisites:

- ✓ The Tullow Contract Advisor must initiate the assessment against an executed contract. The assessments will be launched automatically thereafter based on the agreed cadence.
- ✓ There can only be one supplier Contract Holder per contract, but this can be amended in the Assessment "relationship" by the Contract Advisor if necessary, creating a new assessment invite.
- ✓ Where a supplier has multiple PCAM assessments using a single representative for different supplier legal entities, that supplier contact must have a unique email address for each legal entity. In such situations, to create the unique e-mail address a +1, +2 etc is added as required i.e. john.smith+1@suppliername.com.
- ✓ It is recommended that the assessment response is checked before submission. In the event of a situation where an assessment requires a relaunch that new assessment is sent out blank.

1.0 Access to the PACM Assessment

The external assessment is typically sent to the primary email address on the supplier record. If the assessment needs to be sent to an alternative contact, please ensure that these details are provided to the Tullow Contract Advisor. If the assessment invitation does not appear, then please check your spam / junk mail folder.

At the time of the first PACM assessment there are three emails sent by the system to the supplier Contract Holder with the following subject lines:

- 1) Coupa Risk Assess: A Coupa Risk Assess account has been created for you... Use the link provided to initiate the login process.
- 2) Coupa Risk Assess: Your Coupa Risk Assess authentication code... Use the authentication code to complete the login process and set your password.
- 3) *Coupa Risk Assess: Your action is required: Please complete your Performance Assessment for the Tullow contract...* The link to the actual assessment. Login in using the original email address as the username, and the new password set.

Τυιιοω	
A Coupa Risk Assess account has been created for	
Dear Andrew Hockley,	TULLOW
A Coupa Risk Assess account has been created for you.	Your Coupa Risk Assess authentication code
Your Username is: tullowoilcondor+88@gmail.com Please use the link below and the authentication code provided in a separate	ail with the Dear Andrew Hockley,
subject "Your Coupa Risk Assess authentication code" to login to Coupa Ris	ess. Enclosed is the authentication code needed to login to the Coupa Risk Assess system.
https://tullowoil-test.risk.coupahost.com/External/_si73142xS= e8ejCPzJG9ChI0BWHG9uskatnuVWh0B3Sq%2BCUhvVLXnDiDomUy7Dwt	QGyy3x1 Your authentication code is: Jd8ljzhQD
VCUH1L822g9cKtpbe2Q3q85L9xW5909ej5VPt0LXcU4kajbMomCcC8qvt j30Agv44Aur8C8ILBEps7wMmGXSIE0XfF%2Bho9tTTIYYND1e0GVxox6Pc s5JDKFXf3xCla%2FBKkU%3D	A link to login was sent to you in a separate email. Please refer to that email for instruction on using your authentication code to login to your Coupa Risk Assess account.

Coupa Welcome to Cou For security reasons, y New Password Passwords must be a (I, S, ?, #, %).	upa Risk Assess. your password must now be cha	anged. Your password was last changed on 20/02/2024 09:48:29. ✓ Your password is strong. ontain at least two of the following: uppercase letters, lowercase letters, numbers and special symbols
Confirm New Password	Continue	•
		COUPA Business Spend Management

Select your password.

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Security Q	uestion *	Mother's maiden name?	*	
Security Re	sponse *	••••••		
Confirm Security R	esponse			~
		Continue		
Still having trouble	e logging i	in?	tul sat	nav@tullowoil.com

Select your security question and continue.

Invite to the PACM Assessment

Coupa Risk Assess Your Action Is Required: Please complete your Performance Assessment for the Tullow contract [Ghana-Supplier Training- 788]	If this is the first invitation to participate in the Assessment, you will need to use the link to create a login and password. (Recommend that this is retained for future use). Click on the Login URL. Thereafter the sign in process is as below.	
Dear [Ron] As part of Tullow Oil's supplier performance process, we require your support in completing the Performance assessment for Crane Valves Limited and contract [Ghana-Supplier Training-788] and Your contract advisor [Ray Anderson, ray, anderson@tullowoil.com]. Please access the questionnaire using your internal portal or the link below and provide your scores within 5 working days of this notification .	Welcome to Coupa Risk Assess, your solution for third-party management. Sign in User name Especial assessment Segetal assessment Farget assessment Segetal asses	URCES Parameter Coupa University.
for your participation in completing the performance assessment for [Crane Valves Limited] If you are a Tullow Oil internal user please access using your internal dashboard and for suppliers please access and complete the assessment using the following link.Login Ec any nursies please context :	Extract competencies sale of basices and competencies sale of basices and competencies sale of basices and competencies and c	
Por ally queries, prease contact . Regards, Tullow Oil	Notices Page entry parameter of language pages from parameters and parameters from the home advances in land an	rited access is prohibited.

Login using the original email address, and the new password.

就coupa	Mike
erms of Use	
 Welcome to the Coupa Risk Assess. These Terms of Use given your (You' or "You") participation in the Coupa Risk Assess applic to: enclosing its subsidiaries and affiliate (Coupa'). Coupa dires to is customers (Couparing) online products, including those offeed via electronic mail, or offine product coupons and the Service 10 (2005). Coupa dires to is customers (Couparing) on the torms, or anothing notice products, including those offeed via electronic mail, or offine products, including those offeed via electronic mail, or offine products, including those offeed via electronic mail, or offine products, including those offeed via electronic mail, or offine products, including those offeed via electronic mail, or offine products, including those offeed via electronic mail, or offine products, including those offeed via electronic mail, or offine products, including those offeed via electronic mail, or offine products, or official electronic mail, and product and the via electronic mail with the electronic mail and the service of the service of the service of the Network and use of the Service for Alonge via the material changes are initially posted. Coupa will make all reasonable endeavies to notify Yuo (Sub, Cort T) (Sub (Sub, AL, ACCEPTRABLE). Coupa a gintly approxing in checking constanting the via are responsible. The Service ary materials use the Service T. NITS SOLE ERASONABLE DISORETION UPON NOTICE TO YOU (SUBAL, ACCEPTRABLE). Coupa a gintly and be disordify or of via usen. on constanting or eproval, non-sublemable, non-accenting lennes the viae proving on the material sesociated with the electronic. for hop and all deletify You or viaes. on constanting or econage scheduct throu visual density of not visual density. for indiand the	ation and the Coupa Suppler Network (together referred to as the "Network") which is maintained and operated by Coupa Software. Iterit, developed, operated, and maintained by Coupa, and made accessible via http://www.coupa.com or another web site or IP address and services provided by Coupa to its Cautomers ("Service"). You wish to be lated in the Network as a potential or current supplet to Also Visus. COUPA COUPACIEST COUPSE CO
Example 5 Copyright 6 2006 - 2024 Chapa Vers	Coupa Jore Management Inn STOCHLYSKAPP138 8.8 - 64642224

After logging in, read and accept the Terms of Use. After clicking Accept, the homepage will open.

2.0 Completing the Assessment

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3										
						Workspaces: R.Portal-	Last Login: 03	/09/2024 11:53	Enter Keywor	d(s) C
Action Items Personal										
valuations:			Approvals:			Action Pla	ns:			
You Have	0 Late	Show Me	You Have	0 Late	Show N	You Have	_	0 Not Started		Show Me
	0 Due This Week	Show Me		0 Action Required	Show M	2		0 In Process		Show Me
	1 Due Later	Show Me		0 Waiting	Show M			0 Awaiting App	roval	Show Me
Show Me	LAI	View Closed Evaluations	Show Me All		View Closed Approva	2	Show Me All		View Close	ed Action Plans
valuations: Du	e Later									
Name	Periodicity	Start Date	Context			Status	Due Date	A	ction Status	Action
•	•				•	•				
PACM Assessment - Monthly	Monthly	05/09/2024	Abacus Computer Services Ltd (software (extended Scope)-977)	Support for Additional Lega	cy servers and	Not Started	15/09/2024		A	C View
H H 1 F H										1 - 1 of 1 items

Any scheduled external evaluations are displayed within the *Evaluations* tile. These can be *Due later* i.e., due in the next 10 days, *Due this week* i.e., due in the next 5 days, or *Late*. Click on *Show Me All* to see details of all assessments and click on *View* to open the assessment for the relevant period. To review previous assessments, click on *View Closed Assessments*.

Having clicked on *View*, the assessment will open, showing the supplier instructions for completion, including a copy of the standard Tullow Relationship Scorecard overview, any guidance documents to support the assessment, and a list of the questions included in the assessment.

E Ris	valuation	Monthly [Babcock Oil & Gas Engineering Services (V40.0	0) (NDA for Press release-966)] - Monthly - Period Start 27 A	ug 24	◆Back
4) Tullow				
1	• A - Instructions Item #	Description		Score	Actions
	1.00	Instruction			••
		To know more about how the Relationship Scoreca [Relationship Scorecard (Jun 2024).pdf]	ard works and KPI scoring details, please download the	attached document.	
		Instructions to Supplier user	Please ensure that you are providing comments and appropriate evidence against each of the KPI questions to validate the scores provided.		
		EHS_1.01 Yes		EHS_1.02 Yes	
		EHS_1.03 Yes		EHS_1.04 Yes	
		EHS_105 Yes		Planning_2.01 Yes	
		Planning_2.03 Yes		Delivery_3.01 Yes	

Scoring an Assessment.

Details of the Coupa Relationship Assessment process is given in the within the PDF attachment in the introduction. Consult this document, and other reference materials added to the PACM assessment in section 1.0 Instructions.

Scroll down to the assessment questions usually commencing with the question 1.01, and view and answer each question providing a score. The Scoring range is 1 to 4:

- 1 = Poor
- 2 = Below Expectations
- 3 = Meets Expectations
- 4 = Exceeds Expectations

The Coupa version of the Relationship Scorecard allows digital scores from 1.1 through 3.9 so that assessors can track progression over several assessment cycles, i.e., moving a performance from a 2.5 to a 3.5 over a period of time, rather than using an integer "3" throughout. It is recommended that the assessor provides the score, supported by comments, and any attachments, where appropriate, which provide supporting evidence to justify the score.

OB-EHS			
Item #	Description	Score	Actions
1.01	Acceptable Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) levels?	3.30	
	Please provide a response of numeric values 1-4 for the above KPI (Min score is 1.00 and max score is 4.00)		
	Please attach(For Supplier User only) EHS Data Sheet.xtxx		
	Supplier User Comments: We have completed the Accident book capturing all lost time accidents and near misses from the last month. We have also started the review of all dropped objects, and instances whe	re work may have stray	ed into areas where a permit to work may
	have been required.		

Comments can be typed or pasted into the Supplier User Comments box, and multiple attachments, up to 47 MB each, can be uploaded one by one into each question.

The process can be saved and suspended at any time by clicking *Save* and returning to the home screen. ① Follow previous instructions to log in and open the assessment. Once the evaluation has been completed, click *Submit*.



3.0 Action Plans

Following the internal evaluation of the assessment by Tullow, and any subsequent SBR (Strategic Business Review), or SPM (Supplier Performance Meeting), it is possible that the Tullow Contract Advisor / Holder will create an Action Plan.

A Detailed Action Plan can be created directly from the assessment, typically where low marks have been awarded, and specific actions are created and linked directly to these questions and KPIs. Another option for the Tullow Contract Holder is to create action items which are bespoke and not linked directly to the assessment questions. Either way, an invitation is sent to each recipient of an assigned task providing a login link.

Action Items Personal										
Evaluations:			Approvals:			Action Plans	s:			
You Have	0 Late	Show	Me You Have	0 Late	Show Me	You Have	0 Not Start	ed	Show Me	
	0 Due This Week	Show	Me	0 Action Required	Show Me	2	1 In Proces	38	Show Me	
	0 Due Later	Show		0 Waiting	Show Me		1 Awaiting	Approval	Show Me	
Show Me All		View Closed Evaluation	ns Show Me	lo All	View Closed Approvals		Show Mc All	View Clos	ed Action Plans	
Action Plans: All										
Name			Context		Context Type	Status	Earliest Due Date	Action Status	Action	
		T		\odot	•	•				
Risk-PACM Assessment - Monthly [sl (2024_Petroleum Contract Systems- Action Plan	table control systems limi 810)] - Monthly - Period S	ted Start 15 Apr 24-	Risk-PACM Assessment - Monthly [stable (2024_Petroleum Contract Systems-810)] 24	control systems limited - Monthly - Period Start 15 Apr	Evaluation Line Item	Awaiting Approval	30/05/2024	А	C View	
Risk-PACM Assessment - Monthly [stable control systems limited Risk-1 (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug 24 (2024_Action Plan			Risk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug 24		Evaluation Line Item	In Process	21/08/2024		© View	
Risk-PACM Assessment - Monthly [s (2024_Petroleum Contract Systems- Action Plan	table control systems lim 810)] - Monthly - Period S	ited Start 15 Apr 24-	Risk-PACM Assessment - Monthly [stable (2024_Petroleum Contract Systems-810)] 24	control systems limited - Monthly - Period Start 15 Apr	Evaluation Line Item	Completed	2/16/2024	A	C View	
H 4 1 F H									1 - 2 of 2 items	

Action Plans can be reviewed by clicking on "Show me all" in the Action Plans tile. Action Plans either "Not Started" or "In Process" have an orange action status, those "Awaiting Approval" a brown status, and "Completed" as green status (see above). Previously completed action plans, once approved, are viewed by clicking View Closed Action Plans.

Click on the individual Action Plans to review the individual Action Items.

Risk-	Available Action Items Isk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 15 Apr 24-Action Plan Isk-PACM Assessment - Monthly [stable control systems limited (2024_Petroleum Contract Systems-810)] - Monthly - Period Start 15 Apr 24 - Relationship											
Char	Add New Action Item											
	Action item Name	Status Display	Date Created	Due Date	Initiator	Assigned to	Approver	Assignment				
	•	•			•	•	•	•				
	Copy of the SBR meeting minutes	Completed	7/29/2024	8/5/2024	Anderson, Ray	Meredith, Mike	Anderson, Ray	Supplier				
	Improved EHS Scoring to include all lost time accidents ,and both actual dropped objects and near misses.	Completed	4/29/2024	5/30/2024	Anderson, Ray	Meredith, Mike	Anderson, Ray	Supplier				



A reminder is sent to all parties after the task due date, with a number of timely reminders thereafter.

Completing Actions

Locate the action item in the Action Plans tile by clicking on Show Me All and then open the appropriate plan by clicking View.

Risk-PACM Assessment - Monthly [stable control systems limited	Risk-PACM Assessment - Monthly [stable control systems limited					
(2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug 24-	(2024_Petroleum Contract Systems-810)] - Monthly - Period Start 09 Aug	Evaluation Line Item	In Process	21/08/2024	A	C View
Action Plan	24					

Click on each action item in turn, by clicking on the action item name.

Available Action Items Risk-PACM Assessment - Monthly [stable control systems-810] - Monthly - Pariod Start 09 Aug 24-Action Plan Risk-PACM Assessment - Monthly [stable control systems-810] - Monthly - Pariod Start 09 Aug 24-Action Plan Risk-PACM Assessment - Monthly [stable control systems-810] - Monthly - Pariod Start 09 Aug 24-Action Plan Change status for selected items:										
 Action Item Name 	Status Display	Date Created	Due Date	Initiator	Assigned To	Approver	Assignment			
•	•			•	•	•	•			
5.03 Action Plan	In Process	04/09/2024	21/08/2024	Anderson, Ray	Meredith, Mike	Anderson, Ray	Supplier			

The Action Plan Item will open, allowing for the addition of notes and attachments into the action item. Click on Add Notes and / or Add Attachments as required. When adding attachments, it is necessary to add the Document title as well as upload the document.

Action Plan Item Cose Color Region Contract Systems 2010 - Monthly - Period Start 09 Aug 24 - Evaluation Line Item				Station Plan Station Plan Station Plan Station Plan Station Plan
Tullow - F - Innovation	- 5.03 Action F	Notes		Tullow - E - Innovation - 5.03 Action Plan
Initiator:	Anderson, Ray	number or instatives almed at reducing waste, and language utilization of the excloment. These have have 7	In Process	Initiator: * Status:
Assigned To:	Meredith, Mike	new initiatives put into our operating procedure this last	Medium	Anderson, Ray
Assignment:	Supplier	month.	21/08/2024	Assigned To: In Process
Approver:	Anderson, Ray	Save X Close	Tullow	Meredith, Mike (TullowoilCoupatest+75@gmail.com) x +
Action Plan:	Risk-PACM Assess systems limited (20 810)] - Monthly - P	Attachments	F - Innovation	Past Dee: 21/06/2024 00:00:00
Action Item Description:	Acceptable quality	Document Title (defaults to filename)		Approver: * Anderson Bay
Action Required/Request:	test	New initiatives		Action Item Name: *
Action Taken/Response:	(No actions specifie	Select files		5.03 Action Plan
		Meeting Minutes.docx 100%	Add Notes	Action Item Description: Acceptable quality of initiatives (valuation, description and implementation plan)?
Name			d Date	Action RequiredRequest: * Inst
		Save × Close	Add Attachment	Action TakenResponse:
Created By Name		Cleated Date		New initiatives added as part of operations to reduce waste and improve uptime. Use of 6 sigma process has helped reduce waste by 15%, and increase utilisation by 23% during the last quarter.

Once completed, to change the Task Status, click on Edit, and then complete the "Action Taken/Response" field, and change the Status from In Progress to Completed. Finally click on Save. An e-mail notification will be sent to all stakeholders confirming that the action item is complete or needs a final approval to move this to Completed status.

If during the execution of the Tullow PACM process there are any questions, please direct these in the first instance to the Tullow Contract Advisor.