

Harper & Lane LLP

4 Wellington Yard, Leeds LS1 4AP

sophie.lane@harperlane.example · 0113 496 0750

LLP number ZZ314159, registered office 4 Wellington Yard, Leeds LS1 4AP

Megan Ashby

Brightwater Logistics Ltd

Unit 12, Aire Valley Park, Bradford BD4 6SG

7 October 2026

Dear Megan Ashby,

Letter of engagement: Customer onboarding review

Thank you for asking Harper & Lane LLP (“we”) to work with Brightwater Logistics Ltd (“you”). This letter sets out what we have agreed, following our call on 1 October 2026. Together with the terms at the end, it forms our contract.

1 What you have asked us to do

You want to review your customer onboarding process and cut the time it takes new customers to go live from six weeks to under three.

2 The services

We will provide the following services:

Discovery workshop. A half-day workshop with the operations team in the week of 9 November, then a written summary of findings within five working days.

Process review. Map the current onboarding steps, interview six staff and two customers, and identify delays and hand-offs, by 4 December.

Recommendations report. A written report with prioritised recommendations and an implementation plan, presented to the leadership team by 18 December.

Not included. The services do not include implementing the changes, or any software development. If you want us to do more, we will agree the extra work and its cost in writing first.

3 Timing

We will start on 9 November 2026 and expect to finish by 18 December 2026. These dates depend on you giving us the information, access and decisions in section 5 on time.

4 Who will do the work

Sophie Lane will lead the engagement and be your main contact. Arjun Bose (Senior Consultant) will also work on it. Your main contact will be Megan Ashby.

5 What we need from you

- Access to the CRM and onboarding records by 6 November
- A named person able to make decisions within two working days
- Meeting rooms for the workshop

6 Fees

Our fee for the services is £14,500 plus VAT. We will invoice it as follows:

Stage	Amount	When invoiced
On signing	£4,500	On acceptance
After the process review	£5,000	4 December 2026
On delivery of the final report	£5,000	18 December 2026

Expenses. Our fee includes all expenses.

VAT is added at the current rate. Our VAT number is GB 000 1111 22.

Payment is due within 30 days of the date of each invoice, to Harper & Lane LLP, sort code 40-11-62, account 71230001.

7 Next steps

If you are happy with this letter, please sign and return a copy, or reply by email confirming you accept it. We will start once we have your acceptance and the first payment.

Yours sincerely,

Sophie Lane

Partner, for and on behalf of Harper & Lane LLP

Terms of engagement

1. Standard of work. We will provide the services with reasonable skill and care, and in line with good practice in our profession.

2. Changes. Either of us may ask to change the services. A change applies only when we have both agreed it in writing, including any change to the fees or dates.

3. Late payment. If you pay late, we may charge interest and compensation under the Late Payment of Commercial Debts (Interest) Act 1998, and may pause work until payment is made.

4. Confidentiality. Each of us will keep the other's confidential information confidential and use it only for this engagement, unless it is already public or the law requires disclosure. This continues after the engagement ends. Nothing in this letter stops anyone reporting a suspected crime to the police or another law enforcement body, making a disclosure to a regulator, seeking legal advice, or making any other disclosure that the law protects.

5. Intellectual property. We keep ownership of our existing materials, methods and know-how.

On payment of our fees in full, we assign to you the copyright and other intellectual property in the Deliverables, except any of our existing materials included in them, which we license you to use with the Deliverables.

6. Your data. If we handle personal data on your behalf, we will do so only on your instructions and in line with UK data protection law, and we will agree any further terms the law requires.

7. Liability. Our total liability to you arising out of this engagement is limited to the fees paid or payable under this letter. We are not liable for loss of profit, loss of business or any indirect loss. Nothing limits liability for death or personal injury caused by negligence, for fraud, or for anything else that cannot be limited by law.

8. Our recommendations. We will advise you, but decisions on whether and how to act on our recommendations are yours.

9. Ending the engagement. Either of us may end the engagement by giving 14 days' written notice, or immediately if the other seriously breaches these terms and does not put it right within 14 days of being asked. You will pay for work done and expenses incurred up to the end date in proportion to the fixed fee.

10. Non-solicitation. During the engagement and for 6 months afterwards, neither of us will directly employ or engage anyone from the other's team who worked on the engagement, without the other's agreement.

11. General. This letter and these terms are the whole agreement between us about the services. Neither of us may transfer the contract without the other's consent. No one else may enforce it. It is governed by the law of England and Wales, and the courts of England and Wales have exclusive jurisdiction.

Acceptance

We accept this letter of engagement and its terms.

Signed: _____

Name: Megan Ashby

Position: Operations Director

For and on behalf of: Brightwater Logistics Ltd

Date: