

Index

AGREEMENT FOR PURCHASE AND SALE

Generally, § 9:15 et seq.
Bulk Sales Act, § 9:33
Delivery, § 9:19
 Sample Clause, § 9:19
Description of Assets, § 9:16
 Sample Clause, § 9:16
Governing Law, § 9:32
Indemnity, § 9:31
Pricing, § 9:17
 Allocation of Purchase Price,
 § 9:18
 Asset Valuation, § 9:17
 Sample Clause, § 9:17
Representations and Warranties,
 § 9:20
 Completeness, § 9:23
 Condition of Assets, § 9:22
 Sample Clause, § 9:22
Contracts, § 9:25
Disclaimer, § 9:27
 Sample Clause, § 9:27
Encumbrances, § 9:24
 Sample Clause, § 9:24
Knowledge, Information and
 Belief, § 9:26
Non-Waiver, § 9:30
 Sample Clause, § 9:30
Power and Authority, § 9:21
 Sample Clause, § 9:21
Survival, § 9:28
Title, § 9:24
 Sample Clause, § 9:24
Transfer of Title, § 9:29
 Sample Clause, § 9:29
Schedules, § 7:5

AGREEMENT FOR PURCHASE AND SALE—Cont'd

Termination
 Assignment-Back, § 9:14
 Customer, § 9:3
 Service Provider, § 9:5

AGREEMENTS

Generally, § 5:1
Asset Purchase Agreement
 Generally, § 5:6
 See also AGREEMENT FOR
 PURCHASE AND SALE
Employment Agreement
 Generally, § 5:7
 See also EMPLOYMENT MAT-
 TERS AGREEMENT
Framework, § 5:2
 Document Preparation, § 5:3
 Unique Elements, § 5:2
Master Agreement
 Generally, § 5:4
 See also MASTER AGREE-
 MENT
Real Estate Agreement, § 5:8
Schedules, § 7:1
Services Agreement
 Generally, § 5:5
 See also SERVICES AGREE-
 MENT

ANTI-SPAM LAWS

Generally, § 25:16

ASSET PURCHASE AGREEMENT

See AGREEMENT FOR
 PURCHASE AND SALE
Sample, App D

ASSET PURCHASE/TRANSFERS

- Generally, § 9:1
- Agreements
 - See AGREEMENT FOR PURCHASE AND SALE
- Allocation of Purchase Price, § 9:18
- Bulk Sales Act, § 9:33
- Customer Buy-back, § 5:6
- Delivery, § 9:19
- Due Diligence, § 9:6 et seq.
 - Inspection, § 9:7
 - Searches, § 9:8
 - Third Party Contracts, § 9:8
- Encumbrances, § 9:8
- Regulatory Issues, § 9:35
 - Competition Law, § 9:35
 - Foreign Investment Restrictions, § 9:35
- Representations and Warranties, § 9:20
- Tax Issues, § 9:34
 - Goods and Services Tax, § 9:34
 - Income Tax, § 9:34
 - Retail Sales Tax, § 9:34
- Third Party Contracts, § 9:10 et seq.
 - Adjustments, § 9:13
 - Assignment, § 9:11
 - Assignment-Back, § 9:14
 - Due Diligence, § 9:9
 - Managed Contracts, § 9:12

AUDITS

- Generally, § 10:45
- Disclosure Controls and Procedures, § 14:18
- Financial, § 10:45
- Independent, § 10:48
- Information Security Audits, § 14:25
- Intellectual Property, § 10:47, § 36:20
- Litigation, § 10:47
- Officer's Certificates, § 10:49

AUDITS—Cont'd

- Service Audits, § 12:19
- OSFI Guideline, § 12:20
- Others, § 12:21
- Standards, § 10:48
 - CICA Internal Control over Financial Reporting, § 14:18
- Third Party Contracts, § 10:47

BANKRUPTCY AND INSOLVENCY

- Anti-Assignment Clauses, § 28:7, § 28:10
- Asset Return, § 28:20
- Assignment, § 28:7
 - Avoiding, § 28:15
- Bankruptcy and Insolvency Act ("BIA"), § 28:3
- Canada
 - Canadian Bankruptcy and Insolvency Law, Generally, § 28:2, § 28:6
- Companies' Creditors Arrangement Act ("CCAA"), § 28:4
- Confidentiality, § 28:19
- Corporations Law, § 28:20
- Critical Response Plan, § 28:23
- Disclaimer, § 28:7
 - Avoiding, § 28:16
- Intellectual Property Licences, § 28:7
 - Statutory Reforms, § 28:7
- Early Warning Mechanisms, § 28:14
- Eastern Europe, § 21:11 to § 21:13
- Employee Issues, § 28:19
 - Confidentiality, § 28:19
 - Non-Solicitation, § 28:19
- Executory Contracts, § 28:7
- Intellectual Property Licences, § 28:7, § 28:17
- Ipso Facto Clauses, Definition, § 28:6
 - Effectiveness, § 28:13 et seq., § 28:18, § 28:21
- United States, § 28:11

BANKRUPTCY AND**INSOLVENCY—Cont'd**

- Leases, § 28:20
- Letters of Credit, § 28:22
- Liquidation, § 28:3
- Non-Solicitation, § 28:19
- Novation Agreement, § 28:22
- Parental Guarantees, § 28:22
- Partially Performed Contracts, § 28:7
- Performance Bonds, § 28:22
- Proposals, § 28:3
- Real Estate, § 28:21
- Receiverships, § 28:5
- Restructuring, § 28:3
- Source Code Escrow, § 28:18
 - Alternatives, § 28:18
 - Deposit Materials, § 28:18
 - Enforceability, § 28:18
 - Escrow Fees, § 28:18
 - Limitations, § 28:18, § 28:23, § 28:24
 - Notice Provisions, § 28:18
 - Parties to Agreements, § 28:18
 - Scope of Licence, § 28:18
 - Transition Out, § 28:18
 - Trigger Events, § 28:18
 - Two Party versus Three Party, § 28:18
- Stays, § 28:8
 - Avoiding, § 28:14
- Termination
 - Trigger Events, § 28:14, § 28:18, § 28:24
- Transition Services, § 28:16
 - Transition-In, § 28:20, § 28:21
 - Transition-Out, § 28:18
- United Kingdom, § 22:98 *et seq.*
 - Equivalent to Canadian Reorganization Provisions, § 22:99
- United States, § 28:9
 - Anti-Assignment Clauses, § 28:10
 - Assignment, § 28:10
 - Bankruptcy, § 28:10, § 28:11

BANKRUPTCY AND**INSOLVENCY—Cont'd**

- United States, § 28:9—Cont'd
- Bankruptcy Code, § 28:3
- Intellectual Property Licences, § 28:17
- Ipsso Facto Clauses, § 28:11, § 28:14
- Reorganization, § 28:10

**BASEL OUTSOURCING
GUIDELINES**

- Generally, App E, § 4:2

BENCHMARKING

- Generally, § 11:1
- Alternatives, § 11:13
 - Gainsharing, § 11:13
 - Sample Clause, § 11:13
- Pricing Review, § 11:13
 - Sample Clause, § 11:13
- Short-Term Deals, § 11:13
- Benchmarker, § 11:7
 - Sample Clause, § 11:7
- Costs, § 11:10
 - Allocation, § 11:10
- Data, § 11:9
 - Sample Clause, § 11:9
- Most Favoured Customer Clause, § 11:1
- Peer Group, § 11:8
 - Sample Clause, § 11:8
- Perspectives
 - Consultant, § 11:4
 - Customer, § 11:2
 - Service Provider, § 11:3
- Procedure, § 11:11
 - Sample Clause, § 11:11
- Remedies, § 11:12
 - Adjusting Fees, § 11:12
 - Adjusting Service Levels, § 11:12
 - Termination, § 11:12
 - Sample Clause, § 11:12
- Theory, § 11:5

BENCHMARKING—Cont’d

Timing, § 11:6

Sample Clause, § 11:6

BIDDER

Request for Proposal (“RFP”),
§ 3:4

BULGARIA

See EASTERN EUROPE

BULK SALES ACT (ONTARIO)

Generally, § 9:33

BUSINESS CONTINUITY PLAN

See REGULATORY GUIDELINES

BUSINESS PROCESS

OUTSOURCING (“BPO”)

Generally, § 1:3

Service Standards, § 8:6

CASE COMMENTS

De Beers U.K. Ltd. v. Atos Origin
IT Services U.K. Ltd., § 35:9

Re Stelco Inc., § 26:2 et seq.

CHANGE MANAGEMENT

Generally, § 12:11

See also TRANSITION-IN

Elements, § 12:13

Master Agreement, § 6:5

Sample Change Control Process
Schedule, § 11:110

Scope, § 12:12

**CIS GENERAL INSURANCE V
IBM UK**

Background, § 41:2 et seq.

Business Transformation Project,
§ 41:2

Three Phases, Three Agreements,
§ 41:3

Introduction, § 41:1

Issues, § 41:4 et seq.

Breach of MSA Representations
and Warranties, § 41:7

Due Diligence, § 41:8

**CIS GENERAL INSURANCE V
IBM UK—Cont’d**

Issues, § 41:4 et seq.—Cont’d

Breach of MSA Representations
and Warranties, § 41:7

—Cont’d

“Out of the Box” and UK
Compatible, § 41:9

Delays, § 41:4

Invoice

Generally, § 41:10

Amount on Invoice, § 41:14

Formality Requirements,
§ 41:13

Governance Committee’s
Agreement Binding on
Parties, § 41:12

Improper Issuance of, § 41:17

Milestone Document Sign Off
Process, § 41:15

Approval of, § 41:15

Invoicing of, where the
Previous Milestones
not yet Achieved,
§ 41:15

Rights of Termination, § 41:11
Immediate or on Expiration,
§ 41:16

Lessons Learned, § 41:18 et seq.

Agile Projects, Client Require-
ments, § 41:23

Formal Dispute?, § 41:20

Governance Committee’s Agree-
ment Binding on Parties,
§ 41:19

Milestone Payments, Ambiguities
re, § 41:21

“Out of the Box” Software
Meaning, § 41:24

Right to Terminate, Immediate or
on Expiration, § 41:25

Termination for Non-Payment,
Ironclad Provisions for,
§ 41:22

CLAUSES, SAMPLE

Agreement for Purchase and Sale

Condition of Assets, § 9:22

CLAUSES, SAMPLE—Cont’d

Agreement for Purchase and Sale
—Cont’d

Delivery, § 9:19

Description of Assets, § 9:16

Disclaimer, § 9:27

Encumbrances, § 9:24

Non-Waiver, § 9:30

Power and Authority, § 9:21

Title, § 9:24

Transfer of Title, § 9:29

Valuation, § 9:17

Asset Purchase Agreement, **App D**

Benchmarking

Alternatives

Gainsharing, § 11:13

Pricing Review, § 11:13

Benchmark, § 11:7

Data, § 11:9

Peer Group, § 11:8

Procedure, § 11:11

Termination, § 11:12

Timing, § 11:6

Change Control Process Schedule,
§ 11:110

Employment Matters Agreement,
App C

Fee Schedule, § 9:180

Governance Schedule, § 11:100

Master Agreement, **App A**

Services Agreement, **App B**

Tax Issues, § 16:50

Termination

Breach, for, § 13:13

Convenience, for, § 13:12

Expiration of Term, § 13:17

Extension, § 13:17

Insolvency, for, § 13:14, § 28:14

Partial Termination, § 13:15

Restrictions on Dispositions/
Acquisitions, § 13:16

Restrictions on Encumbrances,
§ 13:16

COMPETITION LAW

Asset Transfers, § 9:35

Transition Issues, § 13:9

CONFIDENTIALITY

Generally, § 14:3

Breach of Confidence, § 14:3

CONSUMER PROTECTION

Generally, § 14:11

**CONTRACT A/CONTRACT B
ANALYSIS**

See REQUEST FOR PROPOSAL
("RFP")

CONTRACTS

See AGREEMENTS

**CORPORATE SOCIAL
RESPONSIBILITY**

Generally, § 33:2

Advisors, § 33:13

Customers, § 33:11

Environmental Issues, § 33:5

Global Standards, § 33:7

Providers, § 33:12

Social Issues, § 33:6

Sustainability, § 33:3

**COUNTY OF ORANGE VS. TATA
CONSULTANCY SERVICES
LTD.**

Background, § 38:4

Amendments, § 38:7

Development, § 38:6

Negotiations, § 38:5

Preparation, § 38:4

Termination, § 38:8

County's Claims, § 38:13 et seq.

Breach of Contract, § 38:21

Fraudulent Concealment, § 38:22

Misrepresentations

Generally, § 38:14

Amendment, § 38:17

Cost, § 38:16

Experts, § 38:20

**COUNTY OF ORANGE VS. TATA
CONSULTANCY SERVICES
LTD.—Cont’d**

County’s Claims, § 38:13 et seq.
—Cont’d

Misrepresentations—Cont’d
Performance, § 38:14
Personnel, § 38:19
Quality, § 38:18
Timeline, § 38:15

Damages, § 38:23

Lessons Learned, § 38:25 et seq.

Customer Counsel, § 38:26
Provider counsel, § 38:27

Strategies of the Case, § 38:24

**CREDIT-BASED INSURANCE
SCORES**

Analysis, § 25:19
PIPEDA Report of Findings,
§ 25:18

**CROSS-BORDER
OUTSOURCING**

Canadian Human Resources Issues,
§ 19:8 et seq.

Employment Issues
Generally, § 19:8

Immigration Issues, § 19:10

Moral Rights, § 19:11

Pensions Issues

Generally, § 19:9

Federalism, § 19:2

OSFI Guideline, App F, § 9:4 et
seq.

Privacy, § 19:4 et seq.

Patriot Act, § 19:5

British Columbia, § 19:5

Effect, § 19:5

Federal, § 19:6

Future Restrictions, § 19:7

Private Sector, § 19:4

Public Sector, § 19:4

Quebec Issues

Generally, § 19:13

See also QUEBEC ISSUES

**CROSS-BORDER
OUTSOURCING—Cont’d**

Tax Issues

Generally, § 19:12

See also TAX ISSUES

CUSTOMER

Generally, § 1:7

Counsel, § 38:26

Contract, § 38:26

Prospective Warranties and
Covenants, § 38:26

Exit Plan, § 38:26

Timeline, § 38:26

Structure, § 38:26

Perspectives, § 1:7

Benchmarking, § 11:2

General, § 1:7

Pricing and Payment, § 10:2

Schedules, § 7:3

Tax Issues, § 17:2

Transition, § 12:3

Records Retention, § 10:41

Request for Proposal (“RFP”)

Advantages and Disadvan-
tages, § 3:3

CZECH REPUBLIC

See EASTERN EUROPE

DAMAGES

See also RISK ALLOCATION

County of Orange vs. Tata
Consultancy Services Ltd. et.
al., § 38:23

Master Agreement, § 6:14

Quebec, § 18:19

**DE BEERS U.K. LTD. V. ATOS
ORIGIN IT SERVICES U.K.
LTD**

See CASE COMMENTS

DISCLAIMER

Generally, § 6:11

See also RISK ALLOCATION

DISCLAIMER—Cont'd

Agreement of Purchase and Sale,
§ 9:27

Sample Clause, § 9:27
Master Agreement, § 6:12

DISPUTE RESOLUTION

Generally, § 12:22
Arbitration, § 12:26
Continuation of Services, § 12:28
Dispute Management, § 12:23
Eastern Europe, § 21:15
Expedited Disputes, § 12:27
Internal Procedure, § 12:26
Payment, § 10:50

DUE DILIGENCE

Asset Transfers, § 9:6 et seq.
Inspection, § 9:7
Searches, § 9:8
Third Party Contracts, § 9:8
Employment Issues, § 15:2
Information Security, § 14:26
Offshoring, § 20:16
OSFI Guideline Requirements,
§ 4:9
Request for Proposal, § 3:5, § 3:11

EASTERN EUROPE

Bulgaria
Generally, § 21:4, § 21:17
Arbitration, § 21:15
Bankruptcy
Enforceability of Licence,
§ 21:13
Software Escrow, § 21:12
Choice of Laws, § 21:8
Customer Employee Transfer,
§ 21:8
Damages
Liquidated Damages, § 21:14
Punitive Damages, § 21:14
Economy, § 21:4
Employee Transfer, § 21:7
Intellectual Property, § 21:10
Copyright, § 21:10

EASTERN EUROPE—Cont'd

Bulgaria—Cont'd
Intellectual Property, § 21:10
—Cont'd
Economic Rights, § 21:10
Fair Use, § 21:10
Moral Rights, § 21:10
Transferability, § 21:10
Labour Laws, § 21:8
Legal System, § 21:4
Non-competition Clauses, § 21:9
Non-solicitation Clauses, § 21:9
Outsourcing Opportunities,
§ 21:4
Privacy/Data Protection, § 21:11
Secondment, § 21:7
Taxes, § 21:4
Tax Treaties, § 21:7, § 21:8
Unusual Laws, § 21:16
Visas, § 21:7, § 21:8
Wages, § 21:3
Czech Republic
Generally, § 21:3, § 21:17
Arbitration, § 21:3, § 21:15
Bankruptcy
Enforceability of Licence,
§ 21:13
Software Escrow, § 21:12
Customer Employee Transfer,
§ 21:8
National Security Issues,
§ 21:8
Damages
Actual Damages, § 21:14
Contractual Damages, § 21:14
Liquidated Damages, § 21:14
Economy, § 21:3
Employee Transfer, § 21:7
Intellectual Property, § 21:10
Copyright, § 21:10
Economic Rights, § 21:10
Fair Use, § 21:10
Moral Rights, § 21:10
Transferability, § 21:10
Labour Laws, § 21:8

EASTERN EUROPE—Cont'd

Czech Republic—Cont'd

Legal System, § 21:3

Non-competition Clauses, § 21:9

Non-solicitation Clauses, § 21:9

Privacy/Data Protection, § 21:11

Secondment, § 21:7

Taxes, § 21:3

Tax Treaties, § 21:7

Unusual Laws, § 21:16

Visas, § 21:7, § 21:8

Wages, § 21:3, § 21:8

Hungary

Generally, § 21:5, § 21:17

Arbitration, § 21:5, § 21:15

Bankruptcy

Enforceability of Licence,
§ 21:13

Software Escrow, § 21:12

Customer Employee Transfer,
§ 21:8

Damages

Liquidated Damages, § 21:14

Economy, § 21:5

Employee Transfer, § 21:7

Intellectual Property, § 21:10

Copyright, § 21:10

Economic Rights, § 21:10

Fair Use, § 21:10

Moral Rights, § 21:10

Patents, § 21:10

Trade-marks, § 21:10

Transferability, § 21:10

Labour Laws, § 21:8

Legal System, Generally, § 21:5

Non-competition Clauses, § 21:9

Non-solicitation Clauses, § 21:9

Privacy/Data Protection, § 21:11

Secondment, § 21:7

Taxes, § 21:8

Tax Treaties, § 21:7

Unusual Laws, § 21:16

Visas, § 21:7, § 21:8

Wages, § 21:8

EASTERN EUROPE—Cont'd

Hungary—Cont'd

Workforce, § 21:5

Russia

Generally, § 21:6

Arbitration, § 21:15

Bankruptcy

Enforceability of Licence,
§ 21:13

Software Escrow, § 21:12

Customer Employee Transfer,
§ 21:8

Damages

Actual Damages, § 21:14

Statutory (Pre-established)
Damages, § 21:14

Economy, § 21:6

Employee Transfer, § 21:7

Intellectual Property, § 21:10

Copyright, § 21:10

Fair Dealing, § 21:10

Labour Laws, § 21:8

Legal System, § 21:6

Non-competition Clauses, § 21:9

Non-solicitation Clauses, § 21:9

Privacy/Data Protection, § 21:11

Return on Investment ("ROI"),
§ 21:6

Secondment, § 21:7

Special Economic Zones, § 21:6

Taxes, § 21:8

Tax Treaties, § 21:7

Unusual Laws, § 21:16

Visas, § 21:7

Workforce, § 21:6

EFFORTS

See RISK ALLOCATION

EMPLOYMENT ISSUES

Generally, § 15:1

See also UNITED KINGDOM
TUPE

Cross-border Issues, § 19:8

Due Diligence, § 15:2

EMPLOYMENT ISSUES—Cont'd

Employment Matters Agreement
See EMPLOYMENT MATTERS AGREEMENT

Immigration, § 19:10

Non-Unionized Employees, § 15:4

Constructive Dismissal, § 15:4

Employee Termination, § 15:4

Notice, § 15:4

Severance, § 15:4

Employment Agreements, § 15:4

Employment Standards Acts,
§ 15:4

Unionized Employees, § 15:3

Collective Agreements, § 15:3

Contracting Out, § 15:3

Labour Code, § 15:3

Labour Relations Acts, § 15:3

Public Sector, § 15:3

Strikes and Lockouts, § 15:3

Successorship, § 15:3

EMPLOYMENT MATTERS AGREEMENT

Generally, § 5:7

Sample, App C

Schedules, § 7:5

ERP IMPLEMENTATION

Generally, § 44:10, § 44:130

Customer Shareholder Perspective,
§ 44:20

Failure of, § 44:120

Lachman v. Revlon

Class Action, § 44:90

Economic Harms, § 44:110

Overview, § 44:30, § 44:40

Risk Disclosure, § 44:100

SEC Filings, § 44:60, § 44:70,
§ 44:80

EXIT STRATEGY

See TERMINATION

EXTRAORDINARY EVENT

See FORCE MAJEURE

FAIRNESS

Request for Proposal (“RFP”),
§ 3:8

FORCE MAJEURE

Generally, § 43:1, § 43:2, § 43:18

Asserting Force Majeure, Process
for, § 43:9

Definition, § 43:3

Carve Outs from, § 43:4

Ending Force Majeure Period, Process
for, § 43:10

Extraordinary Event, § 43:13

Asserting, Process for, § 43:14

Fees, § 43:17

Measures Triggered by, § 43:15
Period, § 43:16

Reciprocity, § 43:5

Customer Obligations, § 43:5

Obligation to Pay, § 43:7

Obligation to Purchase, § 43:6

Right to Terminate, § 43:12

Try to Perform, § 43:11

GAINSHARING

Generally, § 10:24

Benchmarking, Alternative to,
§ 11:13

Sample Clause, § 11:13

Pricing, § 10:24

Services Agreement, § 8:13

GOOD FAITH

Request for Proposal (“RFP”),
§ 3:8

GOVERNANCE

Generally, § 12:7

Committees, § 12:10

Elements, § 12:8

Goals, § 12:7

Key Positions, § 12:9

Project Manager, § 12:9

Relationship Manager, § 12:9

Transition Manager, § 12:9

Relationship Review, § 34:9

GOVERNANCE—Cont'd

Sample Governance Schedule,
§ 11:100

HUNGARY

See EASTERN EUROPE

INDEMNIFICATION

See also RISK ALLOCATION
Breach of Contract, § 32:6
Excluding Infringement of Patent
Claims, § 32:9
Geographic Scope of Intellectual
Property Claims, § 32:8
New Trends, § 32:2
Privacy Claims, § 32:7
Sample Clause, § 32:13

INDEMNITY

Generally, § 6:11
See also RISK ALLOCATION
Agreement of Purchase and Sale,
§ 9:31
Payment Disputes, § 10:54
Services Agreement, § 8:24

INDIA

Choice of Law, § 23:14, § 23:14 et
seq.
Competition Law Issues, § 23:26 et
seq.
Anti-Competitive Agreements,
§ 23:27
Horizontal Agreements, § 23:28
Vertical Agreements, § 23:29
Contract Law Principles in India,
§ 23:3 et seq.
Acceptance, § 23:5
Breach, § 23:11
Capacity, § 23:6
Compensation, § 23:11
Consideration, § 23:7
Free Consent, § 23:8
Indemnity, § 23:12
Liability, Limitations on, § 23:13
Offer, § 23:4
Performance, § 23:10

INDIA—Cont'd

Contract Law Principles in India,
§ 23:3 et seq.—Cont'd
Representations, § 23:9
Warranties, § 23:9
Data Protection Considerations,
§ 23:30 et seq.
Clarification Issued on
Applicability of IT Rules,
§ 23:33
Rules, § 23:32
Dispute Resolution, § 23:14 et seq.,
§ 23:15
Employment Issues, § 23:16 et seq.
Contract Labour Issues, § 23:17
Immigration Considerations,
§ 23:19
Redundancy in Cases, § 23:18
Social Security Considerations,
§ 23:19
History, § 23:1
Legal and Legislative System in
India, § 23:2
Privacy Considerations, § 23:30 et
seq.
Clarification Issued on
Applicability of IT Rules,
§ 23:33
Data Protection Rules, § 23:32
Taxation Issues, § 23:20 et seq.
Evolution of Tax Laws, § 23:21
Exceptions to the Rule of Perma-
nent Establishment, § 23:23
Morgan Stanley Case, § 23:24L3
Permanent Establishments,
§ 23:22
Service Tax Implications, § 23:25
Taxation of Captive Outsourcing
Entities, § 23:24

INFORMATION SECURITY

Generally, § 14:1
Clauses, § 14:26
Audit, § 14:26
Confidentiality, § 14:26
Due Diligence, § 14:26

INFORMATION SECURITY**—Cont'd**

- Clauses, § 14:26—Cont'd
 - Indemnification, § 14:26
 - Information Security
 - Benchmarks, § 14:26
 - Insurance, § 14:26
 - Limitation of Liability, § 14:26
 - Privacy, § 14:26
 - Representations and Warranties, § 14:26
 - Testing, § 14:26
- Compliance, § 14:19 et seq.
 - Audit, § 14:25
 - Compliance Checklist, § 13:50
 - Information Technology Standards, § 14:24
 - Organizational Measures, § 14:22
 - Physical Measures, § 14:21
 - Reasonableness, § 14:20
 - Technological Measures, § 14:23
- Requirements, § 14:2 et seq.
 - Confidentiality, § 14:3
 - Consumer Protection, § 14:11
 - Corporate Governance, § 14:14
 - Audit, § 14:18
 - CICA Standard, § 14:18
 - Sarbanes-Oxley Act (“SOX”), § 14:15, § 14:17
 - Duty to Notify for Breach of Security, § 14:7
 - Electronic Documents, § 14:12
 - Document Retention, § 14:12
 - Evidence, § 14:13
 - Negligence, § 14:8
 - Canada, § 14:10
 - Invasion of Privacy, Tort, § 14:10
 - Class Actions, § 14:8
 - United States, § 14:9
 - Information Theft and “Special Relationship,” § 14:9
 - OSFI Guideline, § 14:5

INFORMATION SECURITY**—Cont'd**

- Requirements, § 14:2 et seq.
 - Cont'd
 - Privacy, § 14:4
 - Private Sector, § 14:4
 - Public Sector, § 14:4
 - Trade Secrets, § 14:3

INSURANCE

- Additional Insured, § 29:10
- Additional Named Insured, § 29:11
- Advancement, § 29:13
- Amount, § 6:13
- Bailee Insurance, § 29:2, § 29:4
- Business Interruption Triggers, § 29:2
- Certificate Holder, § 29:9
 - Risks of Being, § 29:15
- Compensatory Damages, § 29:7
- Consent Clause, § 29:6
- Contingent Business Interruption Coverage, § 29:5
- Costs, § 10:27
- Crime, § 29:2
- Criminal, Fraudulent or Dishonest Acts, § 29:2
- Criminal Penalties, § 29:18
- Direct Damage Triggers, § 29:2
- Double Dipping, § 29:11
- Double Indemnity, § 29:11
- Employee Liability, § 29:2
- Employment Practices, § 29:2
- Errors and Omissions, § 29:2
- Excess Policy, § 29:12
- Excise Taxes, § 29:18
- Exclusions, § 29:3 et seq.
 - First Party, § 29:5
 - Third Party, § 29:5
- Fidelity Bond, § 29:2
- First Party Triggers, § 29:2
- Force Majeure, § 29:5
- General Liability, § 29:2
- Guarantees, § 29:2, § 29:20
- Hammer Clause, § 29:6

INSURANCE—Cont'd

- Inclusions, § 29:3 et seq.
 - First Party, § 29:4
 - Third Party, § 29:6
- Information Security, § 14:26
- Insurance Certificate, § 29:15
- Intellectual Property
 - Contract Indemnity, § 29:13
 - Patent Infringement/Enforcement, § 29:2, § 29:19
- Letters of Credit, § 29:20
- Loss Payee Provisions, § 29:12
- Managing Outcomes, § 29:13
- Master Agreement, § 6:13
- Material Failure to Perform, § 29:2
- Minimum Obligations, § 29:2
- Multiple Jurisdictions, § 29:17
- Notification Rights, § 29:11
- Other Insurance Clauses, § 29:11
- Outsourcing, Generally, § 29:2
- Performance Bonds, § 29:20
- Pre-Agreed Adjuster, § 29:13
- Pre-Agreed Counsel, § 29:13
- Pride Clause, § 29:6
- Primary Policy, § 29:11
- Property Insurance, § 29:2
- Property of Others Insurance, § 29:2, § 29:4
- Risk Profile, § 29:1
- Settlements, § 29:6
- Standard Mortgage Clauses, § 29:12
- Sureties, § 29:20
- Tangible Property, § 29:1
- Third Party Triggers, § 29:2, § 29:10
- Type, § 6:13
- Waivers of Subrogation, § 29:16

INTELLECTUAL PROPERTY

- Assignments. See Transfers, Assignments and Licences
- Audits, § 10:47, § 36:20

INTELLECTUAL PROPERTY

—Cont'd

- Cross-border Issues
 - Moral Rights, § 19:11
- Eastern Europe, in, § 21:10
- Indemnification Claims and Excluding Infringement for Patents Claims, § 32:9
- Indemnification Claims and Limiting Geographic Scope of IP Claims, § 32:8
- Licences. See Transfers, Assignments and Licences
- Master Agreement, § 6:9
- Ownership, § 6:9, § 36:9 et seq.
 - Copyright, § 36:11
 - Patent and Industrial Designs Rights, § 36:10
- Registrable Intellectual Property Rights, § 36:2
- Domain Name Registrations, § 36:6
- Industrial Designs, § 36:5
- Patents, § 36:2
- Registered Copyright, § 36:4
- Registered Trade-marks, § 36:3
 - Passing-Off, § 36:3
 - Registered Trade-marks, § 36:3
 - Unregistered Trade-marks, § 36:3
- Representations and Warranties, § 36:21 et seq.
 - Generally, § 36:21
- Defining the Intellectual Property, § 36:22
- Infringement, § 36:28
 - Generally, § 36:28
 - Open Source Code/Software, § 36:29
- Ownership, § 36:23
 - Corporate Families, § 36:24
 - Employee Inventions and Ownership, § 36:25
- Validity, § 36:27

INTELLECTUAL PROPERTY

—Cont’d

- Representations and Warranties,
§ 36:21 et seq.—Cont’d
- Waiver of Moral Rights, § 36:26
- Request for Proposal (“RFP”),
§ 3:5
- Transfers, Assignments and
Licences
 - Generally, § 36:12
 - Confidential Information, § 36:19
 - Copyright, § 36:15
 - Assignment, § 36:15
 - Licence, § 36:16
 - Patents, § 36:13
 - Assignment, § 36:13
 - Voluntary Licence, § 36:14
 - Trade-marks, § 36:17
 - Assignment, § 36:17
 - Licence, § 36:18
- Unregistered Intellectual Property
Rights, § 36:7
- Confidential Information, § 36:8

INTERNATIONAL OUTSOURCING

- Canada-International
 - See OFFSHORE OUTSOURC-
ING
- Canada-United States
 - See CROSS-BORDER
OUTSOURCING

LABOUR ISSUES

- See EMPLOYMENT ISSUES

LACHMAN V REVLON

- See ERP IMPLEMENTATION

LEGAL COUNSEL

- Generally, § 2:4, § 7:1
- Choosing, § 2:4
- Request for Proposal (“RFP”),
§ 3:8, § 3:12
- Responsibilities, § 2:4

LIABILITY CAPS

- Generally
 - See RISK ALLOCATION

LIMITATION OF LIABILITY

- Generally, § 6:11
 - See also RISK ALLOCATION
- Information Security, § 14:26
- Master Agreement, § 6:12
- Mutually between Parties, § 32:3
- New Trends, § 32:2
- Privacy Claims, § 32:5
- Quebec, § 18:11
- Sample Clause, § 32:12
- Types of Liability, § 32:4
- United Kingdom, § 22:28 et seq.

LIMITATION PERIOD

- See RISK ALLOCATION

LIQUIDATED DAMAGES

- See RISK ALLOCATION

MASTER AGREEMENT

- Generally, § 5:4, § 6:1
- Base Assumptions, § 6:3
- Change Management, § 6:5
- Confidentiality, § 6:8
- Disclaimer, § 6:12
- Dispute Resolution, § 6:16
- Exclusion of Indirect Damages,
§ 6:14
- Insurance, § 6:13
- Intellectual Property, § 6:9
- Limitation of Liability, § 6:12
- Overview, § 6:7
- Performance Guarantees, § 6:13
- Pricing, § 6:6
- Representations and Warranties,
§ 6:10
- Sample, App A
- Schedules, § 7:5
- Scope of Services, § 6:4
 - Examples, § 6:4; 8:2
- Statement of Objectives, § 6:2
- Term and Termination, § 6:17

MASTER AGREEMENT—Cont'd

Transition and Orderly Termination,
§ 6:18

MILLERCOORS V HCL

Background, § 42:2 et seq.

Agreements, § 42:3

Project, § 42:2

Conclusion, § 42:22

Introduction, § 42:1

Issues, § 42:4 et seq.

Defects, § 42:10

Leadership, § 42:5

Negligence and Wilful

Misconduct (According to
the Customer), § 42:12

Responsibility to Learn Business,
§ 42:6

Failed Delta Blueprint Process,
§ 42:7

Failure of Knowledge Transfer,
§ 42:9

Failure of MillerCoors to
Understand Own Busi-
ness, § 42:8

Scope Creep, § 42:11

Staffing, § 42:4

Was MillerCoors' Termination
Wrongful?, § 42:13

HCL's Argument for Wrongful
Termination, § 42:14

MillerCoors Rights to
Terminate, § 42:13

Lessons Learned, § 42:15 et seq.

Change Requests and Scope
Creep, § 42:20

Definition of

KT Process with an Exit,
§ 42:18

Leadership, § 42:17

Material Breach, § 42:21

Key Personnel Provisions,
§ 42:16

SLAs for Defects, § 42:19

MISREPRESENTATION

Generally, § 38:14

Amendment Misrepresentation,
§ 38:17

Cost Misrepresentation, § 38:16

Experts Misrepresentation, § 38:20

Performance Misrepresentation,
§ 38:14

Personnel Misrepresentation,
§ 38:19

Quality Misrepresentation, § 38:18

Timeline Misrepresentation,
§ 38:15

**MOST FAVOURED CUSTOMER
CLAUSE**

Generally, § 1:14, § 10:34

Benchmarking, § 11:1

Pricing, § 10:34

MULTIVENDOR OUTSOURCING

Contract Solutions, § 37:6 et seq.

Service Integration

Generally, § 37:7

Common Governance Regime,
§ 37:9

Co-operation Model, § 37:10
"Ecosystem," Creation of an,
§ 37:8

Mechanisms Fostering Col-
laboration, § 37:12

Service Definitions, § 37:11

Development Towards Multisourc-
ing, § 37:2

Ecosystem, Implementing the
Multisourced, § 37:13

Key Challenges of Multisourcing
Models, § 37:3 et seq.

Customer Organizational Chal-
lenges, § 37:3

Lack of Proper Governance,
§ 37:4

Lack of Proper Service Integra-
tion, § 37:4

Monopolistic Behaviour by Ser-
vice Providers, § 37:5

NEGOTIATION

- Generally, § 2:1
- Choosing Legal Counsel, § 2:4
- Choosing Negotiation Team, § 2:3
- Multi-Party Negotiations, § 2:6
 - Multi-Vendor Pre-qualification, § 2:7
 - Parallel Negotiations, § 2:6
- Preparation, § 2:2
- Principled Negotiations, § 2:8
- Request for Proposal (“RFP”), § 3:3, § 3:13
- Style, § 1:11

NON-RESIDENTS

- Patriot Act, § 19:5
 - Effects, § 19:5
 - British Columbia, § 19:5
 - Federal, § 19:6
 - Future Restrictions, § 19:7
- Transition Issues
 - Competition Law, § 13:9
 - Investment, § 13:9

OFFSHORE OUTSOURCING

- Generally, § 20:1
- Benefits, § 20:2
- Global Services Provider
 - Domestic Office, § 20:12
- Overseas Subsidiary, § 20:13
- Planning, § 20:14
 - Agreements
 - Drafting, § 20:17
 - Enforcing, § 20:18
 - Domestic Employees, § 20:19
 - Due Diligence, § 20:16
 - Legal Counsel, § 20:15
 - Tax Issues, § 20:20
- Requests for Proposal, § 20:3 et seq.
- Scenarios, § 20:3 et seq.
- Service Providers, Offshore, § 20:4
 - Contractual Issues, § 20:5
 - Cultural Issues, § 20:9
 - Domestic Employees, § 20:10

OFFSHORE OUTSOURCING

—Cont’d

- Service Providers, Offshore, § 20:4
 - Cont’d
- Impact, § 20:11
- Intellectual Property Issues, § 20:8
- Privacy Issues, § 20:7
- Regulatory Issues, § 20:6

OSFI GUIDELINE

- Generally, App F

OUTSOURCING

- Generally, § 39:1
 - Canada, § 39:2
 - U.K., § 39:4
 - U.S., § 39:3
- Business Process
 - Generally, § 1:3
 - See also BUSINESS PROCESS OUTSOURCING (“BPO”)
- Comparison of Canadian, U.S., and U.K. Legislation
 - Generally, § 39:2
- Compliance Challenges, § 39:23
 - Electronic messages, § 39:25
 - Low threshold, § 39:24
 - “Periods of Validity” of contact information, § 39:27
 - Personal liability, § 39:32
 - Recognition of other jurisdiction, § 39:29
 - Relationship with recipient, § 39:28
 - Software installation, § 39:26
- Consent, § 39:9
 - Additional Exemptions, § 39:12
 - “Natural persons” versus “legal persons,” § 39:11
 - “Opt-in” versus “opt-out,” § 39:10, 39:30
- Content, § 39:13
 - Canada, § 39:14

OUTSOURCING—Cont'd

Comparison of Canadian, U.S., and

U.K. Legislation—Cont'd

Content, § 39:13—Cont'd

U.K., § 39:16

U.S., § 39:15

“Electronic Message,” § 39:5

Canada, § 39:6

U.K., § 39:8

U.S., § 39:7

Enforcement, § 39:17

Generally, § 39:31

Canada, § 39:17

U.K., § 39:19

U.S., § 39:18

Jurisdiction, § 39:20

Canada, § 39:20

U.K., § 39:22

U.S., § 39:21

Cross-border

Generally, § 19:1

See also CROSS-BORDER

OUTSOURCING

Documentation

Generally, § 5:3

See also AGREEMENTS

Flexibility, § 1:10

History, § 1:2

Multivendor

See MULTIVENDOR

OUTSOURCING

Offshore

Generally, § 1:4

See also OFFSHORE

OUTSOURCING

OSFI Guideline

Generally, App F, § 4:3

See also REGULATORY

GUIDELINES

Reasons, § 1:8

Services, Long-term, § 1:6

Unique Elements, § 5:2

PATRIOT ACT

Generally, § 19:5

PATRIOT ACT—Cont'd

Effects, § 19:5

British Columbia, § 19:5

Federal, § 19:6

Future Restrictions, § 19:7

PAYMENTS

Generally, § 10:35

Audits, § 10:45

Credits, § 10:37

Fee Schedule, § 9:180

Sample Schedule, § 9:180

Interest, § 10:39

Invoices, § 10:36

Monthly Fees, § 10:38

Payment Disputes, § 10:50

Guarantees, § 10:54

Indemnities, § 10:54

Notice, § 10:51

Set-Off, § 10:53

Suspension of Services, § 10:52

Payment Terms, § 10:35

Supporting Certificate, § 10:40

PENSION ISSUES

Generally, § 16:1

Asset Transfers, § 16:1

Assumption of Customer's Pension

Plan, § 16:10

Cross-border Issues, § 19:9

Options, § 16:2 et seq.

Future Service Pension Plan,

§ 16:7

No Pension Plan, § 16:3

Group RRSP, § 16:4

Unvested Pension Benefits,

§ 16:5

Wind-up, § 16:3

Pension Plan, § 16:6

Transfer, § 16:8

Wrap-Around Agreement, § 16:9

PIPEDA

See PRIVACY

PLANS

- Generally, § 12:14
- Applicable Contract Terms, § 12:15
- Types, § 12:14

PRICING

- Generally, § 10:1
 - See also PRICING FOR CHANGE
- Asset Transfer, § 9:17
 - Valuation, § 9:17
- “Base Case,” § 10:4
- Benchmarking, § 10:23
- Changes, § 10:13
 - Additional Services, § 10:17
 - Adjustments Based on Actual Costs, § 10:20
 - Discontinued Services, § 10:16
 - Inflation, § 10:19
 - Pricing Review, § 10:21
 - Regulatory Changes, § 10:18
 - Scope of Services, § 10:15
 - Volume, § 10:14
- Currency, § 10:31
- Development Projects, § 10:22
- Expenses
 - Documents, § 10:30
 - Pass-through Charges, § 10:29
 - Travel, § 10:28
- Gainsharing, § 10:24
- General, § 1:14
- Insurance Costs, § 10:27
- Internal Costs, § 10:32
- Master Agreement, § 6:6
- Perspectives
 - Customer, § 10:2
 - Service Provider, § 10:3
- Service Level Price Adjustments, § 10:23
- Taxation
 - Other Taxes, § 10:26
 - Services, § 10:25
 - Transfer Costs, § 10:33

PRICING FOR CHANGE

- Generally, § 24:1
- During Development and Implementation, § 24:2
 - Business Requirements, § 24:2
 - Extraordinary Changes in Costs, § 24:3
 - Service Provider Bases Costs, § 24:3
 - Value-Based vs. Cost-Plus Pricing, § 24:3
- During the Services Phase, § 24:4
 - Assumptions: Extraordinary Events, § 24:9
 - Maturing Services, § 24:7
 - Regulatory Framework, § 24:8
 - Scope of Services
 - Generally, § 24:5
 - Addition of Services, § 24:6
 - Controlling Change Control, § 24:6
 - Reduction in Services, § 24:6
 - Service Demand: Volume-Based Pricing, § 24:5

PRIVACY

- Generally, § 14:2 et seq., § 19:4 et seq., § 25:1
- Breach Notification Model, § 25:8 et seq.
- Canadian Model for Extra-Jurisdictional Processing and Storage, § 25:4 et seq.
- Alberta PIPA Requirements for Extra-Jurisdictional Processing, § 25:4 et seq., § 30:20
- Notification Model, § 25:8
- Private Sector Restrictions, § 25:7
- Public Sector Restrictions, § 25:6
- Class Actions, § 14:10, § 25:16, § 25:17 et seq.
- Eastern Europe, § 21:11
- Indemnification for Breach of Privacy Claims, § 32:7

PRIVACY—Cont’d

Limitation of Liability for Breach of
Privacy Claims, § 32:5

Litigation, § 25:17 et seq.

Optimal Regime, § 25:10 et seq.

Contractual Approach, § 25:10 et
seq.

Prohibition Approach, § 25:11

Qualified States Approach,
§ 25:12

Outsourcing Generally, § 25:2 et
seq.

Canadian Privacy Patchwork,
§ 25:2

Processing by a Service Provider,
§ 25:3

Consent Requirement, § 25:3

Customer Responsibilities,
§ 25:3

PIPEDA, § 25:9

Credit-Based Insurance Scores,
Report of Findings on,
§ 25:17 et seq.

Review Process, § 25:9

Private Sector, § 14:4

British Columbia, § 14:4, § 19:4

Personal Information Protection
Acts, § 14:4, § 19:4

Quebec, § 14:4

Request for Proposal (“RFP”),
§ 3:5

Revisions to Existing Canadian
Privacy Laws, § 25:15

Overview of key amendments,
§ 25:15

Tort of Invasion of Privacy, § 22:46
et seq.

UK, § 22:46 et seq.

PROJECT MANAGEMENT

See RELATIONSHIP MANAGE-
MENT

QUEBEC ISSUES

See also RISK ALLOCATION

QUEBEC ISSUES—Cont’d

Breach

Generally, § 18:14

Default, § 18:15

Contractual Terms

Implied Terms, § 18:13

Limitation of Liability Clauses,
§ 18:11

Misrepresentations or Fraud,
§ 18:10

Penalty Clauses, § 18:12

Cross-border Issues, § 19:13

Licence Agreements, § 18:29

Nominate Contracts, § 18:22 et seq.

Contract for Services, § 18:25

Contract of Enterprise, § 18:25

Obligations, § 18:26

Resiliation, § 18:28

Rights, § 18:26

Scope, § 18:25

Warranties, § 18:27

Contract of Sale, § 18:23

Warranties, § 18:24

Privacy, § 14:4

Remedies, § 18:16

Damages, § 18:19

Resiliation, § 18:18

Specific Performance, § 18:17

REAL ESTATE AGREEMENT

Generally, § 5:8

RECORDS RETENTION

Generally, § 10:41

Customer Records, § 10:41

OSFI Guideline, § 10:44

Document Retention, § 14:12

Electronic Commerce Act,
§ 14:12

Legal Requirements, § 14:12

PIPEDA, § 14:12

Evidence, § 14:13

Evidence Acts, § 14:13

Legal Requirements, § 14:13

National Standards, § 14:13

RECORDS RETENTION—Cont’d

- Other Issues, § 10:43
- Service Provider Records, § 10:42

REGULATORY GUIDELINES

- Application, § 4:3
- Audits, § 4:3
 - External Auditor, § 4:3
 - Service Audits, § 12:21
- Basel Outsourcing Guidelines, **App E**, § 4:2
- Business Continuity Plan, § 4:13
- Contract for Services, § 4:11
- Due Diligence, § 4:10
- Federally Regulated Entities, § 4:3
 - Monitoring, § 4:20
 - Responsibilities, § 3:70 to 4:4
 - Board of Directors, § 4:5
 - Chief Agent/Principal Officer, § 4:7
 - Management, § 4:6
- Materiality, § 4:3
 - Assessment, § 4:8
- Monitoring, § 4:20
 - Centralized List, § 4:21
 - Federally Regulated Entities, § 4:22
 - Reports, § 4:20
 - Service Providers, § 4:23
- OSFI Guideline, **App F**, § 4:3, § 14:5
 - Memorandum on New Technology-Based Outsourcing Arrangements
 - Generally, § 4:15
 - Cloud Computing
 - Location of Records, § 4:18
 - Special Considerations, § 4:16
 - Confidentiality, § 4:17
 - Security, § 4:17
 - Separation of Property, § 4:17
- Risk Management, § 4:9
 - Business Continuity Plan, § 4:13
 - Contract for Services, § 4:11

REGULATORY GUIDELINES—Cont’d

- Risk Management, § 4:9—Cont’d
- Due Diligence, § 4:10
- Foreign Jurisdictions, § 4:14
- Location of Records, § 4:12

REGULATORY ISSUES

- See COMPETITION LAW; NON-RESIDENTS; REGULATORY GUIDELINES

RELATIONSHIP MANAGEMENT

- Project Management, § 30:3
 - Collaboration with Other Organizations, § 30:6
- Committees, § 30:4
- Communication, § 30:3
- Definition, § 30:1
- Documentation, § 30:4
 - Terms of Reference Document, § 30:4
- Executives, § 30:3, § 30:4
- Future Planning, § 30:5
- Managing, § 30:4
- Project Constraints, § 30:7
- Project Manager, § 30:3, § 30:6
- Project Team, § 30:2
- Risk Log, § 30:6
- Risk Management, § 30:6
 - Future Risks, § 30:6
- Staffing, § 30:2
- Terms of Reference Document, § 30:4
- Relationship Health
 - Generally, § 34:1
- Relationship Review, § 34:3 et seq.
 - Business Outcomes, § 34:8
 - Governance, § 34:9
 - Relationships, § 34:12
 - Vendor Performance, § 34:4

RELATIONSHIP REVIEW

- See RELATIONSHIP MANAGEMENT

REPORTS

- Generally, § 12:16
- Applicable Contract Terms, § 12:17
- OSFI Guideline, § 12:18
- Types, § 12:16

REPRESENTATIONS AND WARRANTIES

- Agreement of Purchase and Sale, § 9:20
 - Completeness, § 9:23
 - Condition of Assets, § 9:22
 - Sample Clause, § 9:22
 - Contracts, § 9:25
 - Disclaimer, § 9:27
 - Sample Clause, § 9:27
 - Encumbrances, § 9:24
 - Sample Clause, § 9:24
 - Knowledge, Information and Belief, § 9:26
 - Non-Waiver, § 9:30
 - Sample Clause, § 9:30
 - Power and Authority, § 9:21
 - Sample Clause, § 9:21
 - Survival, § 9:28
 - Title, § 9:24
 - Sample Clause, § 9:24
 - Transfer of Title, § 9:29
 - Sample Clause, § 9:29
- Intellectual Property, § 36:21 et seq.
- Master Agreement, § 6:10
- Services Agreement, § 8:24

REQUEST FOR INFORMATION

- See REQUEST FOR PROPOSAL (“RFP”)

REQUEST FOR PROPOSAL (“RFP”)

- Advantages, § 3:3
- Bidder, § 3:4
- Choosing Service Provider, § 2:5
- Content, § 3:6, § 3:8
- Contract A/Contract B Analysis, § 3:4

REQUEST FOR PROPOSAL

(“RFP”)—Cont’d

- Definition, § 3:2
- Disadvantages, § 3:3
- Dissemination, § 3:11
- Drafting, § 3:6
 - Avoiding Formal Tender Characterization, § 3:8
- Due Diligence, § 3:5, § 3:11
- Fairness, § 3:8
- Formal Tenders
 - Contrast with, § 3:4
 - Drafting to Avoid Formal Tender Characterization, § 3:8
- Good Faith, § 3:8
- Impact on In-House Personnel and Assets, § 3:5
- Intellectual Property, § 3:5
- Legal Counsel, § 3:8, § 3:12
- Level of Detail Required, § 3:6, § 3:8
- Multi-Vendor Pre-qualification, § 2:7
- Negotiation, § 3:3, § 3:13
- Parallel Negotiations, § 3:13
- Preparation, § 3:5
- Principled Negotiations, § 2:8
- Privacy, § 3:5
- Request for Information (“RFI”), § 3:2, § 3:11
- Request for Qualifications (“RFQ”), § 3:2
- Request for Quotations (“RFQ”), § 3:2
- Responding to, § 3:12
- Terms, § 3:3
- Timeframe, § 3:11
- Win/Win Solution, § 3:13

REQUEST FOR QUALIFICATIONS

- See REQUEST FOR PROPOSAL (“RFP”)

REQUEST FOR QUOTATIONS

- See REQUEST FOR PROPOSAL (“RFP”)

RE: STELCO INC

See CASE COMMENTS

RISK ALLOCATION

Breach

Canada, § 31:11, § 31:12

France, § 31:14

India, § 31:15

United Kingdom, § 31:18

Canada

Generally, § 31:3

Damage Disclaimers

Canada, § 31:23

France, § 31:26

India, § 31:27

United Kingdom, § 31:28

United States, § 31:25

Efforts

Canada, § 31:49

France, § 31:55

India, § 31:56

United Kingdom, § 31:57

United States, § 31:54

Exclusion Clauses

Canada, § 31:11, § 31:12

France, § 31:14

India, § 31:16

United Kingdom, § 31:19

United States, § 31:13

France

Generally, § 31:7

Indemnities

Generally, § 9:31

Canada, § 31:43

France, § 31:45

India, § 31:46

United Kingdom, § 31:47

United States, § 31:44

India

Generally, § 31:8

Liability Caps

Canada, § 31:11

France, § 31:14

India, § 31:15

United Kingdom, § 31:18

RISK ALLOCATION—Cont'd

Liability Caps—Cont'd

United States, § 31:13

Limitation Period

Canada, § 31:37

France, § 31:39

India, § 31:40

United Kingdom, § 31:41

United States, § 31:38

Liquidated Damages

Canada, § 31:30

France, § 31:33

India, § 31:34

United Kingdom, § 31:35

United States, § 31:32

Penalties

Canada, § 31:30

France, § 31:33

India, § 31:34

United Kingdom, § 31:35

United States, § 31:32

Practice

Canada, § 31:11

France, § 31:14

India, § 31:17

United Kingdom, § 31:20,
§ 31:21

United States, § 31:13

Public Policy

United States, § 31:13

United Kingdom

Generally, § 31:9

United States

Generally, § 31:6

RUSSIA

See EASTERN EUROPE

SCHEDULES

Generally, § 7:1

Asset Purchase Agreement, § 7:5

Employee Agreement, § 7:5

Fee Schedule, § 9:180

Internal Referencing, § 7:6

Legal Counsel, Role of, § 7:7

SCHEDULES—Cont'd

- Master Agreement, § 7:5
- Perspectives, § 7:2 et seq.
 - Customer, § 7:3
 - Service Provider, § 7:4
- Services Agreement, § 7:5
- Structure, § 7:5 et seq.
 - Attachments, § 7:5
 - General Principles, § 7:5
 - Layout, § 7:5
 - Organizational Structure, § 7:5
 - Subject Matter, § 7:5

SERVICE LEVEL AGREEMENT

- Generally, § 8:26 et seq.
- Stay Back Team, § 27:2

SERVICE LEVELS

- Generally, § 8:26 et seq.
- Breach, § 8:8
- Describing, § 8:30
- Developing, § 8:28
 - Baseline Service Levels, § 8:28
 - Prioritizing, § 8:29
- Incentives, § 8:11
- Measurement, § 8:8
 - Standards, § 8:8
- Operational Auditing, § 8:12
- Reporting, § 8:8
 - Methods, § 8:8
- Root-Cause Analysis and Resolution, § 8:9
- Transition-In Phase, § 8:31

SERVICE PROVIDER

- Global
 - Domestic Office, § 20:12
- Offshore, § 20:4
- Perspectives, § 1:7
 - Benchmarking, § 11:3
 - General, § 1:7
 - Pricing and Payment, § 10:3
 - Schedules, § 7:4
 - Tax Issues, § 17:7
 - Transition, § 12:4
- Records Retention, § 10:42

SERVICE PROVIDER—Cont'd

- Request for Proposal (“RFP”)
 - See REQUEST FOR PROPOSAL (“RFP”)

SERVICES

- Master Agreement, § 6:4
 - See also MASTER AGREEMENT
- Services Agreement, § 8:2 et seq.
 - See also SERVICES AGREEMENT

SERVICES AGREEMENT

- Generally, § 5:5, § 8:2 et seq.
- Core Elements, § 5:5
- Deliverables, § 8:15
 - Acceptance Testing, § 8:15
- Gainsharing, § 8:13
- Indemnities, § 8:24
- Personnel, § 8:20
 - Non-solicitation, § 8:21
 - Subcontractors, § 8:22
- Pricing and Payment, § 8:23
- Provisions, Basic, § 5:5
- Regulatory Requirements, § 8:24
- Representations, Warranties and Covenants, § 8:24
- Sample, Appendix B, § 11:110
- Schedules, § 7:5
- Scope of Services, § 8:2
 - Base In-Scope Services, § 8:2
- Service Level Agreement
 - See SERVICE LEVEL AGREEMENT
- Service Levels, § 8:7
 - Breach, § 8:8
 - Credits, § 8:10
 - Incentives, § 8:11
 - Measurement, § 8:8
 - Standards, § 8:8
 - Operational Auditing, § 8:12
 - Reporting, § 8:8
 - Methods, § 8:8
 - Root Cause Analysis and Resolution, § 8:9

SERVICES AGREEMENT

—Cont’d

- Service Management, § 8:3
- Service Standards, § 8:4
 - Generally, § 8:5
 - Applicable Laws, § 8:6
- Technology Management, § 8:14
 - Costs, § 8:4
 - Principles, § 8:14
 - Provisions, Basic, § 8:14

STAY BACK TEAM

- Budget, § 27:2
- Collaborative Outsourcing, § 27:2
- Committees, § 27:4
- Composition, § 27:4
- Contractual Compliance, § 27:2
- Core Team, § 27:4
- Cultural Fit, § 27:4
- Definition, § 27:1
 - When to Get it Involved, § 27:5
- Guidance and Direction, § 27:2
- Involvement, § 27:5
- Managerial Role, § 27:2
- Master Service Agreement (“MSA”), § 27:2
- Measuring Success, § 27:6
- Membership, § 27:4
- Service Level Agreement (“SLA”), § 27:2
- Size, § 27:3
- Standards/Architectural Compliance, § 27:2
- Statement of Work (“SOW”), § 27:2
- Value Generation, § 27:2

SUSTAINABILITY

- See CORPORATE SOCIAL RESPONSIBILITY

TAX ISSUES

- Cross-border Outsourcing, § 19:12
- Friction Points, § 17:11 et seq.
 - Allocation of Purchase Price, § 17:15

TAX ISSUES—Cont’d

- Friction Points, § 17:11 et seq.
 - Cont’d
 - Sales Tax Clearance Certificates, § 17:14
 - Withholding Taxes, § 17:12
- General, § 17:1
- Goods and Services Tax, § 17:3
 - Asset Transfer, § 9:34
 - Excise Tax Act, § 17:3
 - Harmonized Sales Tax, § 17:3
 - Inputs, § 17:9
 - Input Tax Credits, § 17:3
 - Quebec Sales Tax, § 17:3
 - Registration, § 17:8
- Non-Residents, § 17:7, § 19:12
 - Customers, § 17:8, § 19:12
 - Service Providers, § 17:7
 - Income Tax, § 17:10
 - Inputs, § 17:9
- Perspectives, § 17:2, § 17:7
 - Customer, § 17:2
 - Service Provider, § 17:7
- Registration, § 17:8
- Sales Tax, § 17:4
 - Asset Transfer, § 9:34
 - Clearance Certificates, § 17:14
 - Foreign Sales Tax, § 17:5
 - Inputs, § 17:9
 - Registration, § 17:8
 - Retail Sales Tax, § 17:4
- Sample Clauses, § 16:50
- United Kingdom, § 22:105
- Withholding, § 17:10

TERMINATION

- Generally, § 13:1
- Agreement of Purchase and Sale, § 9:3, § 9:5, § 9:14
- Covenants, § 13:16
 - Compliance with Laws, § 13:16
 - Maintenance of Assets, § 13:16
 - Restrictions on Dispositions/Acquisitions, § 13:16
 - Sample Clause, § 13:16

TERMINATION—Cont'd

- Covenants, § 13:16—Cont'd
 - Restrictions on Encumbrances, § 13:16
 - Sample Clause, § 13:16
 - Restrictions on Key Employees, § 13:16
- Exit Strategy, § 13:1
 - Description, § 13:2
 - General Principles, § 13:3
- Expiration, § 13:17
 - Automatic Renewal, § 13:17
 - Expiration of Term, § 13:17
 - Sample Clause, § 13:17
 - Extension, § 13:17
 - Sample Clause, § 13:17
- Master Agreement, § 6:17
- Partial Termination, § 13:15
 - Sample Clause, § 13:15
- Reasons, § 13:11
 - Breach, § 13:13
 - Sample Clause, § 13:13
 - Convenience, § 13:12
 - Sample Clause, § 13:12
 - Insolvency, § 13:14
- Services, § 12:29
- Transition-Out, § 13:5
 - Consents and Approvals, § 13:9
 - Regulatory Issues, § 13:9
 - Competition Act, § 13:9
 - Investment Canada Act, § 13:9
 - Fees, § 13:6
 - Incidental Costs, § 13:10
 - Transfer of Assets, § 13:7
 - Sample Clause, § 13:7
 - Transfer of Employees, § 13:8
 - Mobility Restrictions, § 13:8
 - Sample Clause, § 13:8
 - Offers of Employment, § 13:8
 - Sample Clause, § 13:8
 - Transition Plan, § 13:4

THIRD PARTIES

- Contract Management, § 1:16

TRANSITION-IN

- Changes, § 12:6
- Delays, § 12:6
- Insolvency, and, § 28:20, § 28:21
- Master Agreement, § 6:18
- Termination, § 12:6
- Transition Plan, § 12:5

UNIONS

- See EMPLOYMENT ISSUES

UNITED KINGDOM

- Arbitration, § 22:57
- Bankruptcy and Insolvency
 - Generally, § 22:98 et seq.
 - Administration, § 22:99
 - Anti-Avoidance, § 22:103
 - Administrator's Powers, § 22:103
 - Good Faith, § 22:103
 - Company Directors, Issues, § 22:104
 - Contribution, § 22:104
 - Wrongful Trading, § 22:104
- Liquidation, § 22:100
 - Compulsory Liquidation, § 22:100
 - Creditors Voluntary Liquidation, § 22:101
 - Liquidation Committee, § 22:102
 - Liquidator's Powers, § 22:102
 - Members Voluntary Liquidation, § 22:101
 - Official Receiver, § 22:102
 - Private Examination, § 22:102
 - Voluntary Liquidation, § 22:99
- Moratorium, § 22:99
- Winding Up
 - See Liquidation, *supra*
- Business Visitor, § 22:27
- Choice of Law, § 22:3
- Civil Procedure Rules, § 22:37
- Combined Code
 - See Corporate Governance, *infra*
- Common Platform Firm, § 22:39

UNITED KINGDOM—Cont’d

- Competition Law
 - Generally, § 22:59 et seq.
- English Law
 - Generally, § 22:74
 - Complaints, § 22:75
 - Disqualification, § 22:75
 - Public Procurement, § 22:76
- European Law, § 22:60
 - Abuses of a Dominant Position, § 22:71
 - Anti-competitive Agreements, § 22:63
 - Block Exemption Regulations, § 22:64
 - Horizontal Agreements, § 22:69
 - Mergers, § 22:73
 - Non-compete Obligation, § 22:65
 - Penalties, § 22:72
 - RampD, § 22:67
 - Scope of European System, § 22:62
 - Specialization Agreements, § 22:68
 - Subcontracting, § 22:70
 - Technology Transfer, § 22:66
 - Vertical Agreements, § 22:65
- Consumer Protection
 - See Electronic Commerce: Consumer Protection, *infra*
- Contract Issues
 - Generally, § 22:77 et seq.
 - Breach, § 22:95
 - Certainty, § 22:84
 - Completeness, § 22:84
 - Conditions, § 22:90, § 22:91
 - Confidential Relationships, § 22:80
 - Consideration, § 22:79, § 22:85
 - Damages, § 22:96
 - Fair Dealing, § 22:80
 - Fiduciary Relationships, § 22:80
 - Force Majeure, § 22:97

UNITED KINGDOM—Cont’d

- Contract Issues—Cont’d
 - Formalities, § 22:82
 - Good Faith, § 22:80
 - Harmonization, § 22:81
 - Implied Terms, § 22:89
 - Indemnities, § 22:94
 - Intention to Create Legal Relations, § 22:86
 - Intermediate Terms, § 22:90, § 22:91
 - Negotiation, § 22:88
 - Offer and Acceptance, § 22:83
 - Provisions, § 22:88
 - Specific Performance, § 22:96
 - Substance of the Contract, § 22:87
 - Warranties, § 22:90, § 22:91
 - Writing Requirements, § 22:82
- Corporate Governance
 - Governance Practices, § 22:44
- Data Privacy
 - Generally, § 22:46 et seq.
 - Communications Data, § 22:55
 - Data, § 22:46 et seq.
 - Data Controller, § 22:47, § 22:48
 - Data Processor, § 22:48
 - Data Protection Act, § 22:47, § 22:48
 - Human Rights Act, § 22:54
 - Personal Data, § 22:46 et seq.
 - Policies, Adopting, § 22:51
 - Privacy Policy, § 22:51
 - Reform of data privacy regime, § 22:53
 - Regulation of Investigatory Powers Act (“RIPA”), § 22:55
 - Relevant Filing System, § 22:46 et seq.
 - Sensitive Personal Data, § 22:46 et seq.
 - Transfers of Personal Data Outside the EEA, § 22:50
- Disclosure, § 22:37
- Discovery, § 22:37

UNITED KINGDOM—Cont’d

Dispute Resolution, § 22:57
 Document Management, § 22:37
 Documents, § 22:37
 Employment
 See TUPE, *infra*
 England, § 22:2
 Evidence, Generally, § 22:37
 Exclusion of Liability
 See Limitation of Liability, *infra*
 Financial Services Authority
 (“FSA”), § 22:38 *et seq.*
 FSA Handbook, § 22:38 *et seq.*
 Financial Services Authority
 Guidelines
 Generally, § 22:38 *et seq.*
 Applicability, § 22:39
 Auditors, § 22:40
 Confidential Information, § 22:40
 Disaster Recovery, § 22:40
 International guidance, § 22:42
 Investment Firms, § 22:39
 Markets in Financial Instruments
 Directive (“MiFID”),
 § 22:41
 Material Outsourcing, § 22:38 *et seq.*
 Outsourcing by insurers, § 22:43
 Requirements, § 22:39
 Risk Management, § 22:40
 Freedom of Information Act,
 § 22:56
 Hearsay, § 22:37
 Immigration Considerations,
 § 22:23
 Interest, § 22:58
 International Organization of Secu-
 rities Commissions
 (“IOSCO”), § 22:42

UNITED KINGDOM—Cont’d

Legal System, § 22:2
 Limitation of Liability
 See also RISK ALLOCATION
 Generally, § 22:28 *et seq.*
 Against Public Policy, § 22:35
 Appropriateness, § 22:29
 Construction, Rules of, § 22:34
 Enforceability, § 22:31
 Entire Agreement Clauses,
 § 22:28 *et seq.*
 Fairness, § 22:33
 Illegality, § 22:35
 Insurance, § 22:36
 Misrepresentation Clauses,
 § 22:28 *et seq.*
 Prohibited by Statute, § 22:35
 Set-off Clauses, § 22:28 *et seq.*
 Severance, § 22:35
 Types, § 22:30
 Unfair Contract Terms Act,
 § 22:32
 Litigation, § 22:57
 Markets in Financial Instruments
 Directive (“MiFID”), § 22:39
 MiFID Connect, § 22:41
 Material Outsourcing, § 22:38 *et seq.*
 Northern Ireland, § 22:2
 Pensions
 See TUPE, *infra*
 Records, § 22:37
 Scotland, § 22:2
 Senior Management Arrangements
 Systems and Controls
 (“SYSC”), § 22:40
 Tax Issues, § 22:105
 Trends, § 22:1
 Wales, § 22:2