

**EXHIBIT C**  
**MCKINSEY BEST PRACTICE POLICY**

The following is McKinsey's Best Practice Policy to be followed by **Service Provider** in accordance with the Agreement. The Service Provider shall comply and make every reasonable effort to comply with the following guidelines.

**1. Fieldwork Control.**

- a. For offline survey, delivery fieldwork progress report at bi-weekly basis including completing rate, number of questionnaires arrived in Service Provider office, and QC rate, etc. Provide the number of interviewers to work on the project in each city and their interviewer numbers before fieldwork starts; update the information after fieldwork completion; include interviewer number in the final database; check data quality by each interviewer.
- b. For online survey, multi-day (>5 days in field), multi-launch (i.e., send out "batches of invitations) is the standard and most common method of fielding. However, Rapid turnaround research (i.e., less than 5 days) via overnight or 48 hour fielding is possible when:
  - (i) It is acceptable for results to be more directional (i.e., no need for granular demand forecasting, market sizing, price setting, etc.)
  - (ii) Number of completes needed is modest; between 300 – 1,000.
  - (iii) Incidence is expected to be 15% or higher.
  - (iv) The survey is brief (10 -15 min).

**2. Quality Control.**

- a. For Qualitative surveys, Service Provider should validate the qualifications of potential participants of focus group study, and share the following information with McKinsey and/or independent 3rd party agency, assigned by McKinsey, for further quality check

+ Name

+ Valid contact number

+ ID number

+ Demographics background information and responses to the screening questionnaire for the recruitment

-- McKinsey has right to reject any potential or existing participant of focus group study after internal or 3rd party QC

-- If project delayed or impacted because of survey respondents qualifications flaws, Service Provider shall compensate McKinsey the direct and indirect losses due to the quality issue. If there's no specific amount of the losses, Service Provider shall compensate with the fee equal to twice of the whole project survey fee.

- b. For offline survey, a minimal of 20% QC check is required. For door to door survey, 50% of the QC check will be via door to door either by Service Provider personal or by third party QC checkers and the other 50% can be via telephone checking. If problems are found from any particular interviewer's work, 100% of his/ her completed interviews will be back-checked. Delivery QC report at weekly basis including QC rate and rejection rate for each of the interviewers. All QC check must be recorded.
- c. For online survey, Service Provider per default uses the following measure:
  - (i) **Speeding** – Anyone completing the survey in less than 30% of the median time will be discarded. For complex survey with the individual number of questions being significantly different for different respondents multiple medians may need to serve as reference.
- d. **Claiming extremely low purchase incidence or behaviors** – Embed two extremely low incidence items (e.g., purchase of pet insurance and installation of solar panels) in the blinded screener question OR terminate if anyone claims more than 7 categories (mix of low and high incidence) were purchased. Before going live the panels involved need to approve how this question is asked.
- e. If a respondent uses/purchased two or more of the low incidence items the interview may be terminated.
- f. If a respondent uses/purchased all items in the list, the interview may be terminated.

- (i) **Flat lining** – Respondent has a 0 or near 0 variance on an extended battery of attitudinal statements may be excluded from the data.
- (ii) **Missing a trap** – Individual trap questions based on the topic of the questionnaire, ideally as part of the screener. Respondent misses a question in a battery that asks the respondent to “Select Somewhat Disagree here” may be excluded from the data. For B2B surveys embed 2 decoy brands/ retailers in the list of ever purchased. If respondents selects 1 or both, terminate.
- (iii) **Providing contradictory age or gender** – age and gender may be compared with the age/gender stored in the registration data of the panel. If the respondent’s age does not match, the interview may be excluded from the data.

### 3. Weighting.

- a. Unless the distribution of the final sample is known at priori, weighting will be based on every individual who started the survey.
- b. All demographic or behavioral questions intended to be used for weighting purposes need to be asked before the first termination point.
- c. Iterative Proportional Fitting (aka RIM weighting/marginal weighting) is the preferred weighting methodology.
- d. Weights will be capped at .03 and 3.0 and adjusted such that the total weighted counts and total un-weighted counts are equal.
- e. For any online study where online is less representative of the total population (i.e., low income, lesser educated individuals are underrepresented online) or responses of heavy and light users are likely to differ (e.g. high tech, digital studies, etc.), internet intensity questions must be included in the screener and weighting applied to adjust for skew.

### 4. Screening questions.

- a. All questions before the last question with a termination are regarded as belonging to the screener.
- b. For B2B surveys: re-screening of the target group even it may be pre-selected in the panel is strongly recommended.

### 5. Panel and Sampling Considerations for online survey.

- a. Service Provider will source 100% of the sample from “actively managed” panels
  - (i) Service Provider shall inform the Client which panel to use and ask for approval in writing in advance.
  - (ii) Service Provider and the selected panels will not sample via survey routers.
  - (iii) Direct marketing list, web intercept/ river sampling (i.e., pop ups and banner invitations, “survey sites”) and social networks must be approved by CSI experts in advance.
- b. Service Provider and the selected panels will ensure de-duplicating if need to go more than one panels, and will de-duplicate sample using “Digital fingerprinting” technologies across panel providers. This implies the following:
  - (i) The respondent’s IP addresses are checked to prevent people accessing surveys from countries other than the country of fieldwork.
  - (ii) The respondent’s machine ID, or digital fingerprint, is calculated by taking 25 elements of a respondent’s computer, which is hashed to form a unique ID. This unique ID is checked before a respondent is allowed to take a survey.
- c. The sample’s distribution will reflect tenure (i.e., the distribution of the panelists length of membership in the panel) unless McKinsey specifies something different.
- d. Unless specified differently the panels/ Service Provider will manage the incoming sample (i.e., complete interviews) not the sample sent out (i.e., invitations) via quotas. If necessary for the survey and if feasible the panels/ Service Provider may manage the sample sent out (i.e., invitations) instead such that survey starts are close to the representative distribution regarding:

- (i) Age and gender for consumer surveys.
  - (ii) Company size for B2B surveys.
- e. For any survey where it's known that online is less representative compared to reality (e.g., respondents with low income, lower education are for usual underrepresented in panels), Service Provider will try to compensate these shortcomings by adding relevant questions (e.g., income, education) to the questionnaire and setting quotas, inviting certain underrepresented target groups, weighting or a combination of all three measures.