

# Deal-Team Tech DD Evidence Worksheet

Use this worksheet to turn diligence questions into evidence requests, escalation points and owned remediation actions. Record what was reviewed and distinguish an evidence gap from a confirmed issue.

**For each material issue, estimate:** named owner, first action, target date, delivery effort, one-off cost, ongoing cost and confidence. Validate estimates with the target and relevant advisers.

| Workstream                              | Evidence to request                                                                                                                           | Red-flag triggers                                                                                                                 | IC question                                                                                           | Risk owner                                         | Remediation estimate                                                                                                |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>Architecture and infrastructure</b>  | Architecture and data-flow diagrams; cloud service inventory; infrastructure-as-code; capacity, uptime, incident and recovery evidence.       | Undocumented production; single points of failure; untested backups or recovery; unsupported critical components.                 | What resilience or scalability work is required to protect the thesis, and when must it be funded?    | CTO or platform lead; deal operating partner       | Named owner:<br>First action:<br>Target date:<br>Effort:<br>One-off cost:<br>Ongoing cost:<br>Confidence L / M / H: |
| <b>Code quality and technical debt</b>  | Repository overview; dependencies and runtimes; tests and static analysis; debt register; releases and representative pull requests.          | No credible debt register; end-of-life dependencies; weak review controls; absent tests; one-person release dependency.           | Which debt items constrain the value-creation plan, and what cost or capacity should be reserved?     | CTO or engineering lead; technology diligence lead | Named owner:<br>First action:<br>Target date:<br>Effort:<br>One-off cost:<br>Ongoing cost:<br>Confidence L / M / H: |
| <b>Security, privacy and compliance</b> | Penetration test and remediation status; vulnerability register; MFA and access evidence; policies; data map, DPIAs, retention and incidents. | Open critical findings; uncontrolled privilege; exposed secrets; undocumented material data use; incomplete incident remediation. | Could an issue change valuation, protections, timetable or willingness to proceed?                    | Security or privacy lead; legal counsel; deal lead | Named owner:<br>First action:<br>Target date:<br>Effort:<br>One-off cost:<br>Ongoing cost:<br>Confidence L / M / H: |
| <b>Engineering team and delivery</b>    | Organisation and tenure; contractor mix; vacancies and attrition; delivery metrics; key-person dependencies; IP assignments; resourcing plan. | Concentrated knowledge; incomplete IP assignment; persistent vacancies or attrition; commitments exceed credible capacity.        | Which capability gaps threaten continuity, and what retention, hiring or transition plan is required? | CTO; people lead; operating partner                | Named owner:<br>First action:<br>Target date:<br>Effort:<br>One-off cost:<br>Ongoing cost:<br>Confidence L / M / H: |

| Workstream                               | Evidence to request                                                                                                                            | Red-flag triggers                                                                                                            | IC question                                                                                               | Risk owner                                                       | Remediation estimate                                                                                                |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>Product, data and scalability</b>     | Roadmap and discovery evidence; usage and performance; load tests; data lineage; AI dependencies; integration inventory and failure handling.  | Unsupported roadmap; untested scale; unclear data rights; AI depends on restricted data; brittle integrations.               | Can product and data support the commercial plan without a material rebuild or rights issue?              | Product and data leads; CTO; commercial diligence lead           | Named owner:<br>First action:<br>Target date:<br>Effort:<br>One-off cost:<br>Ongoing cost:<br>Confidence L / M / H: |
| <b>Operations and service resilience</b> | Deployment pipeline; monitoring; incident runbooks and post-mortems; service commitments; support model; recovery and change-failure evidence. | Fragile manual releases; incidents cannot be reconstructed; commitments exceed capability; recovery objectives are unproven. | What failure could damage revenue or reputation first, and what must be fixed before or after completion? | Engineering or operations lead; customer lead; operating partner | Named owner:<br>First action:<br>Target date:<br>Effort:<br>One-off cost:<br>Ongoing cost:<br>Confidence L / M / H: |
| <b>Contracts, IP and technology cost</b> | Material vendor and software licences; open-source inventory; IP assignments; cloud and tooling spend; renewal, exit and scale-cost terms.     | Incomplete IP ownership; unmanaged copyleft obligations; disruptive vendor dependency; unit costs worsen with growth.        | Which obligations require a condition, warranty, indemnity, price adjustment or funded remediation?       | Legal counsel; CFO; CTO; deal lead                               | Named owner:<br>First action:<br>Target date:<br>Effort:<br>One-off cost:<br>Ongoing cost:<br>Confidence L / M / H: |

Source and current version: <https://techdd.co.uk/technology-due-diligence-checklist>. This worksheet supports deal review; it is not investment, legal or security advice.