



UK Pavilion at Expo 2025 Osaka

Design Build and Operate (DBO) & Decommission Supplier Webinar

Date: 17th February 2023

Additional Transcript

Welcome to the webinar for the Design, Build, Operate and Decommission supplier webinar for the UK Pavilion at Expo 2025 Osaka.

I'm Helena Tyler. Joining me on today's call from the Expo 2025 team are: Carolyn Davidson, Matt Ellis, Iku Tamada, Will Medici, Monika Paloschi, Dan Gaches, and Ben Shanks.

Introduction and Context (Slide 4)

On 9th February, the UK Government released an early engagement notice on the gov.uk website Contracts Finder, seeking engagement with interested suppliers about our potential requirements for the Design, Build, Operation and Decommissioning of a UK Pavilion at the next World Expo: Expo 2025 Osaka

The UK Pavilion will focus on an outstanding visitor experience that is driven by engaging content that transcends language barriers, and clearly communicates our themes and stories about the UK. We are currently procuring a contract for International Content Design Services (or ICDS for short) that will put in place a content design company to propose the concept, visitor experience, and content for the UK Pavilion. This supplier will also provide concept design ideas for the building that will house the experience. These outputs are due in early Summer 2023.

It will be at this critical juncture that we will need the services of a supplier (or suppliers) to take the ideas through to design completion, build and fit-out. This supplier(s) would then maintain the pavilion during live Expo running, and then decommission after the Expo has concluded. Collectively we refer to the services that are required as "DBO". The supplier(s) undertaking the DBO work will need to not only meet our requirements as stated, but also know about and comply with all necessary regulation and Expo guidance.

Preferably we are looking for a turnkey solution to provide these end-to-end DBO services, but want to understand if this is viable, the best way of working, or if there are alternatives. We also want to explore different methods of construction, cost drivers, and gain your insights - as well as gauge your capacity and appetite. Through a mix of a supplier questionnaire (linked at the end), and one-to-one meetings, we are interested in gaining your feedback and refining our strategy.

Our Vision for the UK Pavilion (Slide 6 and Slide 7)

From the UK Houses at the Beijing Olympics 2008 and Rio 2016, the British Business Embassy at London 2012, through to the UK's presence at World Expos in Shanghai, Milan, Astana, Beijing and Dubai, the UK's presence promoting 'Global Britain' at these major world events is consistently iconic ambitious and innovative attracting world leaders, engaging thousands of businesses, inspiring millions of international visitors and delivering billions of pounds for the UK's economy.



The convening power of these world events, bringing together the 'World in One Place', creates unique opportunities to further the UK's soft power objectives, promoting our world class tourism cultural heritage, education, business, and innovation to an international audience.

Twenty years after Japan hosted Expo in 2005, World Expo 2025 Osaka brings the international community back to Japan. It's theme 'Designing Future Society for Our Lives' is about maximising human potential and harnessing innovation to create solutions to challenges common to all humankind, creating a truly equitable society. The Expo has three sub-themes: "Saving Lives"; "Empowering Lives"; and "Connecting Lives". The UK has an excellent story to tell across the theme and sub-themes as a science superpower with world-beating health and technology industries. Tying in with the GREAT campaign and our sponsors, we will invite attendees to 'See Things Differently', joining us in embracing fresh perspectives which are key to positive outcomes in business, education, tourism and tackling global issues.

World Expo 2025 Osaka is an important milestone in the UK/Japan relationship highlighting and deepening the historic ties between Japan and the UK. With 150 expected participating nations, it will be a major platform to promote an outward looking 'Global Britain' boosting our international reputation and engaging with Japan and wider South East Asia in line with Government priorities. It will catalyse global collaboration and enable us to take stock of progress towards the UK's 2030 milestones for achieving the United Nation Sustainable Development Goals.

The UK's presence in the 'saving lives district' will consist of a self-build, temporary 'Pavilion' housing an exciting visitor journey showcasing the best of the UK. This will include an accompanying business and cultural programme running over the 6 months of the Expo. The UK's presence will promote the UK's cultural heritage while demonstrating the UK as a global thought leader, force for prosperity and an innovative nation - positioning the UK as a world class destination for culture, tourism, education, innovation, trade, and investment.

The UK Pavilion will be content led, focusing on a great visitor experience. It will promote the UK's strengths to the world, including our world-class universities, ground-breaking research, high-tech start-ups and creative industries. The ICDS supplier that we are currently procuring, will soon be delivering the concept, content and visitor experience for the pavilion.

The ICDS supplier will also deliver early design ideas for the building to house the experience and have been asked to ensure that the exhibition itself is at the forefront, with the design of the building to flow from the concept, and not the other way around. The DBO supplier will be asked to take early ideas through to full architectural design completion. The architectural design of the building needs to work hand-in-hand with the content and visitor experience, and be an extension of the concept that helps deliver our key messages.

We are therefore seeking a team that has demonstrable experience in this type of design and construction and that will consider the method of construction to ensure best use of materials, the UK government and Expo's sustainability goals, the pavilion legacy; and the timescales available to deliver.

Summary of the Key Requirements (Slide 9 and 10)

We shared picture of the UK plot.

The front of the Pavilion is the section where you can see a 10m setback is required. The main concourse runs across the front of the Pavilion.



A 1m setback is also required at the sides and rear of the Pavilion.

These setback areas can be landscaped and can have shading or furniture placed on them but the main structure of the building cannot encroach.

The front of the Pavilion should house the public-facing aspects of the Pavilion and include entrances for visitors. The back of the Pavilion should house more “back of house” functions and include a staff entrance. Deliveries and waste removal will take place at the rear of the Pavilion.

Please refer to the text on slides 9 and 10.

Review of options and testing our current thinking (Slide 12)

We have previously outlined that content is going to be at the forefront of the UK Pavilion for Expo 2025 Osaka. This is why we have procured a content design contract (ICDS) which is going to be developing the concept, content and visitor experience between now and Summer 2023, that will then act as a golden thread for all of our other requirements. We also intend to procure a separate Project Management & Cost Control (PMCC) Contract. Both the ICDS and the PMCC contracts will sit outside the DBO requirements, however you would be expected to work hand-in-hand with both suppliers. (Boxes in Blue)

Within the DBO requirements, which are the focus of this engagement, we recognise that there are many potential services that we may need, as well as many different permutations of how those services can be arranged contractually. Our baseline assumption is that the procurement of a holistic, end-to-end turnkey contract, that delivers on all of the required services within DBO, is the most viable option. We believe this will achieve the best results, and will allow for smoother delivery within the timescales and market in which we are operating. However, we want to test this theory as well as explore other options. Ultimately, we seek to understand what is the optimal way in which the market could organise themselves to deliver. Essentially, we are asking you – the supply market - what works best for you to meet our requirements? Information gathered from you will either confirm our way of thinking and refine it further, or suggest alternatives that may work better for all parties.

Even within a turnkey solution that delivers on everything we need for DBO, there are many different approaches that could be taken, and once again we are looking for your opinion as experts in the field for the optimal delivery approach. We acknowledge that there are Expo specialist companies that can act as a top-level supplier to manage and coordinate local suppliers providing different services; we also realise there are many construction management companies that can do the same thing. A prerequisite for building in Japan is a registered Japanese Architect of Record and a Licensed Construction Contractor - but how these interact with other suppliers in the chain, and the best way for these suppliers to work with the UK is something we want to explore. Finally, alternative methods of construction, such as pre-fabrication may be explored, but again we want to understand your recommendations for including this within the supply chain, and in fact whether DBO suppliers in the market can provide these alternative methods of construction directly.

Presently, no options are off the table. Now is your opportunity to input your suggestions and support us in refining our strategy so that when we formally approach the market to tender for our DBO contract(s), what we tender for empowers you to provide the best market solution for our needs within the timescales available.

Next slide please



Outline of critical Timelines (Slide 14)

The EOC has set hard deadlines of 13th July 2024 for shell and core construction and 13th January 2025 for fitout. They have also provided recommended milestones for general design plan approval (January 2023) and final design plan and build permit approval (July 2023).

Our high-level timelines are subject to change, but at a glance indicate that we are currently aiming to release the procurement for the DBO Contract(s) from July 2023, with a view to award by October 2023. It is imperative that we wait the outputs of the first part of the ICDS contract before we approach the market so that you have the concept design to work with.

Expo has also communicated key dates as shown on this slide. Although previous Expos have taught us there is often flexibility in these dates, we must endeavour to work to them until instructed otherwise, and therefore should be considered in respect of when we are aiming to award this contract.

Please refer to the text on the slide.

What we are seeking from the industry? (slide 15 & 16)

Through market engagement we will be looking at addressing 5 key areas to test our approach and refine our strategy.

The first is timelines for construction and capacity. How will different methods of construction affect our ability to meet the timelines, especially the deadlines set by Expo, and ultimately the 13th April 2025? Will a formula of contracting lead to a better, less risky result for construction in respect of time? We also want to know what your appetite for our requirements would be, and the capacity you have with many countries now competing for your services.

Next we want to understand security of supply - how does the availability of materials affect your opinion of how the design and construction of pavilions should be approached? Are there materials and methods of construction you would recommend due to supply lines. How do you work to ensure availability of what you need? What networks do you have set up to be used for Expo?

We also want to understand the main cost drivers - how are inflationary pressures affecting delivery in Japan and what do you see is likely to happen between now and when Expo starts? Are there any opportunities for economies of scale with many countries approaching the same suppliers for essentially the same services - for example, is it helpful if more pavilions were built in the same way or from the same materials?

We have previously spoke about how we want to contract so will be asking specifics on ways of working - would you propose to form a consortium, deliver on your own or have some kind of supply chain model? What are you preferred pricing mechanisms for this type of contract and what type of contract would you expect between the UK Government and the DBO Contractor(s)?

Finally, we want to understand how sustainable outcomes can be achieved and can be built in from the start.

Next Steps: Market Engagement Process summary (slide 18)

As we reach the end of the Webinar, I will now run through the next steps. We invite you to complete the "Supplier Questionnaire (SQ)" which can be accessed via the QR Code/Link on this slide. This is an online questionnaire that asks you to give your views across the 5 key areas indicated on the previous slides. Completed questionnaires will be held in confidence by the Osaka Project Team and not shared



with other Parties outside of the government. They will be reviewed and the information used to refine our options and decide on an approach. Please complete questionnaires by 3rd March. There is space in the questionnaire for you to pose to us any question you have at this stage.

For those that complete the questionnaire, we are also conducting one-to-one market engagement from now until early March. If of interest to you, you can register with us to have a one-to-one meeting (using the email address you used to register for access to this webinar) to discuss your insights further. We will be holding meetings virtually in the UK between 20th and 23rd February and in-person in Osaka between 27th February and 3rd March. Please be aware we have a finite availability for each so meetings will be scheduled at our sole discretion.

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