



12 September 2025

Request for quotation (RFQ) – UK PACT Expert Deployment

RFQ title	Work Package 4.2: ASEAN Smart Mobility Roadmap to Support the Green Transition Phase I
RFQ issue date	12 September 2025
Project title	Work Package 4.2: ASEAN Smart Mobility Roadmap to Support the Green Transition Phase I
Close date and time	03 October 2025 (12:00 BST)
Details for submission	Expertdeployments@ukpact.co.uk

Palladium as the delivery partner for the Foreign, Commonwealth and Development Office (FCDO) funded UK Partnering for Accelerate Climate Transitions (UK PACT) programme invites you to submit a quotation for the services detailed in this RFQ.

Please forward your quote in accordance with the Details for Submission above by the Close Date and Time. This RFQ includes the following materials:

Schedule 1 – Terms of Reference

Schedule 2 – Instructions for submission

Schedule 3 – Terms and Conditions

Annex I – RFQ Response Form

Annex II – Budget and workplan template

We look forward to your response. If you have any questions, please do not hesitate to expertdeployments@ukpact.co.uk

Schedule 1 - Terms of Reference

1.1. Overview of requirements

Name of project	Work Package 4.2: ASEAN Smart Mobility Roadmap to Support the Green Transition Phase I
Country/region	Indonesia
Proposed start date	03/11/2025
Proposed end date	31/03/2026

1.2 Context and scope of work

Background and Context

ASEAN-UK Green Transition Fund (GTF) background

- The ASEAN-UK Green Transition Fund (GTF) aims to accelerate ASEAN’s transition to a clean and climate-resilient economy by reducing emissions in key sectors, supporting green economic growth and improving the livelihoods of vulnerable people. It will provide technical assistance throughout the region, targeting all ten ASEAN Member States (AMS) and Timor-Leste. The GTF works with ASEAN institutions, such as the ASEAN Secretariat, ASEAN Centres and Facilities, and various ASEAN Entities and Sectoral Bodies.
- The GTF is a key tool to enhance collaboration between the ASEAN Secretariat, ASEAN Member States, and the UK on climate action. It supports impactful projects through capacity-building, knowledge-sharing, and peer-to-peer learning. It also pilots transformational technologies and facilitates evidence-based climate mitigation actions. Climate adaptation co-benefits will also be delivered.
- The ASEAN-UK GTF spans across five pillars:
 - I. Strengthening Climate Policy and Institutional Capacity (Climate Policy)
 - II. Greening Finance to Strategic Mitigation Action (Green Finance)
 - III. Accelerating Clean and Just Energy Transition Measures (Clean and Just Energy Transition)
 - IV. **Advancing Sustainable Cities and Transportation (Cities and Transportation)**
 - V. Enhancing Nature-based Solutions for Climate Mitigation (Nature-based Solutions)
- This Expert Deployment focuses on specific interventions planned under Pillar IV Advancing Sustainable Cities and Transportation.

Pillar IV Sustainable Cities and Transport

- The ASEAN region has undergone a period of rapid development and urbanisation causing challenges for cities and transport around sustainable growth, GHG (Greenhouse Gases) emissions and equity. Transport is the 3rd biggest contributor of GHG emissions in ASEAN and metropolitan and secondary city urbanisation continues at pace.
- In response, the ASEAN has set out a clear vision for low carbon transport and city development, with transport identified as a key sector in the ASEAN State of Climate Change Report 2050 (2021) and a vision set forward in the ASEAN Regional Strategy on Sustainable Land Transport for “a transport system that is equitable, efficient, safe and clean, which is in line with global sustainable

development and climate change objectives, and provides access to opportunities as well as fosters regional inclusive growth and development”.

- In Transport sector itself, initiatives have been taken into place, including the activities under the ASEAN Leaders’ declaration on EV Ecosystem, development of ASEAN Guidelines on Urban Freight Transport, ASEAN Guidelines on Light Electric Vehicle, and also the development of ASEAN Fuel Economy Roadmap for the Transport Sector 2018-2025: with focus on light-duty vehicles and its implementation report. Please refer to the Annexe of this TOR to learn more about the detailed ASEAN Strategic documents to review.
- However, despite a growing number of activities and initiatives at the ASEAN regional, country and city levels, much work is still needed to accelerate the reduction of GHGs from the transport sector in a more holistic and end-to-end way to make real change.
- Through this pillar, the ASEAN-UK GTF aims to address several critical gaps in ASEAN’s sustainable cities and transport transition, including fragmented and project-driven approach in decarbonisation efforts in ASEAN; lack of prioritisation in GHG emission reduction, planning and infrastructure gap with the increasing number of population; slow policy adaptation & weak enforcement; challenge in financing; have not prioritise equitable transition; lack of awareness, institutional capacity, and knowledge-sharing mechanisms; and insufficient support to drive innovation.

Work Packages for Pillar IV Sustainable Cities and Transport

- Extensive consultation and discussions have been conducted with ASEAN Secretariat (ASEC) Transport Division to help refine and develop priority work packages under Pillar IV that deliver the desired impact and outcomes.
- Two key work packages were identified
 - Work Package 4.1: ASEAN Low-Carbon Urban Transport Action Plan
 - Work Package 4.2: ASEAN Smart Mobility & Innovation Roadmap to Support the Green Transition **(subject of this RfQ)**

Problem Statement

- As ASEAN cities continue to urbanise, smarter, data-driven mobility solutions are critical to the green transition in improving efficiency, accessibility, and resilience. Smart mobility has been directly flagged as one of the priorities that needs support under the next ASEAN Transport Sectoral Plan 2026-2030 and ASEAN Community Vision 2045. As set out above, ASEAN cities face several critical and interlinked challenges in delivering sustainable cities and transport. WP4.2 is highly aligned with addressing these problems. Many ASEAN cities lack the necessary hard and soft infrastructure to support smart mobility innovations, and there has also been a lack of focus on smart mobility innovations that directly support key outcomes around emissions reduction, equity, accessibility, safety and travel behaviour change. This is compounded around slow policy adaptation to emerging technologies and a lack of long-term planning particularly with emissions reduction in mind.

Outcomes

- Therefore, the aim of Work Package 4.2 is to chart a long-term, forward-thinking and practical roadmap for ASEAN’s smart mobility sector to achieve emissions reductions through the adoption of innovative mobility solutions and technologies to better support the green transition. Focused
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on emissions mitigation and accelerating the green transition, the roadmap helps ensure ASEAN takes an outcome-led approach to smart mobility and transport innovation rather than a technology-led approach. Beyond emissions reduction, key outcomes that smart mobility and transport innovation can help deliver include wider outcomes for communities and the environment, including equity, accessibility, resilience, safety and travel behaviour change.

- WP 4.2 contributes directly to the ASEAN-UK Green Transition Fund (GTF) Theory of Change by generating forward-looking, evidence-based models and fostering regional collaboration to advance climate-smart mobility solutions. Through foresight planning, stakeholder engagement, and the development of a Smart Mobility & Innovation Roadmap, this project strengthens the technical capacity of ASEAN stakeholders, supports the development of innovative models for climate action, and promotes the exchange of knowledge and learning across the region. In doing so, WP 4.2 establishes a foundation for ASEAN Member States to adopt evidence-informed solutions and enhances collaboration across the region, which is expected to ultimately contribute to the outcome of accelerating emissions reductions and delivering inclusive, climate-resilient transport systems.

1.3 Outputs and timelines

Activities

WP 4.2 centres on developing a forward-thinking, practical roadmap for ASEAN's future smart mobility sector to achieve emissions reductions through the adoption of innovative mobility solutions and technologies over the longer term. The roadmap will explore the role themes such as alternative fuels, autonomous vehicles (AVs), shared mobility, and AI-driven transport solutions, etc., have in shaping a low-carbon future. By utilising scenario planning and foresight, the roadmap will support the ASEAN Transport Sectoral Plan 2026-2030, ensuring that policies and initiatives are outcome-oriented and centred on reducing emissions. The Road Map will act as a playbook reference document summarising example strategies for ASEAN. Then the implementation of feasibility studies and pilot projects for priority measures will test these innovations, demonstrating their potential for practical, regionally adaptable climate action. Stakeholder engagement, knowledge transfer, and capacity-building activities will be crucial to all elements of the work. Due to funding windows, the work package has been broken into two distinct phases, and this ToR focuses on phase 1, which is set out in detail below.

Key tasks and activities:

4.2.1 Foresight and Vision setting: Develop a long-term and outcome-led Vision for smart mobility to support the green transition

- Review key ASEAN strategies, strategic reports and stakeholder engagement outcomes from the sustainable transport sector, including those listed in the Annexe.
- Prepare an inclusive stakeholder engagement plan for the project in conjunction with the ASEC Transport Division for region-wide engagement activities

- Develop GEDSI Action Plan, review key ASEAN strategies, strategic reports and stakeholder engagement outcomes from the sustainable transport sector, including those listed above, as an input into the foresight planning and analysis
- Proactively engage ASEAN (e.g. attending relevant working groups as steered by ASEAN Secretariat, conducting workshops, etc) to get a deeper understanding of ASEAN Member States' vision
- Utilising foresight techniques such as scenario planning and workshops, create an inclusive long-term vision for future mobility in close coordination with stakeholders
- Identify pathways for emissions reductions through future mobility innovations, and ensure that the foresight approach focuses on measurable outcomes for the inclusive green transition.

4.2.2 **Strategies, Roadmap and Priorities: Prepare a Draft ASEAN Smart Mobility & Innovation Roadmap**

- Using the outcome-led approach, explore the role of smart mobility and transport innovation solutions such as alternative fuels (e.g., conducting study for utilisation of multi-fuel and/or flex fuel for vehicles in ASEAN), autonomous vehicles (AVs), shared mobility services, and AI-driven solutions in driving emissions reductions and improving transport systems.
- Identify challenges, opportunities, and current practices of GEDSI mainstreaming in smart mobility and green transport innovation solutions that support green transition.
- Identify and document best practices relevant to ASEAN cities' pathway and green transition (including GEDSI mainstreaming strategies and practices).
- Identify challenges and opportunities for future mobility deployment in ASEAN member states.
- Leverage opportunities to share international best practices and UK learnings including through a region-wide inclusive technical workshops. Minimum of two workshops, each workshop will be at least 2 days with 35 participants located in main ASEAN cities, such as Bangkok, Kuala Lumpur, Jakarta, Manila, etc.
- Providing evidence-based recommendations for policies and interventions that support the adoption of smart mobility innovations that support the green transition
- Develop a road map for ASEAN Member States that provides a playbook reference document summarising example strategies for ASEAN
- Help identify priority policies and interventions for further work, piloting and testing in Phase 2

Timeline

- Work Package 4.2: ASEAN Smart Mobility & Innovation Roadmap to Support the Green Transition Phase I is estimated to start the implementation in October 2025 and finish in March 2026.

Key Stakeholders

- ASEAN cooperation for transport was established through the leadership of the ASEAN Transport Ministers Meeting (ATM) and its ASEAN Senior Transport Officials Meeting (STOM), together with its thematic working groups for which the ASEAN Land Transport Working Group (LTWG).
- For this work package, the key stakeholder will be the ASEAN Secretariat (ASEC) Transport Division. ASEC provides institutional support to all ASEAN bodies and its transport division provides technical and administrative support to the ASEAN Transport Ministers (ATM) and STOM on delivering transport initiatives. Feedback from Transport Division will be important during implementation.
- Stakeholder engagement will be lead and coordinated at a regional level with the ASEC Transport Division. A detailed inclusive stakeholder engagement will be developed by the Supplier to engage a wider pool of city and transport policy makers and stakeholders across the AMSs for region wide technical workshops and consultation.

Outputs

Output	Description	Deliverable due
Inception Report	Set out and agree on the detailed work plan, engagement plan and activities, ToC, MEL plan, and GEDSI action plan.	Month 1 (End of Nov 2025)
4.2.1 Recommendation Report on Foresight and Vision Setting	Sets out the findings and recommendations for the Foresight and Vision setting planning analysis. The report will also present findings from the strategies playbook review and stakeholder engagement activities, findings of GEDSI mainstreaming practices, and progress towards the GEDSI Action Plan.	Month 2 (Dec 2025)
4.2.2 Draft ASEAN Smart Mobility & Innovation Roadmap to Support the Green Transition Report	A forward-thinking, practical, inclusive draft roadmap for ASEAN's future transport sector to achieve emissions	Draft - Month 4 (Feb 2026)

	<p>reductions through the adoption of innovative mobility solutions and technologies, and sets out the possibilities to AMS and identifies priority initiatives.</p> <p>Knowledge repositories to store all information produced from engagement, knowledge transfer, and capacity-building activities</p>	<p>Final - Month 5 (Mar 2026)</p>
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1.4 Required expert qualifications and experience

A team of technical experts and project management support, which can be think tanks, consultancies (private sector firms), academic institutions, NGOs, professional associations or similar organisations that have the knowledge, skills and experience to deliver Technical Assistance projects relating to sustainable cities and transport. We expect the team to have proven professional experience working with ASEAN and/or prior experience in delivering similar technical assistance in the priority sector.

It is estimated that 6-7 personnel will be required to deliver the scope of work from heavy technical details, project management, to event management and logistics.

- **Smart Mobility/Transport team lead** who will steer the assignment and bring deep expertise in smart mobility;
- **Smart Mobility/Transport technical experts** who will work on the technical studies and develop a smart mobility roadmap;
- **Capacity Building and Learning Design Lead** who will be in charge of designing workshop, knowledge transfer and capacity building activities;
- **GEDSI Adviser** who will ensure inclusive facilitation and safeguarding to attract women and other disadvantaged groups;
- **MEL Specialist** who will craft the project Theory of Change, MEL plan and results framework, prepare final MEL report and template;
- **Project manager and assistants** to tailor all project activities and reporting, manage ASEAN project formalisation and potential collaboration within ASEAN-UK GTF and UK PACT programme, as well as support with travel, accommodations and logistics.

1.5 Reporting



Alongside the project-specific reporting outlined in the output section and below, the supplier will also be required to align with the ASEAN-UK GTF programme monitoring and reporting governance framework, which includes:

- Monthly progress reporting on outputs, including interim reports
- A full project completion report, summarising project achievements, any lessons learned through delivery, including progress and learnings on GEDSI, and any recommendations for future action.

In line with the UK PACT's GEDSI strategy, all projects are expected to complete a GEDSI training and develop a GEDSI Action Plan with the support of the Fund's GEDSI expert. Progress reports should include updates on progress towards the GEDSI Action Plan.

To report against standard UK PACT indicators, the supplier will also need to collect and report disaggregated data on the organisations and individuals participating in workshops and training. Disaggregation should cover gender as a minimum and include age, disability, geography, and other social characteristics where feasible. As applicable, the supplier may also be asked to accomplish indicator-specific baseline and reporting tools such as for assessing institutional capacity.

1.6 Budget and contracting

The maximum budget is GBP 300,000 which must include personnel and expenses and be inclusive of all applicable local taxes, insurances, superannuation, non-working days and all other overheads and expenses of whatsoever nature that may be incurred. Where applicable, UK VAT may be charged by the supplier in addition to the Total Agreement Sum.

The supplier must provide a breakdown of budgeted personnel and expenses using Annex II.

Expenses should cover workshop and conference logistics, venue, any interpretation & translation services, travel & accommodations of delivery team, as well as participants.

Please note that the selected supplier will also be responsible for arranging and organising the travel and accommodation, venues and packages for all workshops and stakeholder engagement sessions. Managing these logistical aspects is a component of the service expected.

The successful supplier having passed the requisite due diligence checks will enter into a subcontractor agreement with Palladium for the delivery of these services on a time and materials basis. The agreement will include a milestone payment structure with 30% of personnel fees withheld against agreed deliverables. The exact milestone structure will be agreed between both parties during contract mobilisation.

The supplier will submit a monthly invoice, forecast and progress update.

Schedule 2 – Instructions for submission

2.1 Submission process

Timeline

Stage	Date
1. Terms of Reference (ToR) and application process launched	12/09/2025
2. Date for confirmation of intention to bid	23/09/2025
3. Deadline for receipt of clarification questions	23/09/2025
4. Deadline for submission of applications	03/10/2025
5. Applicants notified of project selection	10/10/2025
6. Due diligence complete	31/10/2025
7. Agreement signature	03/11/2025

Applicant guidance

Interested suppliers should complete and submit the below documents to expertdeployments@ukpact.co.uk with the subject line: **RFQ Submission – [Supplier name] ASEAN Smart Mobility Roadmap**

- **RFQ Response form**
- **Budget and Workplan Template**
- **CVs of key experts or personnel** (max two pages per CV)

Please note the following key dates:

- **Expression of interest:** 23/09/2025 (12:00 BST) – express your (non-binding) interest in bidding and receiving tender updates by emailing expertdeployments@ukpact.co.uk
- **Deadline for Queries:** 23/09/2025 (12:00 BST)
- **Submission Deadline:** 03/10/2025 (12:00 BST)

2.2 Evaluation criteria

Criteria	Category	Weighting
Technical	Approach and methodology	30%
	Personnel	50%
Commercial	Competitiveness of the supplier's personnel cost	20%
Total		100%

2.2.1 Technical evaluation

The technical criteria will be evaluated by the procurement panel using the scale detailed below:

Score	Description
5 (Excellent)	Demonstrates an expert understanding of the project and proposes excellent and accurate solutions which address all requirements, and which are innovative where appropriate. Responses are excellently tailored to the context in all aspects. The level of detail and quality of information provides the highest degree of confidence in the ability to deliver.
4 (Very Good)	Demonstrates a very good understanding of the topic relating to delivery of the project. Responses are relevantly tailored to the context in the majority of aspects. There is sufficient detail and quality of information to give a strong level of confidence that they will deliver.
3 (Good)	Demonstrates a good understanding of the topic relating to the delivery of the project. Responses are reasonably tailored to the context for many of the aspects. There is a good level of detail and quality to give a good level of confidence that they will deliver.
2 (Satisfactory)	Demonstrates a satisfactory understanding of the topic relating to delivery of the project. Some appetite to tailor to context where required. Provides a limited level of detail and the quality of information provided gives only some level of confidence that they will be able to deliver satisfactorily.
1 (Unsatisfactory)	Demonstrates a poor understanding of the topic relating to delivery of the project. Poor tailoring to the context where this is required. Generally, an unsatisfactory and a low level of quality information and detail, leading to a low level of confidence that they will deliver.
0 (Fail)	Failure to address the material requirements of the project. No tailoring of responses to meet the context. No quality responses providing no confidence that they will deliver.

2.2.2 Commercial evaluation

The commercial evaluation will be conducted using the total cost quoted in the Schedule III - Budget and Workplan (Cell V15 of “Budget Summary” sheet).

Supplier scores will be calculated relative to the lowest price supplier using the formula below:

$$((\text{Cost of lowest price supplier} / \text{cost of supplier}) * \text{price weighting } 20\%)$$

Where required, a Best and Final Offer process may be used to differentiate between suppliers of equal scoring.



Terms and Conditions

- 1. Quote conditions**

By submitting a quote, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in GBP.
- 2. Quote Lodgement**

The Company may grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFQ unless the Company determines to do so otherwise at its sole discretion.
- 3. Evaluation**

The Company may review all quotes to confirm compliance with this RFQ and to determine the best quote in the circumstances.
- 4. Alterations**

The Company may decline to consider a quote in which there are alterations, erasures, illegibility, ambiguity or incomplete details.
- 5. The Company's Rights**

The Company may, at its discretion, discontinue the RFQ; decline to accept any quote; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a Quote; satisfy its requirement separately from the RFQ process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate quotes as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers
- 6. Amendments and Queries**

The Company may amend, or clarify any aspect of the RFQ prior to the RFQ Closing Time by issuing an amendment to the RFQ in the same manner as the original RFQ was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties. Any queries regarding this RFQ should be directed to the Contact Person identified on the cover page of this RFQ.
- 7. Clarification**

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their quotes. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their quote.
- 8. Confidentiality**

In their quote, potential suppliers must identify any aspects of their quote that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their quote. The potential supplier acknowledges that in the course of this RFQ, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFQ and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFQ and after the completion of the process
- 9. Alternatives**

Potential suppliers may submit quotes for alternative methods of addressing the Company's requirement described in the RFQ where the option to do so was stated in the RFQ or agreed in writing with the Company prior to the RFQ Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.
- 10. Reference Material**

If the RFQ references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their quote. And provide it to the Company upon request.
- 11. Price Basis**

Prices quoted must be provided as a fixed maximum price and show the tax exclusive price, the tax component and the tax inclusive price. The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for Services.
- 12. Financial Information**

If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Services over the term of any agreement. If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.
- 13. Referees**

The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.
- 14. Conflict of interest**

Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).
- 15. Inconsistencies**

If there is inconsistency between any of the parts of the RFQ the following order of precedence shall apply:

 - (a) these Terms and Conditions;
 - (b) the first page of this RFQ; and
 - (c) the Schedule so that the provision in the higher ranked document will prevail to the extent of the inconsistency.
- 16. Collusion and Unlawful Inducements**

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their quote or the RFQ process. Potential suppliers must disclose where quotes have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their quote from consideration. Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFQ) which could give rise to a perception of bribery or corruption in relation to the RFQ or any other dealings between the parties.
- 17. Jurisdiction**

This Agreement shall be subject to the laws of the Jurisdiction. The Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this Agreement or the breach, termination, or invalidity thereof. If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this Agreement or the breach, termination, or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules in effect on the date of this Agreement. The appointing authority shall be the Secretary-General of the Permanent Court of Arbitration. The Parties will be bound by any arbitration award rendered as a result of such



arbitration as the final adjudication of any such dispute. The place of arbitration shall be the headquarters location of Company at the time the claim is filed and the language of the arbitration will be English. The relevant laws shall be the laws of the Jurisdiction.

If your quote is successful, you will be required to enter into the Company's standard contract for the types of services being provided. In the provision of the Services, you will be required to comply with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant Project Manual. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any quotes pursuant to this RFQ. If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process.