Government of Bermuda

Ministry of Cabinet

Post Office

Addenda

For

Logistics and Package Consolidation Services

Procurement No.: BPO2026-01

Issued: **November 16th, 2026**

Submission Deadline: **Friday, December 4th, 2026, 1:00:00 p.m. Bermuda Local Time**

Addenda No. **002**

Addenda Type: Questions and Answers

Notice to Proponents

This Questions and Answers Addendum is issued in accordance with Section 3.2.2, All New Information to Proponents by Way of Addenda, of the Request for Proposals (RFP).

The questions received from proponents and the Government's responses are provided below for information and clarification purposes. This Addendum forms an integral part of the RFP and shall be read in conjunction with the original procurement documents.

In accordance with the RFP, proponents are responsible for reviewing and obtaining all addenda issued by the Government. Proponents must acknowledge receipt of this Addendum in their proposal submission.

The following addenda supersede information contained in the solicitation document issued for this procurement to the extent referenced. This Addenda forms part of the solicitation documents and will be subject to all conditions set out in the contract conditions.

Except as expressly amended or clarified, all other terms and conditions of the RFP remain unchanged.

Thank you for your questions regarding RFP BPO2026-01.

Numbers	**Questions and Answers**
Question 1:	Can you share monthly volumes for the last 12-24 months for the air package service being tendered? Ideally, parcels received, shipments sent after consolidation, actual and chargeable weights, and the breakdown by origin. How many customers ship each month, and what volumes are you using to compare bids?
Answer 1:	Bermuda Post currently has package volume data readily available for the most recent 12 months. During this period, approximately 9,794 parcels were processed, averaging 816 parcels per month. Monthly parcel volumes ranged from 657 to 1,300 parcels, with higher volumes typically experienced during the peak holiday season. Historical volumes beyond 12 months can be obtained if required, from approx. 750 orders placed on a monthly and rotational basis.
Question 2:	How much existing volume would move over to the new provider?
Answer 2:	No existing customer activity or minimum volume is guaranteed to transfer. A cut-off date to end transportation and processing of inbound mail will be communicated to current service provider customers with a termination or last shipment date. Mail volumes for the new provider will start at '0'.
Question 3:	Would BPO commit to any minimum volume?
Answer 3:	No, the BPO is unable to commit to any minimum volume commitment, but as customer base is in Bermuda, we will commit to marketing and other efforts to reach residents to register on new platform.
Question 4:	Do you have figures on how long packages usually stay in storage, how many customer enquiries come in, and how often packages need repacking, consolidation, invoice follow-up or returns?
Answer 4:	Currently customers control the time their mail items remain in storage (with a cost after 30 days of $1 per day, per mail item). This cost is charged by service provider, under customer releases mail item for shipment. Usually, 98% of all packages stay in storage for less than 30 days.
Question 5:	We understand we would propose the revenue share. Does BPO have a minimum share or payment in mind? Could you also give an example of how you'd like the transport, supplemental and value-added revenue columns in Annex B filled out?

Answer 5:	The BPO expects a percentage share of transport fees or per Kilo or Pound rate to ship mail items to Bermuda. Please refer to Annex B for guidance how to complete.
Question 6:	Should the website, setup and integration costs in Annex B be worked into the shipping rates, or can we quote a separate setup fee?
Answer 6:	It is best to reflect set-up and implementation costs separately from shipping rates.
Question 7:	Could shipping rates be reviewed during the contract if freight, fuel or other costs increase?
Answer 7:	The BPO understands impact of exterior forces in postal industry and will be willing to structure 'service agreement' to reflect market changes.
Question 8:	Would customer payments go through BPO's merchant account or ours? Who would cover processing fees, refunds, chargebacks and fraud losses, and when would payments be settled between us? Annex A also refers to hourly fees and Government paying the provider. Would those sections be changed to reflect the revenue-sharing arrangement?
Answer 8:	The BPO expects that the service provider platform will process customer payments to initiate transport of packages to Bermuda, while the Post Office will apply final mile fees via its own platform to customers. Yes, costs are agreed during negotiation stage with costs responsibility identified and settled monthly, based on terms of payment. Costs, sections, etc. can be changed based on revenue share arrangement.
Question 9:	Annex B refers to delivery to the airport, so I'm assuming that this tender is for air freight only. Could you confirm this, as the main RFP also mentions ocean dispatch?
Answer 9:	The tender is for a logistics and consolidated package service of mail items into Bermuda. Transportation can be via ocean freight or air and priced accordingly and as agreed. In industry, air transport is more affordable, quicker and efficient from a customer satisfaction perspective.
Question 10:	At what point would we hand the freight over to BPO, and who would handle customs clearance, discrepancies and claims after that?
Answer 10:	The airline will hand over mail items to the Post Office upon arrival or at Port if transported by ocean (and after stored within Customs freight shed), for Post Office

	pick-up daily. Customs clearance will occur within the Post Office Mail Processing Center, for customer delivery within 24 to 48 hours. Our local customer service Team will handle discrepancies and claims as they arise with service provider's customer service team.
Question 11:	Can you share the technical specifications and sample files for connecting to BPO's payment, tracking and operational systems? How would customs clearance and final delivery updates get back to our platform? Would our developer have access to a test system and someone at BPO to work with?
Answer 11:	At this stage, BPO has not prescribed a specific technical architecture or interface specification. The successful proponent will be required to support the secure exchange of shipment, manifest, invoice, customs, customer, operational and financial information with BPO using industry-standard interfaces and secure data-transfer methods consistent with the requirements of the RFP. Detailed interface specifications, file layouts, testing requirements and implementation arrangements will be agreed with the successful proponent during the implementation phase. BPO currently maintains test and user acceptance testing (UAT) environments for applicable systems. Access requirements, testing arrangements, interface specifications and implementation support will be discussed and finalized with the successful proponent during implementation. BPO currently supports electronic data exchange for operational and tracking purposes. The successful proponent will be expected to integrate with BPO's approved interfaces and data-exchange mechanisms as agreed during implementation. The successful proponent will be assigned designated BPO contacts to support implementation, integration, testing and transition activities. The solution must support the exchange of shipment status information necessary to maintain end-to-end visibility, including shipment receipt, dispatch, customs processing, arrival and final delivery events.
Question 12:	Our tracking platform is in the final stage of development. Does the full BPO-branded platform need to be ready when we submit the bid, or can development be completed before launch?
Answer 12:	No. BPO does not require a fully completed BPO-branded platform at the time of proposal submission. Proponents should clearly describe their current solution, identify any functionality that remains under development, and provide an implementation approach, project plan and timeline demonstrating how all RFP requirements will be met prior to service launch.

	Evaluation will consider the completeness, feasibility, scalability and operational suitability of the proposed solution, as well as the proponent's implementation and integration capabilities.
Question 13:	What date would the service need to go live? What help would BPO and the current provider give with transferring customer accounts and data? Would you consider a phased launch?
Answer 13:	April 1st, 2027 or as decided. BPO recognizes that customer and operational data migration may form part of a transition to a new service provider. BPO-owned customer, shipment, operational, customs and financial data will remain the property of the Bermuda Post Office and the Government of Bermuda. Any migration approach would be developed during implementation planning and would be subject to applicable privacy, security, contractual and technical requirements. Proponents should describe their proposed data migration methodology, onboarding approach and any assumptions regarding data transfer and format requirements.
Question 14:	Annex A allows termination on 30 days' notice. If BPO ended the agreement without any fault on our side, would you consider covering agreed setup costs that had not yet been recovered through the shipping charges?
Answer 14:	As per Appendix A of the RFP: "The terms and conditions found in the Form of Agreement (Appendix A) are intended to provide advance notice of some of the key contractual provisions of the Agreement, including indemnities, limitation of liabilities, service requirements, etc. that form the basis for commencing Agreement between the Government and the selected proponent." The Agreement will be subject to the Contract Negotiation Process as outlined in Part 2 – Evaluation, Negotiation and Award in the RFP. Though 30 days seems a short period, during the negotiation stage, timeline and impact can be negotiated based on industry best practice and reduction of financial impact to both service provider and the Post Office.
Question 15:	If we use another company's software for the platform, would BPO still require us to provide the programming code behind it? We may not have permission to share it.
Answer 15:	No. BPO is not seeking ownership of, or unrestricted access to, a proponent's proprietary source code as part of the proposal process. However, proponents must clearly identify any third-party software, platforms, services or dependencies included within their proposed solution and confirm that they possess the necessary rights and permissions to provide, support and operate the solution throughout the contract term.

	The successful proponent may be required to provide technical documentation, interface specifications, security information and other materials necessary to support implementation, integration, security assessment, operation and contract management.
Question 16:	We noticed different breach-notification deadlines: five hours in the RFP, two hours in Annex A and 24 hours in Annex C. Which should we follow?
Answer 16:	Two (2) hours, but notification deadline will also be subject to negotiations and subject matter, based on service provider and Post Office operational set-up.
Question 17:	Will the RFP submission deadline be extended?
Answer 17:	No, but there is a possibility, based on factors beyond the control of the Post Office. If an extension is required, an addenda will be communicate to evidence per Part 3-Terms and Conditions of the RFP process, Section 3.2.3.
Question 18:	Warehouse Locations: Are locations in the UK and China mandatory or can operate from our existing US (Delaware warehouse)?
Answer 18:	No, UK and China locations are not mandatory, but remain part of BPO's intent to expand service lanes, beyond the US.
Question 19:	Shipment Volume: Is there an estimated monthly package volume, average shipment weight and expected consumer demand?
Answer 19:	Please refer to response #1
Question 20:	Shipping Frequency: Are daily shipments required or can we schedule consolidated air freight shipments based on volume?
Answer 20:	Daily shipments are required based on mail volumes to support frequency, but if consolidated shipments are timely to meet customer needs in service, we can schedule accordingly.
Question 21:	Postal Service Portal: Is there an existing government portal that you would like us to use as the foundation? If not can the development of a bespoke system be billed as a setup expense or is it expected to be built as part of the bid?
Answer 21:	No, there is no existing Government portal to use, and it is not anticipated that an existing Government portal or platform will be used. Yes, setup expense should be priced accordingly and part of bid as identified in Pricing Matrix.

Question 22:	What is the package volume per month for the last 24 months?
Answer 22:	Bermuda Post currently has package volume data readily available for the most recent 12 months. During this period, approximately 9,794 parcels were processed, averaging 816 parcels per month. Monthly parcel volumes ranged from 657 to 1,300 parcels, with higher volumes typically experienced during the peak holiday season. Historical volumes beyond 12 months can be obtained if required.
Question 23:	What are the consolidated shipment (billed) volumes per month for the last 24 months?
Answer 23:	Consolidated shipment volumes generally track below parcel volumes, as multiple parcels may be consolidated into a single customer shipment while some customer shipments may also contain multiple boxes. Based on recent operational activity, billed shipment volumes are estimated to average approximately 600-700 shipments per month, with seasonal increases during peak periods such as November and December. Detailed monthly billed shipment statistics for the full 24-month period can be provided.
Question 24:	What is the average total weight shipped per month for the last 24 months?
Answer 24:	Shipments from our U.S. forwarding facility are generally planned to remain within a target range of approximately 200 kg to 260 kg per dispatch, subject to current domestic airline cargo capacity and operational requirements. This helps minimize the risk of shipments being deferred due to space limitations on commercial flights.
Question 25:	What are current Origin split between US / UK / China?
Answer 25:	Currently, all mail received is transported from the US.
Question 26:	What are projected Origin split between US / UK / China?
Answer 26:	Split and ability to create transport lanes to Bermuda will be the responsibility of the successful service provider and capacity to transport.
Question 27:	What is the current cost per package for the service?
Answer 27:	The current cost per package cannot be accurately confirmed, as costs varies based on weight, consolidation, number of mail items within shipping box and related costs such as insurance, etc.

Question 28:	What is the current average number of Dangerous Goods packages per month for the last 24 months for the service?
Answer 28:	Approx. 300 per month, depending on customer preference.
Question 29:	What are the total number of customers signed up to MyBermudaPost?
Answer 29:	Approx. 5,900
Question 30:	What is the total number of active customers who have shipped in the last 12 months?
Answer 30:	Avg. approx. 750 as not everyone ships monthly
Question 31:	What is the reason for consecutive negotiations?
Answer 31:	To enable negotiations with the top-ranked proponent to finalise the agreement and provide the best service quality and value for money for BPO customers.
Question 32:	Has the OPMP approved a robust system for electronic filing of bids?
Answer 32:	Proposals will be received and securely stored electronically by the BPO in accordance with the Code of Practice for Project Management and Procurement.
Question 33:	Does the RFP require a service that can cover the USA, UK, China and other service and transport lanes, or merely one of these?
Answer 33:	The RFP is documented and released to reflect BPO's current and future intent to increase its market share and transport lanes to Bermuda, for BPO final mile service. UK and China locations are not mandatory but remain part of BPO's intent to expand service lanes.
Question 34:	What is meant by other service and transport lanes (i.e. from where)?
Answer 34:	Service and transport lanes means what services are proposed by proponent and from which countries are packages being transported to Bermuda (lanes).

Question 35:	Appendix C suggests multiple contract awards could be given for different global hubs. What is the criteria for comparing single and multiple hub bids?
Answer 35:	The RFP indicates that the BPO is seeking a non-exclusive service provider agreement. As stated in the RFP the "BPO reserves the right to make an Award to one vendor for all global hubs, or a Split Region Award (e.g., awarding the US East Coast hub to Vendor A and the UK hub to Vendor B) depending on which configuration yields the highest combined composite score for the country." This is to deliver the best service quality and value for money for BPO customers. Non-exclusive allows the BPO to work with more than one service provider at the same time to meet BPO operation goals.
Question 36:	How would a multiple versus single contract award work in the context of consecutive negotiations?
Answer 36:	The BPO's goal is to increase mail volumes into Bermuda. Utilizing more than one transport lane, or one service provider without overlap in services or competitive lane arrangements will help meet goal.
Question 37:	What is the rationale for a single contract award when the RFP is said to be for a non-exclusive procurement?
Answer 37:	The postal market can dictate several services depending on an ever-changing market and competitive limitations. Thus, a single award will work best if successful service provider can supply the BPO with multiple transport lanes.
Question 38:	How long has the BPO been planning to expand its operations to UK and China hubs for, and is this information that has been shared with any bidders in advance of the RFP?
Answer 38:	As a UPU member, the BPO currently receives mail from the UK and China, and many other countries within its nature course of business, but for final delivery to Bermuda residents. No RFP related information has been shared prior to release, though BPO's interest to expand transport lanes has been communicated in the past. It is also important to mention that divulging confidential information to a third party, associated or not associated with RFP will be widely considered a serious ethical breach, a violation of professional conduct, and may result in legal liability and disqualification. • BPO will provide information it is authorised to disclose and that is relevant to preparing proposals. • Personal information and protected commercial information will not be disclosed.

	• Historical figures, where provided, are indicative and carry no guarantee of future volumes. • All material clarifications will be made available to all prospective proponents through the formal procurement channel.
Question 39:	At 3.2.4, what sort of third parties are envisaged as providing feedback?
Answer 39:	Under section 3.2.4 (Verify, Clarify and Supplement) of the RFP the Government may request further information from third parties in order to verify, clarify or supplement the information provided in the proponent's proposal. This includes PIPA, Cybersecurity and OPMP feedback.
Question 40:	At C.F, it says that failing a minimum score will result in a bidder not proceeding, but the table below this has N/A for minimum thresholds. How are these reconciled?
Answer 40:	They are reconciled based on pre-determined criteria per acceptable procurement standards and part of related scoring.
Question 41:	What specific technical criteria is required to operate within the BPO's current digital infrastructure?
Answer 41:	Technical requirements have been communicated and will be further developed once a service provider is selected to ensure compliance to cybersecurity and privacy guidelines.
Question 42:	What is entailed in National Security Stage 2 vendor evaluation?
Answer 42:	As local residents will be providing private information to the BPO and its service provider via an external and internal platform, the BPO is obligated to meet Government IT cybersecurity and privacy requirements to reduce risk. This will occur in Stage 2 and in conjunction with Governments' Cybersecurity unit.
Question 43:	Why does the bidder need a payment platform, given that the RFP at D.A(k) says that the aim is for a bidder to integrate with the BPO's existing payment platform?
Answer 43:	The BPO final mile processes will be managed by the BPO. The proponent needs a platform to charge customers prior to transport of mail to Bermuda, as it is best to limit integration to customer information, not financial payment information.

Question 44:	Which origin markets and air/ocean services are mandatory at launch, and may bidders offer selected regions or a phased rollout? Please reconcile the intention to contract with one legal entity with the provision for split-region awards and explain how shared platform and integration costs would be treated if regions are awarded separately.
Answer 44:	The scope identifies the United States, with intent to expand to the United Kingdom, China and other proposed lanes, but does not establish an unambiguous minimum launch configuration. Proponents should identify each origin, warehouse, transport mode, operational readiness date and any proposed phasing. The service must be operational in each approved origin market from its agreed commencement date.
Question 45:	Please provide available historical volumes and the forecast used for evaluation, by origin, month, service, actual/billable weight and dimensions, including customer numbers, consolidation rates, and peak demand. We recognise that volumes are not guaranteed; where data is unavailable, what common assumptions should bidders use for capacity, pricing, and annual revenue projections?
Answer 45:	Please refer to answer #1 and #22.
Question 46:	What are the required mobilisation, integration, testing, approval, and go-live dates relative to the anticipated agreement execution on April 5th, 2027? Please identify BPO resources and dependencies, and whether warehouse readiness at contract commencement and a subsequent platform launch are acceptable.
Answer 46:	The attached timetable anticipates agreement prior and execution on April 5th, 2027. It does not prescribe separate mobilisation, testing or go-live dates. Proponents should submit a milestone programme covering warehouse readiness, configuration, integration, data preparation, testing, training and launch, identifying BPO inputs and dependencies. The award requires the Government vendor security and privacy evaluation, including Stage 2. Go-live additionally requires live technical validation, an Authority to Operate or Interim Authority to Operate and IT Governance Committee Deployment Authorisation. Agreement execution alone does not permit live operation.

Question 47:	Is this a new service or a replacement of an existing operation? If a transition is required, please provide the scope of customer/account and data migration, existing domain and overseas-address arrangements, and responsibility for in-transit parcels, balances and outstanding claims.
Answer 47:	Replacement. The supplied procurement pack does not define an incumbent transition or migration inventory. Proponents should describe their transition approach and separately identify assumptions and costs for account migration, address changes, data cleansing, customer communications and parallel operation. Ownership of BPO branding, domain and service data remains with BPO and Government.
Question 48:	BPO is stated to provide last-mile processing and delivery, while the matrix specifies delivery to L.F. Wade International Airport. Please define the supplier's air and ocean handoff points and responsibility for import clearance, importer-of-record arrangements, brokerage, duties collection, terminal charges, collection/delivery fees, and risk of loss before and after handoff. How will BPO provide clearance and final-delivery tracking events?
Answer 48:	Annex B identifies air carrier delivery and handoff at L.F. Wade International Airport. Appendix D assigns Bermuda last-mile processing and delivery to BPO. Proponents should price air service (and even ocean, if proposed to Port in Hamilton) to the stated airport handoff and disclose the delivery terms, included charges, custody transfer and insurance arrangements. BPO processing and final-delivery events must form part of the proposed end-to-end tracking integration.
Question 49:	What minimum air/ocean departure frequencies and transit targets are required for each origin? Does dispatch within one business day mean release from the warehouse or actual carrier departure, and how does it apply to consolidation waits, sailing schedules, payment/customs holds, origin holidays and disruptions? Please confirm SLA clock definitions, permitted exclusions and any proposed service-credit or penalty regime.
Answer 49:	The published service levels include logging 95% of receipts within 8 hours and 100% within 24 hours; customer notification within 2 hours after logging and photography; dispatch within one business day after a completed shipping request; and manifests and invoices before departure or on shipment day. The RFP does not prescribe route-specific departure frequencies or transit times. Proponents should state these by lane and mode, t best meet BPO customer needs for timely delivery.

Question 50:	Please specify required maximum parcel weights/dimensions, free-storage periods, inspection/photography standards and policies for restricted or dangerous goods, batteries, unclaimed goods and merchant returns. Which services must be offered, what authority is required for disposal or return, and who bears storage, return, disposal and uninsured-loss costs?
Answer 50:	The RFP asks for a numeric maximum weight or dimensions up to 60 pounds, and also up to 120 pounds. Free-storage period or universal acceptance policy for batteries and dangerous goods has to be met by service provider. Proponents should state their limits, carrier restrictions, inspection and photography procedures, storage periods and charges. For non-deliveries in Bermuda, return and disposal procedures will be administered per current RTs policy and postage payment by importer customer. Goods must only be accepted and transported under applicable origin, carrier and destination requirements. Charges and exclusions must be disclosed before the customer commits.
Question 51:	What customer support hours, time-zone coverage and channels are required, and how will responsibilities be divided between BPO and the supplier? Please confirm claims ownership, compensation/declared-value limits and approval responsibilities, including claims involving BPO or other downstream delivery parties.
Answer 51:	Published targets are routine enquiry acknowledgment within 4 business hours, claims acknowledgment within 2 business days and claims resolution normally within 15 business days. No minimum operating hours, channel list, compensation limit or declared-value schedule is specified, but BPO hours of operation from a customer service perspective will be between 8:00 a.m. to 4:00 p.m. BDA time. Proponents should identify support hours and time zones, customer channels, escalation coverage, claims handling and insurance terms. The proposed model should distinguish overseas warehouse/carrier matters from Bermuda final mile processing and delivery matters, while providing customers with a clear route to assistance and traceable case ownership.
Question 52:	Please issue the definitive pricing-scoring formula. Appendix C states a 15% overall weighting and a 30-point composite index, but the affordability and revenue-yield components are each labelled 10 points while their descriptions award a maximum of five. How are the components scaled to 15%, how are multiple hubs combined, and what objective criteria determine unbalanced pricing?
Answer 52:	The overall pricing weighting is 15% and the six rated categories total 100%. Appendix C contains an internal inconsistency: a 30-point index with three 10-point components, but affordability and revenue-yield descriptions award at most 5 points each. A definitive calculation will be inferred reliably and applied uniformly to all submissions.

Question 53:	Could BPO provide a corrected matrix or authorise formula corrections? Other Fees currently multiplies transport by fulfilment costs; Total Costs has a formula only in I17 and excludes columns B-D; BPO Total Revenue has a formula only in P17, includes Vendor Revenue Share and omits Other Service Revenue; and B-D totals sum across weight bands. Please confirm the intended calculations and whether J and K are additive or alternative revenue-share bases.
Answer 53:	Totals per submissions should be and will be checked and corrected to ensure accuracy.
Question 54:	How should one-off platform, setup and integration costs be entered without being duplicated across weight bands or hubs? Please define each cost/revenue column, whether entries are monetary amounts or percentages, and how the final customer retail price, supplier receipts and BPO receipts are derived without double-counting
Answer 54:	Platform, setup and integration costs must be clearly identified as one-off, recurring or amortized. They must not be charged repeatedly merely because the matrix contains multiple weight bands or hubs. State any recovery assumptions and show whether each cost is paid by BPO, included in customer prices or funded by the supplier.
Question 55:	Yes. Please confirm the required layout for separate hub, air/ocean and consolidated/non-consolidated schedules, including any requirement to price parcels above 60 lb, oversize freight, storage, returns and optional services. May the workbook be duplicated or supplemented with additional schedules?
Answer 55:	Separate pricing and royalty schedules are required for each proposed hub. Annex B also calls for consolidated and non-consolidated pricing using billable weight, with actual or dimensional weight as applicable. The supplied matrix can also cover 61 – 120 lb also and based on service provider ability. Proponents should disclose the dimensional divisor, rounding, minimum weight, transit basis and all optional or exceptional charges.
Question 56:	Please confirm BMD as the required evaluation and settlement currency, notwithstanding the matrix's USD example. How should variable customer import duties/taxes, insurance, terminal charges and BPO last-mile charges be shown within all-inclusive pricing, and what exchange-rate assumptions should apply to overseas costs?

Answer 56:	USD is settlement currency for any international provider and BMD if locally based.
Question 57:	For how long must quoted rates remain valid, and what adjustments may be proposed during the three-year term and optional two-year extension for fuel, carrier tariffs, exchange rates or regulatory changes? Please confirm the approval process and treatment of customer quotes issued before a rate change.
Answer 57:	The RFP states a three-year term with a possible extension of up to two years. The BPO is willing to negotiate based on market changes and approval and treatment will be agreed upon between the BPO and service provider.
Question 58:	Are bidders free to propose the share percentages, revenue categories and fixed/per-package structure, or does BPO prescribe a minimum share or minimum annual guarantee? Please confirm the gross/net calculation basis, permissible deductions and treatment of duties, pass-through carrier costs, refunds, chargebacks, insurance commissions and ancillary services.
Answer 58:	Yes. Proponents are required to propose a transparent model identifying revenue categories, percentage allocations, assumptions, reporting, reconciliation, audit, payments, annual projections and any minimum guarantees or volume incentives. No mandatory minimum BPO percentage or annual guarantee is specified. Proponents may propose percentage, fixed transaction or combined structures, clearly identifying gross or net bases and all deductions. Duties, taxes, carrier pass-throughs, refunds, chargebacks, insurance commissions and ancillary services must each be addressed expressly. A minimum guarantee offered by a proponent does not create a BPO volume guarantee.
Question 59:	Who will contract with customers, act as merchant of record, collect prepaid funds and settle each party's share? Please specify settlement frequency, reconciliation/audit requirements, handling of refunds, chargebacks and bad debt, and any BPO-funded implementation costs. How will the agreement's hourly fee and 30-day arrears provisions be adapted to the proposed transaction/revenue-share model, including the definition of Fee?
Answer 59:	The scope envisages customer prepayment online and a proposed revenue-sharing model. It does not designate the merchant of record, customer contracting party or funds custodian. Month-end reconciliation and revenue reports are due within 10 business days after month-end; that is not an expressly stated settlement deadline and will need to be agreed.

	Proponents should describe collections, safeguarding and reconciliation of customer funds, supplier and BPO distributions, refunds, chargebacks, bad debt and audit access. Any requested BPO implementation funding must be separately identified.
Question 60:	Please provide the current BPO systems and interface specifications, sample manifests/invoices, mandatory customs data fields, cut-off times, tracking event mappings and test environments. Please confirm the approved encrypted transfer protocols and authentication methods, given the FTP wording, and identify responsibility and cost for BPO-side changes, integration testing and acceptance
Answer 60:	The required solution must exchange shipment, invoice, customs, payment, tracking and reporting information securely with BPO systems. Annex C requires encrypted transfers and authentication using keys, certificates or MFA, with IP allow-listing and TLS protection; username and password alone and standard email transfers are not acceptable. Generic FTP wording must not be interpreted as permission for unencrypted FTP. Detailed system inventories, schemas, sample files, event maps, cut-offs, test environments and BPO-side resources will be determined.
Question 61:	Must bidders integrate with an existing BPO gateway/acquirer or provide their own payment service? Please confirm whether a processor-hosted redirect or hosted payment fields are acceptable and what validation/evidence is required for each architecture, particularly the stated minimum SAQ A-EP, Attestations of Compliance and payment-page controls.
Answer 61:	No. All BPO payment requirements occur within BPO systems. Note that Annex C S1.9 requires PCI DSS v4.0.1 compliance validated at a minimum of SAQ A-EP, or higher where applicable, current Attestations of Compliance for the proponent environment and its processor with the proposal, and payment-page controls addressing requirements 6.4.3 and 11.6.1.
Question 62:	Please reconcile notification within two hours under Annex A, immediately and no later than five hours under Appendix D.B, and within 24 hours under Annex C S1.10. Which deadline applies to confirmed and suspected breaches/incidents, who must be notified, and what initial information and subsequent updates are required?
Answer 62:	Annex A requires notification of a data breach as soon as practicable and within 2 hours of awareness; Appendix D says immediately and no later than 5 hours; Annex C specifies without undue delay and within a maximum of 24 hours for a breach or suspected breach. These overlapping provisions will be agreed during service agreement negotiations.

Question 63:	Which controls and supporting evidence must already be in place at bid submission, and which may be completed before award or go-live? Please provide the Stage 2 assessment and live-validation criteria, required penetration-test scope, evidence-confidentiality arrangements, approval lead times and remediation/retest process, including treatment of approval delays outside the supplier's control.
Answer 63:	At submission, the BPO will determine experience and readiness of proponent, and the completed questionnaire is mandatory. S1.4 asks whether an independent penetration test was completed within the preceding 24 months. S1.9 expressly requires current proponent and processor Attestations of Compliance with the proposal. Other mandatory controls must be addressed for the proposed solution; blanket deferral until go-live is not authorized. Before award, the successful proponent and solution must pass vendor security/privacy review including Stage 2. Before operation, live validation, the required operating authority and IT Governance Committee Deployment Authorisation are required. Validation failures must be remediated and retested. The proponent bears the cost of required evidence and access.
Question 64:	Are there prescribed or prohibited hosting, backup, support-access or warehouse jurisdictions, including any restrictions affecting China? Please supply the proposed Data Processing Agreement/PIPA Transfer Contract and applicable Government security policies and confirm whether Government-controlled encryption keys are mandatory or optional.
Answer 64:	Annex C requires disclosure of every storage, processing, remote-access, backup and replication location; overseas protection safeguards and compulsory-access risks; transfer-assessment information; and a Data Processing Agreement/PIPA Transfer Contract where applicable as an award condition. Sub-processors require prior written consent and equivalent protective obligations. The pack does not list prescribed or prohibited jurisdictions, or grant blanket approval to any country (including China). S1.6 requires dedicated key management or hardware security modules, restricted logged access and availability of key logs; Government-controlled customer-managed keys are an option to describe, not an express universal minimum.
Question 65:	What minimum recovery-time and recovery-point objectives and continuity exercise requirements should be priced? Please also provide the required retention schedule for customer, customs, payment and audit data, and clarify how deletion on exit is

	reconciled with the 60-day data-transfer window, three-year record retention and legally required backups.
Answer 65:	The RFP requires tested continuity and recovery arrangements, identified alternate facilities/routes, backups and proposed recovery targets. It specifies critical incident response within 60 minutes and restoration/workaround within 6 hours, but no separate minimum recovery-point objective or exercise frequency. A workaround target is not necessarily a full system recovery-time objective. Annex C requires at least one year of tamper-proof access/change logs. Annex A requires contract records for three years following termination/expiry, with additional audit/litigation retention, and provides for requested secure data export before or within 60 days after termination. These periods address different obligations.
Question 66:	For an overseas prime contractor, please confirm any Bermuda incorporation, registration, tax or Social Insurance requirements and when these must be met. What home-jurisdiction incorporation, incumbency/good-standing and no-Government-debt evidence is acceptable, and may Bermuda-specific fields and the Bermuda-law incumbency wording be marked not applicable or appropriately adapted?
Answer 66:	The documents contemplate overseas service delivery and do not expressly limit bidding to Bermuda-incorporated entities. They nevertheless contain Bermuda-specific certificate, tax and good-standing wording. Proponents should identify the bidding legal entity, incorporation jurisdiction, signatory authority and applicable registrations, and provide the mandatory incorporation evidence. A joint bid must identify its prime contractor. Bermuda-specific tax or Social Insurance obligations should not be presumed either to apply or to be exempt merely because a proponent is overseas.
Question 67:	Please provide the sub-weightings and evidence standards within the 30% local-benefits score, including how overseas bidders are assessed. Can committed local subcontracting, Bermudian training/employment and measurable sustainability plans earn credit, and should workforce figures cover the bidding entity, delivery team or group? Does BPO's own last-mile activity contribute to the bidder's score?

Answer 67:	Local Benefits and Sustainability carries 30% of the overall score. The published factors include Bermudian ownership/participation, specified businesses, local suppliers, Bermudian employment, training, health and safety, sustainability and local capacity building. Annex E seeks company-wide workforce totals and the number and proportion of Bermudians. Identify separately the proposed delivery team and committed subcontractor contribution so the evaluator can distinguish existing facts from future commitments. Bermudian ownership is no guarantee for selection, as BPO focus is based on affordability and service quality.
Question 68:	May relevant experience and references from group companies, proposed partners and ongoing contracts be used, and are signed reference letters required at submission? Please specify the financial evidence required at bid stage, including accounts periods, bank references and the evidence used to score overseas bidders' financial stability and Government-debt status.
Answer 68:	Yes. Annex D requests at least three relevant experience examples, at least three recent client references with contact details, and corresponding reference letters. The RFP expressly allows current-project experience. Submit the reference letters rather than assuming contact details alone satisfy the form. Identify separately experience belonging to the prime, affiliates and delivery partners, the work each performed, and the resources committed to this contract. A group name alone does not establish that the bidding entity has the claimed capability. The pack anticipates bank references, financial checks and Government-debt checks.
Question 69:	Beyond BMD300,000 professional liability in Schedule 1, what minimum cyber, public/general liability, cargo/warehouse and subcontractor coverage is required, including territorial cover, deductibles and policy basis? Please clarify how the aggregate liability cap, indemnities and confidentiality liquidated damages interact, and how the three-month Fee measure applies to a customer-funded revenue-share model.
Answer 69:	Schedule 1 specifies BMD300,000 professional liability cover. Appendix D E additionally requires evidence addressing professional, cyber, general liability and loss/damage risks, but gives no other numeric insurance minimum. Proponents should disclose cover, territorial scope, limits, exclusions, deductibles and subcontractor arrangements.

Question 70:	For an existing multi-customer platform, please confirm the boundary between supplier/third-party software and BPO-owned bespoke deliverables. Do source-code delivery and ongoing licence rights apply to the underlying commercial platform, or may continuity be addressed through escrow and data/configuration export?
Answer 70:	Annex A contains broad licence, ownership and source-code obligations; the RFP also reserves BPO branding, domain and service-data ownership. The pack does not clearly distinguish an existing shared commercial platform from bespoke BPO deliverables. Proponents should identify pre-existing and third-party materials, proposed BPO-specific developments, licence dependencies and any requested departures. Escrow and configuration/data export may be proposed but are not automatically a substitute for the published source-code obligations.
Question 71:	Please reconcile the three-year term plus optional extension with the year-to-year wording and 30-day termination without cause. What arrangements apply to unrecovered approved setup costs, carrier/warehouse commitments, prepaid customer funds and parcels on suspension or early termination, and what exit services and duration must be included at the supplier's expense?
Answer 71:	Section 1.3 states three years with an optional extension of up to two years and a 30-day termination notice period. The stated terms do not by itself guarantee recovery of a supplier’s investment. The BPO will ensure a winding down process to reduce both operational and financial impacts in termination. Annex A addresses amount due, property return/deletion and secure data export, including the 60-day transfer provision. It does not fully allocate unrecovered setup expenditure, committed carrier/warehouse costs, customer prepayments, parcels in custody or continuing exit support.
Question 72:	Can existing warehouse, carrier, cloud and payment-provider networks be approved as a disclosed list at award? Please confirm the scope of downstream-party disclosure, process and response times for approval or replacement, and how urgent route/carrier changes needed for service continuity will be managed.
Answer 72:	The BPO expects disclosure of proposed warehouses, carriers, cloud providers, payment providers and other delivery parties, identifying those with access to Government personal information and their countries. Annex C requires prior written

	consent for sub-processors and equivalent privacy/security terms; the prime remains accountable for its obligations. Annex A also restricts subcontracting without consent. A disclosed network can be submitted for approval, but disclosure is not approval. No approval response time or automatic urgent-substitution exception is specified.
Question 73:	Please confirm that an emailed electronic submission is sufficient despite the sealed-package wording, whether the completed native Excel pricing matrix should accompany the Word/PDF response, and how files still exceeding 10 MB after compression should be delivered. Please specify any overall/section page limits beyond the two-page transmittal letter, and the accepted electronic-signature, witness and signatory-authorisation evidence.
Answer 73:	Electronic submission to PostOfficeRFP@gov.bm is expressly accepted. Section 1.5.3 requires zero original hard copies or one electronic Word/PDF copy; a hard copy is not required for an emailed bid. Include the RFP title and number and identify the authorized proponent. Submit by 4 December 2026 at 1.00 pm Bermuda local time, subject to any formally issued amendment. Documents above 10 MB are to be zipped. The transmittal letter is limited to two pages; no other numeric section or overall page limit is stated. Written signatory authorization must accompany Appendix B. Electronic signatures are accepted in accordance with the RFP's stated Electronic Transactions Act requirement.
Question 74:	Please confirm whether any minimum rated-category thresholds apply, since the table states N/A. Please also clarify which mandatory omissions can be rectified within five business days, given Appendix E's rejection wording, and whether bidders may submit a clearly identified schedule of proposed contractual amendments for negotiation without making the bid non-responsive.
Answer 74:	All rated-category thresholds in Appendix D F are marked N/A; no additional numeric pass mark should be inferred. Mandatory submission and technical requirements remain applicable. Section 2.2 provides a rectification notice and five business days to cure mandatory submission deficiencies, starting when the notice is issued. Late proposals remain subject to rejection under section 1.5.2; rectification is not a general extension of the submission deadline. The form of agreement is a basis for negotiations under section 2.5.2; that does not permit a proponent to disapply mandatory technical requirements unilaterally.

Question 75:	Volumes: can you share current or expected annual parcel counts, average weight and size, and the split of origin countries (US, UK, Canada, other)?
Answer 75:	Please note question #1 and #22
Question 76:	Receiving hub: does the consolidation point need to be in a specific US city or region, or can proponents propose their own hub location?
Answer 76:	BPO has not prescribed a particular US city or region. Proponents may propose their preferred hub location and should explain its suitability in terms of transport connectivity to Bermuda, dispatch frequency, transit time, operating costs, security and business continuity. Identify the facility address, whether it is operated directly or through a partner, and any alternative facilities proposed for disruption recovery.
Question 77:	Revenue sharing: is there a target or preferred structure for the revenue-sharing model (percentage of shipping fees, per-parcel fee, other)?
Answer 77:	BPO's preference, as indicated in Addendum 1, is a percentage share of transport fees or a payment calculated per kilogram or pound shipped to Bermuda. No minimum percentage or monetary target has been specified. Proponents should describe their proposed structure, calculation basis, deductions, reporting, reconciliation and payment arrangements. Any alternative, including a per-parcel or combined model, should be identified separately and explain its benefit to BPO and customers. The proposal must distinguish BPO's revenue from supplier revenue, duties, taxes and other pass-through charges, and demonstrate the effect on customer affordability.

Question 78:	Customs data: what format or system should pre-arrival customs data be sent in, and to whom (Bermuda Customs directly or BPO)?
Answer 78:	The proposed solution must support secure electronic provision of pre-arrival shipment, manifest, invoice and customs information to BPO, together with any onward transmission required by Bermuda Customs. BPO has not prescribed a final interface specification or file layout at this stage. Proponents should describe their available formats and transmission methods, data fields, validation procedures and ability to integrate with approved BPO and Customs systems. The final format, transmission timing, receiving system and responsibility for submission to Bermuda Customs will be confirmed with BPO and Bermuda Customs during implementation. Proponents should not assume that direct submission to Customs alone satisfies BPO's operational data requirements.
Question 79:	Foreign proponents: Appendix B asks for a Bermuda Social Insurance Number, Payroll Tax Number and Registrar of Companies number. Can a company not registered in Bermuda leave those blank at the proposal stage?
Answer 79:	Foreign proponents that do not hold the Bermuda registration numbers requested in Appendix B should enter "Not applicable - overseas proponent" against the relevant fields, rather than leave them blank, and explain their registration status. They should provide their legal entity name, jurisdiction of incorporation, company registration number and equivalent home-jurisdiction supporting documentation. This proposal-stage treatment does not waive any registration, tax, Social Insurance or other requirements applicable to contract award or performance. All other required forms and supporting documents must be completed.
Question 80:	Platform: does BPO expect the proponent to build and host the BPO-branded customer platform, or to integrate with an existing BPO system?
Answer 80:	BPO expects the proponent to provide, configure, host and support the BPO-branded customer platform, together with the integrations required for BPO's operations. BPO has not identified an existing customer portal to serve as the foundation for this service. Proponents may propose an existing configurable platform or a bespoke solution. They should explain customer registration, overseas addresses, parcel receipt,

	consolidation requests, invoicing, payments, tracking and customer support, together with integration into BPO's approved systems. As explained in the earlier clarification, the provider's platform is expected to support payment for transport to Bermuda, while BPO manages its final-mile processes and associated charges. The detailed integration and payment arrangements will be agreed during implementation. A fully completed BPO-branded platform is not required at proposal submission. Proponents must identify outstanding development, dependencies and a credible implementation timetable, and separately disclose setup, hosting, licensing, integration and ongoing support costs.
Question 81:	Submission: Addendum 1 allows one electronic copy in Word or PDF. Should that e-copy be emailed to this mailbox, and is there a file size limit or a preferred way to send larger files?
Answer 81:	One electronic proposal in Word or PDF may be submitted to PostOfficeRFP@gov.bm, the submission address identified in the RFP. Proponents should use that designated address rather than assume that another correspondence mailbox is an authorized submission channel. The submission should identify the RFP title, procurement number BPO2026-01, and proponent's legal name. The RFP directs that documents exceeding 10 MB be compressed into a ZIP file. This is a compression threshold; it should not be interpreted as confirmation of the mailbox's maximum attachment size. If the compressed submission remains too large to email, contact the RFP Contact sufficiently before the deadline to obtain an approved delivery method. Do not assume that an external download link is acceptable. The applicable submission deadline remains unchanged unless formally amended.
Question 82:	Joint submissions and the "active service provider" requirement (Appendix D, Section D; section 1.3). In a joint submission, may the members meet the mandatory technical requirements together? For example, one member would operate the overseas warehouses and transport, and another would provide the BPO-branded platform, data exchange and customer portal. Must the BPO-branded platform be in live operation at the Submission Deadline, or may it be configured and deployed during implementation, given that go-live already depends on validation by the Ministry of National Security and an Authority to Operate (Appendix D, Section E)?
Answer 82:	Section 1.3 permits joint submissions and requires the proposal to identify the prime contractor. A joint proposal should identify which member will perform each

	function, who will be responsible for integration and service delivery, and how the combined solution meets every mandatory requirement in Appendix D, Section D. Validation is to ensure compliance to data usage and cybersecurity risk mitigation.
Question 83:	Origin markets (Appendix D, Section A; Appendix C, Treatment of Multiple Hub Locations). Is a proposal compliant if it offers fewer than all of the US, UK and China origins, for example a single US hub, given that BPO may make a Split Region Award? If so, which origins, if any, are mandatory? Must warehouse capacity at each proposed origin be in place at the Submission Deadline or at the contract Commencement Date? What service launch date does BPO expect after the anticipated execution of the agreement in April 2027?
Answer 83:	Yes, re compliance. Section 1.3 and Appendix C expressly allow split awards, and Appendix C requires separate pricing and royalty schedules for each proposed hub. The pricing table identifies the US as the initial market on launch date, followed by the UK and eventually China. Appendix D requires reliable warehouse capacity in every approved origin market from contract commencement. No split region awards are anticipated. The expected launch date is April 2027, but it is anticipated that launch date will be extended to ensure best service and operational quality for the customer.
Question 84:	Price scoring (Appendix C, section 2). Pricing is weighted at 15% of the total score. However, section 2.1 scores pricing out of 30 points in three parts of 10 points each, while Parts 1 and 2 each describe a maximum of 5 points. Please confirm how points are awarded in each part and how they convert to the 15% weighting. Please also confirm whether Part 3 (financial stability and no Government debt) applies to proponents not registered in Bermuda, and what evidence such proponents should provide.
Answer 84:	Appendix C and the evaluation table establish that pricing is worth 15 points out of 100. If the intended method uses a 30-point raw score, the conversion is raw score ÷ 30 × 15. For example, 24 raw points would earn 12 of the 15 available points. Debt should reflect local impact, but service provider should be finically stable, by way of bank statement or reference.
Question 85:	Volumes (Appendix C, Part 1). Part 1 applies the proposed rates to “anticipated mail volumes”. Please provide these volumes by origin and weight band, together with current BPO inbound package volumes where available. Please also confirm whether BPO currently operates or contracts a similar service whose customers would move to the new service.
Answer 85:	Please refer to question #1 and #22. The current service is no guarantee that customers will move to new service.

Question 86:	Annex B, BPO Pricing Matrix. (a) Appendix C 1(b) requires pricing in Bermuda funds with duties and taxes itemised separately, while Annex B asks proponents to state a currency (for example, USD). Which governs? (b) Columns B to D (online platform, other set-up, and implementation and integration costs) appear to be one-time costs. Should they be entered once as totals, spread per pound, or given in a separate schedule? (c) Annex B asks for consolidated and non-consolidated quotes, and the service includes both air and ocean dispatch. Should each combination be submitted as a separate copy of the worksheet? (d) Is L.F. Wade International Airport the handoff point for every lane, including ocean freight?
Answer 86:	USD governs and each transport lanes with applicable rates should be on a separate spreadsheet. L.F. Wade is for air transport and Hamilton Port via ocean.
Question 87:	Commercial model and form of agreement (Annex A; Appendix D, Revenue Sharing Model). Annex A is drafted for an hourly Fee paid by the Government (Schedule 1; sections 5.7 and 5.8). Please confirm that, under this RFP, customers pay the service provider and the provider remits BPO's revenue share, so that the Government pays no Fee. If so, how will the provisions based on the Fee apply, in particular the limitation of liability (section 14.5) and liquidated damages (section 16.5)? Please also confirm who is the merchant of record for customer card payments: the proponent, as Annex C S1.9 suggests, or BPO's payment platform, as Appendix D item (k) suggests.
Answer 87:	Appendix D describes prepaid customer shipping charges and requires proponents to charge customers for services provided and to propose a defined revenue share payable to BPO. Service provider pays the BPO. It also requires proponents to explain the revenue categories, reporting, reconciliation, audit and payment arrangements. The attached text leaves the collections, and settlement arrangements open with service provider accepting merchant payments to transport mail.

Question 88:	Platform ownership (Annex A, sections 13, 17 and 19.4; section 1.1). Section 1.1 reserves BPO branding, the domain name and all customer, shipment, operational, financial and customs data to BPO and the Government. Where the BPO-branded portal runs on the proponent's pre-existing platform, does the Government expect a licence to that platform with full rights to the data and branding, or ownership of the platform and its Source Code (sections 13.6, 17.3 and 19.4)? May proponents propose amendments to Annex A in their proposals?
Answer 88:	Section 1.1 reserves BPO branding, the domain name and customer, shipment, operational, financial, Customs and related data to BPO and the Government, who will not expect a license, but will ensure security of brand ownership and customer data. Proponents can propose amendments.
Question 89:	Requirements that differ between documents. Please confirm which applies: (a) data-breach notification within 5 hours (Appendix D, Section B), 24 hours (Annex C S1.10) or 2 hours (Annex A, Schedule 3, section 2.1); (b) insurance, where Schedule 1 states BMD 300,000 professional liability while Appendix D, Section E refers to professional, cyber and general liability, and the service also carries customers' goods in transit. Please state the minimum limit for each type of cover. (c) Appendix D, Section C.5 states that information beyond the allowance will not be evaluated, but gives a page limit only for the Letter of Transmittal. Do page limits apply to the other sections?
Answer 89:	Reconcile the cited 2, 5 and 24-hour periods. Publish the controlling deadline, the event that starts the clock, who must receive the notice and any separate deadline for a detailed follow-up. If the periods apply to different events or stages of reporting, state that expressly. Appendix D, Section E requires evidence of coverage from the successful provider. Confirm by addendum whether the cited BMD 300,000 professional liability limit applies and publish the minimum limits for professional liability, cyber liability, general liability and goods in transit. For cargo coverage, specify the basis of the limit, such as per shipment or conveyance. Appendix D, Section C.5 sets a 20-page limit for the main proposal and a separate two-page limit for the Letter of Transmittal. The letter, résumés, title pages, index or table of contents, attachments and dividers are excluded from the 20-page count. Excess material will not be evaluated or scored. Section C.5 gives no separate limit for each main proposal section.

Question 90:	Integration with BPO systems (Appendix D, items (e), (h) and (k); Section D). Please identify BPO's current track-and-trace, payment and operational systems, and the Bermuda Customs system that is to receive advance shipment data. Which message standards are expected, for example UPU EDI messages such as ITMATT, or a BPO-defined file format over SFTP? Will interface specifications be provided before the Submission Deadline or during negotiation?
Answer 90:	Appendix D requires secure integration with BPO's payment, tracking and operational systems, secure file transfer capability, and advance transmission of invoices, manifests and shipment data to support Customs pre-clearance. The attached RFP does not name the receiving systems or establish whether ITMATT, a BPO-defined file format, or both are required. A transfer protocol and a message format are separate requirements and will be specified in more detail during negotiations.
Question 91:	Local Benefits and Submission Form (Appendix D, Section F.6; Annex E; Appendix B). For a proponent not incorporated in Bermuda: (a) does participation by a Bermudian member of a joint submission, or by a Bermuda-based subcontractor, count towards "Bermudian ownership and participation"? (b) May a foreign entity provide its home-jurisdiction certificate of incorporation and an equivalent register of directors and officers in place of the Bermuda Certificate of Incumbency? (c) Are the Bermuda Social Insurance and Payroll Tax numbers requested in Appendix B required at submission, or only on award?
Answer 91:	Yes, but main service provider will reflect in agreement if joint. Appendix D, Section F.6 lists Bermudian ownership and participation and use of local suppliers and subcontractors as evaluation considerations. A joint submission should disclose the Bermudian member's ownership, responsibilities and share of the work. A Bermuda-based subcontractor should be identified under local suppliers and subcontractors, with its role and expected work clearly described. Confirm by addendum how each arrangement will be credited under Annex E. Appendix B calls for a Certificate of Incorporation and Certificate of Incumbency for incorporated and registered companies. Confirm by addendum that a foreign company may submit its home-jurisdiction Certificate of Incorporation and an equivalent official or certified record of its current directors and officers. BPO should specify any certification or translation requirements. Appendix B requests Bermuda Social Insurance, Payroll Tax and Registrar of Companies numbers. Appendix D, Section E places Government financial and registration checks before award. Confirm by addendum that a foreign proponent without those numbers may mark the relevant fields "Not applicable – foreign entity" and explain its status. BPO should specify which registrations must be completed before award or commencement where they apply to the proposed operating model.

End of Addenda No. 002