



Request for Proposal

Dangerous Goods Tool for Cargo Screening and Inspections

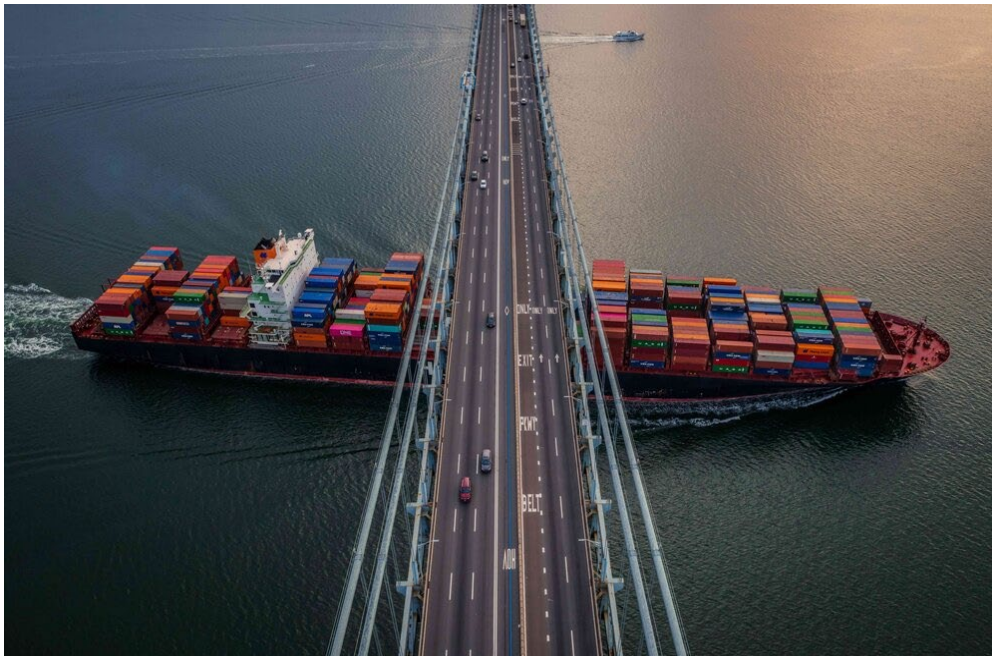


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Notice and Submission Details

Notice

The members of the World Shipping Council (WSC) are soliciting proposals from qualified Vendors to establish and administer a digital solution that includes a Common Third-Party Screening Tool and a Database of Approved Container Inspection Companies.

This solution will be used by carriers which choose to implement a new process for cargo screening and inspections, and which is intended to reduce the risks associated with the carriage of non-compliant dangerous goods that poses a significant safety concern to WSC members' crews, marine environment, cargoes and vessels.

This Request for Proposal (RFP) will be posted on WSC's website, www.worldshipping.org, to ensure any potential bidders are being provided notice and opportunity to make a submission. Individual members of WSC have also been invited to send the RFP to potential Vendors. Any changes or addenda to the RFP will be posted on WSC's website. Interested bidders are responsible for monitoring WSC's website for changes or addenda.

Submission Deadline

All submissions responding to this RFP must be submitted via electronic mail to the following person:

George Charalampidis
Director, Regulatory Affairs
World Shipping Council
Email: gcharalampidis@worldshipping.org

To ensure confidentiality, all proposals must be password-protected.

The deadline for proposal submissions is Sunday, **26 November at 23:59 GMT**. Submissions provided after this deadline will only be considered at WSC's discretion.

Submission of Questions and Clarifications

Bidders may contact the following person with any questions or require clarification on any topics covered in this RFP:

George Charalampidis
Director, Regulatory Affairs
World Shipping Council
Email: gcharalampidis@worldshipping.org

All material questions received from potential bidders and respective answers will be made publicly available in an anonymized form on WSC's website, <https://www.worldshipping.org>, before the deadline for proposal submissions.

Responsive bidders may be requested to provide a presentation or demonstration to WSC before a final decision is made. Bidders may also be invited for further discussions and negotiations before selection.

WSC reserves the right to reject any and all submittals; to request clarification of information submitted; to request additional information from any bidders; and to waive any irregularity in the submission and review process. None of the materials submitted will be returned to bidders.

Introduction to World Shipping Council

WSC is the primary trade association representing the international liner shipping industry. WSC is headquartered in Washington, D.C, with offices located in Brussels, London and Singapore, allowing for a global reach.

WSC's membership includes 22 companies from all around the globe, which cumulatively account for roughly 90% of global liner shipping capacity.

The main focus of WSC is to work on trade, safety and security, and environmental and sustainability policy issues that affect the industry itself, as well as its impact on the wider world.

More information on WSC's activities and objectives are available at the following link: <https://www.worldshipping.org/our-work>.

Within WSC, there is a dedicated Safety and Security Council ("SSC"), which is comprised of member company subject-matter experts. It focuses on items that include the packing, labeling, stowage, transport and handling of dangerous cargoes; screening, scanning and/or weighing cargo; ship fires; vessel and crew security and health; piracy; containers lost at sea; pest contamination in the container pathway, and trafficking of drugs, illicit goods, and contraband.

The SSC has been tasked by the WSC Board of Directors to evaluate all proposals submitted in response to this RFP. Once the SSC has identified the offer that presents the best overall value, individual WSC members that choose to implement the new process for cargo screening and inspections (outlined further below) will be invited at their discretion to enter into private contractual negotiations with the selected Vendor. WSC shall not be a party to any contractual agreement or similar instrument between the selected Vendor and individual members of WSC.

WSC operates within the terms of an agreement filed with the United States Federal Maritime Commission (FMC). This Dangerous Goods Tool for Cargo Screening and Inspections RFP is expressly provided for in WSC's effective agreement on file with the FMC. The FMC's authority includes the imposition of monitoring requirements for agreements under its jurisdiction, and the FMC has advised that it will require WSC to provide periodic and detailed factual information about the operation of the program. The selected Vendor will be required to assist WSC in complying with the FMC's periodic monitoring requirements by providing information and data associated with the functioning of the program. This includes providing a copy of the Vendor's proposal, a demonstration of the program design and tools to the FMC, certain raw data outputs, and updated versions of databases after implementation. Fulfilling these FMC monitoring tasks is a material aspect of providing the requested services, and by submitting a proposal, each Vendor agrees to participate in the FMC's monitoring process if selected.

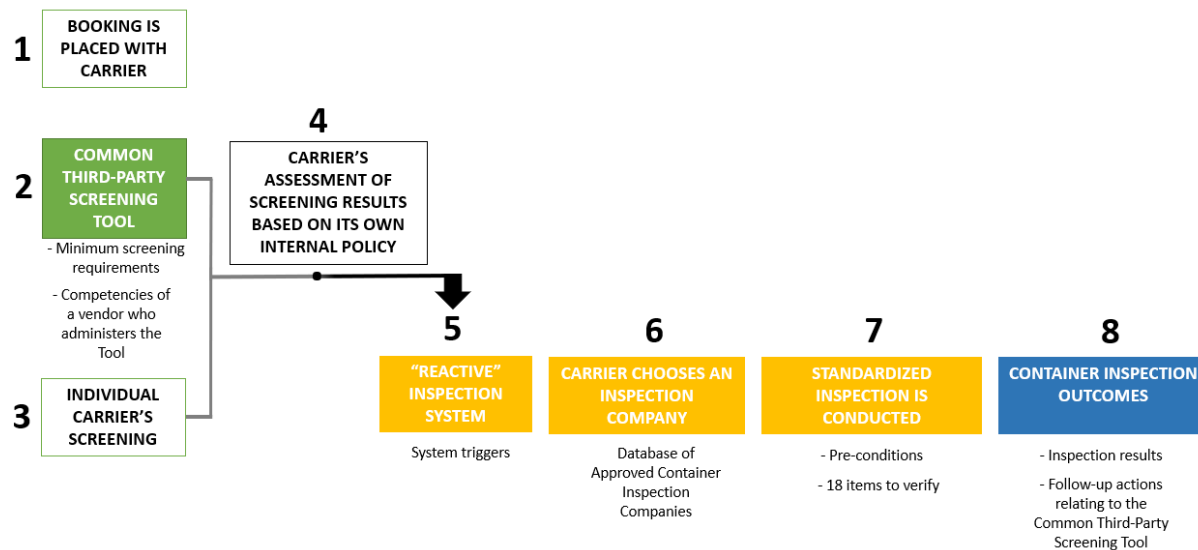
Introduction to the new process which industry recommends to carriers for cargo screening and inspections

The ever-growing frequency and magnitude of containership fire incidents related to the carriage of dangerous goods in the past years is of major concern to the containership sector as represented by WSC. This problem has a tangible and negative impact on the safety of crew, the marine environment, cargoes and vessels. As such, it poses a significant impediment to WSC members' implementation of safety standards and duties owed to seafarers, customers and society at large.

While WSC has been advocating for steps towards prevention and mitigation of this phenomenon at the intergovernmental level, WSC members have identified the need for minimum industry best practice safety standards to: (a) help enhance the efficiency of individual carriers' safety tools and (b) safeguard the integrity of the safety framework for cargo shipment through various configurations of Vessel Sharing Agreements and Slot Charter Agreements within which many carriers operate. Specifically as regards (b), there is a need to significantly reduce the risk of non-compliant dangerous goods being booked through one carrier's system and then being transported on another carrier's vessel without the carrier providing the physical transportation being aware of the deficiency, thus leading to incorrect cargo acceptance and/or operational decisions.

The new process which industry recommends to carriers for cargo screening and inspections and which is outlined below, is designed to address the above needs. Use of this process is entirely at the option of each carrier and is not intended to replace carriers' internal safety tools which may

be used in combination with it. The schematic below outlines the placement and function of the Common Third-Party Screening Tool within the overall safety assessment of tendered cargo.



The above graph describes the specific steps of this new process, which is elaborated below:

1. The first step is cargo booking and is administered individually by each carrier with their respective customers.
2. The second step is the use of the Common Third-Party Screening Tool. This is a key component of the new process as it introduces minimum screening requirements which are implemented through three forms of screening with several functionalities including a Shared Keywords Library, booking document authenticity verification, Know-Your-Counterparty, unusual behavior checks and a Verified Shipper Database (providing for minimum safety criteria for inclusion in, suspension from and re-instatement in the database). ***A service provider ('Vendor') that will be selected by the SSC will be required to establish and administer the Common Third-Party Screening Tool.***
3. The third step is individual carrier's screening and is administered individually by each carrier. This runs simultaneously with the Common Third-Party Screening Tool and is independent of the Common Third-Party Screening Tool.
4. The fourth step is carrier's internal assessment of the screening results coming out of the Common Third-Party Screening Tool as well as of the individual carrier's screening. If the Common Third-Party Screening Tool generates a red flag which remains unresolved, the carrier proceeds to step 5. Depending on their own policies, some carriers may seek to resolve a red flag by making enquiries with the shipper rather than immediately proceeding to an inspection, while other concerned carriers may not seek to follow this approach. The carrier may also decide to use the 'Reactive' Inspection System on a case-by-case basis after internally

assessing notifications of the Common Third-Party Screening Tool and/or information coming out of its individual screening.

5. The fifth step, subject to carrier's decision to proceed with this, is the triggering of the 'Reactive' Inspection System (by physical incidents or unresolved red flags generated by the Common Third-Party Screening Tool).
6. The sixth step is carrier's choice of a container inspection company from a Database of Approved Container Inspection Companies. The database consists of companies which are approved by individual carriers based on meeting conditions that represent minimum industry best practice safety standards and criteria tailored to the needs of this system. ***The Vendor will be required to establish and administer the Database of Approved Container Inspection Companies.***
7. The seventh step is an inspection being conducted by a container inspection company in a standardized way. This is based on minimum safety standards and criteria, comprising two pre-conditions to an inspection and 18 items to verify during an inspection.
8. The eighth step is the production of container inspection outcomes, positive or negative. These results are communicated by the inspection company to the carrier for appropriate decision-making based on its internal policy. The carrier also notifies the Vendor of the Common Third-Party Screening Tool for the purposes of potential actions relating to modifications to the Shared Keywords Library as appropriate and to the shipper's suspension from the Verified Shipper Database depending on safety criteria.

Scope of the Request for Proposal

Purpose/Objective: Through this RFP, the members of WSC are soliciting proposals from qualified Vendors to establish and administer a digital solution that includes: (1) the Common Third-Party Screening Tool, which among other components integrates the Verified Shipper Database and (2) Database of Approved Container Inspection Companies, which are both part of the new cargo screening and inspection process outlined above.

COMMON THIRD-PARTY SCREENING TOOL

The Common Third-Party Screening Tool ('Tool') to be established and administered by the Vendor will implement checks on cargo booking data (inclusive of documentation for hazardous bookings but exclusive of pricing such as freight rates) which the carrier submits to it.

The Tool will implement checks through three components producing results as described below.

First, the Tool will check the carrier's booking data against a Shared Keywords Library.

What are the possible results of the Tool's check against the Shared Keywords Library?

It is expected that in certain circumstances, the Tool may require further information from the carrier in order to be able to produce a result. Following an analysis of the carrier's booking data and any further information requested from the carrier in order to reach a result, the Tool may:

- generate a red flag for potential mis-declaration of dangerous goods; and/or
- generate a red flag for potential non-declaration of dangerous goods.

Second, the Tool will verify the authenticity of the booking documents provided by the carrier.

What are the possible results of the Tool's check against the above?

Following an analysis of the booking documents, the Tool will:

- result in verification/authentication of the booking documents; or
- generate a notification to indicate that further evaluation of booking documents is needed.

Third, the Tool will run the carrier's booking data through Know-Your-Counterparty checks, unusual behavior checks (e.g., checks on whether the declared cargo is normally produced by the indicated manufacturer or in the country of export/origin), and checks against the Verified Shipper Database.

What are the possible results of the Tool's checks against the above?

For Know-Your-Counterparty checks, following an analysis of the carrier's booking data, the Tool will:

- verify the customer's identity; or
- generate a notification to indicate that further evaluation of the customer's identity is needed.

For unusual behavior checks, following an analysis of the carrier's booking data, the Tool will:

- indicate that there is no unusual behavior; or
- generate a notification to indicate that there is unusual/suspicious behavior requiring further evaluation.

For Verified Shipper Database checks, following an analysis of the carrier's booking data, the Tool will:

- indicate that the shipper is included in the Verified Shipper Database; or
- indicate that the shipper is not included in the Verified Shipper Database.

The processes for the establishment, development and maintenance of the Shared Keywords Library and Verified Shipper Database are described below.

(In the below processes, 'Technical Group' refers to a group which will undertake various tasks and which will consist of one representative per carrier who wishes to participate in this initiative and in the Technical Group; WSC will be a participant in the Technical Group, and the Vendor will also be a participant with the role of providing information and practical recommendations.)

The below two-step process, which also describes the role of the carrier, Technical Group and Vendor, will be repeated in order to regularly develop and/or maintain the Shared Keywords Library. It should be noted that, for the establishment of the Shared Keywords Library, the Vendor should have a pre-existing keywords library to be merged with the data to be contributed by participating carriers as described below.

1. Each participating carrier submits to the Vendor data including: keywords, results of container inspections (carried out in the industry standardized way) showing deficiencies, media reports from which the Vendor can develop keywords, incident investigation reports from which the Vendor can develop keywords, insurer and P&I Club reports from which the Vendor can develop keywords. The Vendor anonymizes this data (i.e. redacts data that may indicate which carrier submitted them), merges it with the Vendor's pre-existing keywords library(ies) into a draft Shared Keywords Library and submits the draft Shared Keywords Library along with any Vendor's recommendations to the Technical Group.
2. The Technical Group considers this data in order to approve it and request the Vendor to establish the Shared Keywords Library.

The Vendor will facilitate the work of, and cooperate with the Technical Group and individual carriers as needed for the establishment, development and maintenance of the Shared Keywords Library.

The below two-step process, which also describes the role of the carrier, Technical Group and Vendor, will be repeated in order to regularly develop and/or maintain the Verified Shipper Database.

1. Each participating carrier creates a list of shippers which have caused no incident of consequence to the safety of crew, environment, cargo and/or assets (covering personal injury or death, environmental pollution, damage to or loss of cargo and/or assets) in the immediately preceding two-year period (but without the need for the shipper to have been established or have had a contractual relationship with a carrier throughout the entire two-year period). The carrier then submits this list to the Vendor with a request for inclusion in the Verified Shipper Database. The Vendor, in an anonymized form (i.e., redacting data that may indicate which carrier submitted them) merges all lists into a single Verified Shipper Database. The carrier will at all times have access to the Verified Shipper Database on a specific-shipper query basis as described below.
2. Before the Database goes live, a carrier who has a reason to object to a shipper's inclusion in the Verified Shipper Database may enquire with the Vendor whether the shipper is set to be included in

the Database and, if so, may lodge a request for non-inclusion with the Vendor. After the Database has gone live, a carrier who has a reason to request suspension of a shipper from the Verified Shipper Database may enquire with the Vendor whether the shipper is included in the Database and, if so, may lodge a request for suspension with the Vendor. The request for non-inclusion or suspension shall be based on the shipper having caused an incident of consequence to the safety of crew, environment, cargo and/or assets (covering personal injury or death, environmental pollution, damage to or loss of cargo and/or assets) in the immediately preceding two-year period and/or being linked to a result of a container inspection (carried out in the industry standardized container inspection process) showing deficiencies. The Vendor then forwards the request along with any representations by the shipper (see below) in an anonymized form (i.e. redacting data that may indicate which carrier submitted them and which shipper is involved) to the Technical Group. The Technical Group decides based on the anonymized information presented to it whether the shipper is to be included in or suspended from the Verified Shipper Database, on the basis of the severity of the incident taking into account the specifics of each case and any extenuating circumstances. Once a decision has been reached by the Technical Group, the Technical Group sends this to the Vendor for actioning into the Verified Shipper Database.

Under step 2 above, both:

- when a carrier lodges a request for non-inclusion or suspension with the Vendor but prior to this being considered by the Technical Group; and
- when the Technical Group decides to not include or to suspend a shipper by reason of the above request,

the carrier who had and continues to have a direct contractual relationship with the shipper notifies the shipper with details of the above informing the shipper of its ability to submit a written representation to the carrier in order to support the shipper's request for inclusion in, non-suspension from, or reinstatement in the Verified Shipper Database (as the case may be): the shipper's written representation shall include information on the shipper's effective action (in response to a root-cause analysis) to correct the reason(s) that may lead or already led to non-inclusion or suspension, or other facts to support the shipper's request. The carrier shall then transmit this information to the Vendor for anonymization and forwarding to the Technical Group for consideration in accordance with the above process. In the process explained in this paragraph, if the carrier does not anymore have a direct contractual relationship with the shipper at the time, the carrier's role is assumed by the Vendor.

At any time, a shipper may enquire with a carrier with which it has or intends to have a contractual relationship whether the shipper is included in the Verified Shipper Database. If the shipper is not in the Database, the shipper may submit a request for its inclusion to the carrier who shall forward it to the Vendor for the shipper's inclusion in accordance with the above two-step process.

The Vendor will facilitate the work of, and cooperate with, all parties e.g. by anonymizing relevant data before forwarding to the Technical Group, requesting any clarification from individual carriers, retaining data in the background about a non-included or suspended shipper so as to allow future reconsideration

of the relevant decisions by the Technical Group, working with the Technical Group to develop any document templates in order to streamline the required work.

DATABASE OF APPROVED CONTAINER INSPECTION COMPANIES

When the 'Reactive' Inspection System is used by the carrier (as explained in the introduction further above), the carrier will need to be able to choose which company conducts the inspection. This choice is to be made from the Database of Approved Container Inspection Companies which is administered and maintained by the Vendor.

The below two-step process, which also describes the role of the carrier and Vendor, will be repeated in order to regularly develop and/or maintain the Database of Approved Container Inspection Companies.

1. Each participating carrier creates a list of inspection companies which the carrier approves on the condition that each container inspection company agrees to conduct inspections in the industry standardized way (*see below background note) and to protect the confidentiality of commercially sensitive data relating to all inspections that it will conduct under the 'Reactive' Inspection System, and as may be specifically required by the carriers who will instruct it under the 'Reactive' Inspection System. The carrier then submits this list to the Vendor for inclusion in the Database of Approved Container Inspection Companies. The Vendor anonymizes the lists submitted to it (i.e. redacting data that may indicate which carrier submitted them) and merges them with the Vendor's own list of Container Inspection Companies (if any).
2. Once this procedure is finalized, the Vendor establishes the Database of Approved Container Inspection Companies. The carrier has access to the entirety of the Database of Approved Container Inspection Companies so as to be able to select a company to carry out the required inspection.

At any time, a container inspection company may enquire with a carrier with which it has or intends to have a contractual relationship whether the container inspection company is included in the Database of Approved Container Inspection Companies. If the container inspection company is not in the Database, it may submit a request for its inclusion to the carrier. Subject to the abovementioned condition that the inspection company agrees to conduct inspections in the industry standardized way being satisfied, the carrier shall submit the container inspection company's details to the Vendor for inclusion in accordance with the above two-step process.

The Vendor will cooperate with carriers and the Technical Group in order to follow the above process and repeat this process in order to regularly develop and maintain the Database of Approved Container Inspection Companies.

(* As a background note, the industry standardized way to carry out an inspection is as follows:

Prior to conducting an inspection, the container inspection company ensures that the following two pre-conditions are met: i) The carrier has informed the inspection company that the shipper was made aware that an inspection

will be carried out; and ii) The container has not been already inspected under the 'Reactive' Inspection System for the same voyage.

In order to then complete a (physical or remote) inspection, the inspection company shall verify all of the following 18 items: 1) The container seal is intact and the seal number is correct as against the relevant documentation; 2) The CSC plate of the container is valid; 3) The container is in an acceptable condition; 4) All dangerous goods have been declared and appropriately documented in accordance with the IMDG Code; 5) If the container has been fumigated, ensure that at least 24 hours have passed before opening the doors to be followed by complete ventilation. Also, atmospheric measurements should be done before inspection commences; 6) The cargo within the container has been packaged in compliance with the IMDG Code; 7) The cargo within the container is correctly segregated; 8) The cargo within the container is correctly lashed and braced; 9) The correct container placards, primary and secondary (for example for marine pollutant), are used; 10) There is no evidence of a leak; 11) If relevant, the correct vanning certificate has been provided; 12) If relevant, the correct stowage code has been used; 13) If relevant, the appropriate Material Safety Data Sheet (SDS) has been provided; 14) There is no discrepancy between the documentation and the CSC plate regarding the container's maximum payload; 15) Any devices, e.g. data loggers, affixed to, in or on the container do not have signs of damage such as deformation or cracks; 16) There is no visible pest contamination in and on the container and its cargo; 17) The replacement seal has been installed and witnessed; and 18) The correct replacement seal number has been included in the proper shipping documentation.

The inspection can produce one or more of the following results, which are to be accompanied with relevant explanatory details provided by the inspection company in accordance with the requesting carrier's specifications: a) 'Passed / No deficiencies'; b) 'Deficiency relating to placards, marks, signs and labelling'; c) 'Deficiency relating to mis-declared cargo', which includes cases such as incorrect IMDG Code class and UN number; d) 'Deficiency relating to non-declared cargo', which includes cases such as not-at-all declaration or exemption under a Special Provision of the IMDG Code; e) 'Minor rework deficiency', which includes cases where e.g. minor package lashing rework needs to be done; and/or f) 'Non-minor rework deficiency', which includes more serious cases than minor rework deficiencies, where, e.g., a board needs to be placed between packages, the whole container needs to be redone or the cargo needs to be transferred to a new container or the container is unsuitable for onward transportation.)

Term

WSC members are interested in a long-term cooperation with the Vendor which may evolve over the period of the contract as the process for cargo screening and inspections is amended to improve accuracy and efficiency. Therefore, the members of WSC are seeking long-term contract proposal templates with a minimum term of 5 years with flexibility on individual carrier terms, but each bidder may propose longer periods.

Required components of a bid

Bidders are requested to provide full and comprehensive proposals that must include the following components:

1. Factual references on shipping industry know-how and past experience;

2. Full architecture of the digital solution including a detailed description of the bidder's capabilities to interconnect with multiple carriers' IT systems;
3. A detailed discussion of data confidentiality, security and ownership;
4. Detailed description of the business continuity measures that will be embedded in the solution;
5. Detailed overview of the bidder's existing systems/processes that can immediately transition to the requirements of the Common Third-Party Screening Tool and Database of Approved Container Inspection Companies, and any systems/processes that require a development phase;
6. A detailed timeline for the development of each component of the solution not yet in existence and a reasonably estimated 'go-live' date for the entire digital solution; and
7. A detailed explanation of the expected level of carrier's required involvement in the development (if needed).

More specific details related to some of the above components are provided below.

Factual references

Description of relevant work and listing of previous and current clients served in the shipping industry.

Digital solution

The SSC requires the following minimum technical features for the digital solution:

1. Ability to import the data from participating carriers, perform the required checks and return the required outcome to the individual carriers;
2. Continuous screening of submitted booking data – online 24 hours/day, 7 days/week, 365 days/year;
3. Data confidentiality (e.g., implementation of information barriers so that each carrier's data must be appropriately segregated and accessible only to the specific carrier; and data that each carrier submits to the system are and will remain property of the carrier);
4. Portability of data which has been contributed by, and/or developed in response to contributions by, individual carriers and the Technical Group, in a secure and encrypted form;
5. High level of security features ensuring access to carriers' booking and related systems is not possible;

6. The digital solution must be an open one to allow interfaces and connection with other systems for data exchange and support of specific customization;
7. The digital solution must be scalable and expandable (e.g., to include additional carriers, additional streams of information, types of cargoes and checks, increased number of booking data etc.);
8. Easy management of shared keyword libraries and rules;
9. Integration of Artificial Intelligence (AI) which among others can learn from the data submitted to the Vendor by participating carriers and decisions of the Technical Group in the process of establishment, development and maintenance of the Shared Keywords Library and Verified Shipper Database in order to improve all other components of the Common Third-Party Screening Tool;
10. Integration of Optical Character Recognition (OCR);
11. Integration of 'Fuzzy Logic' software;
12. The 'Verified Shipper' functionality must be embedded in the solution;
13. Automatic availability of downloadable customizable reports in a format suitable for carrier's analysis, carrier's use in claims-handling procedures and carrier's correspondence; and
14. Provision of a Database of Approved Container Inspection Companies, with an appropriate feature that temporarily logs, upon notification by the carrier, inspections which are ordered for the same container and for the same voyage, in order to avoid duplicate inspections.

Taking the above into account, the bidder must include details of the specifications of the digital solution that the bidder proposes, which integrates the above minimum features and/or additional/alternative features. The bidder must also provide the following about the digital solution and the bidder's organization:

- Is it an in-house solution or third-party digital solution?;
- Detailed explanation of the cyber security features (including any standards) that will be part of the digital solution;
- Detailed explanation of the digital solution's interoperability with the carrier's system and any need for carrier's involvement (people, time) to facilitate this;
- Detailed explanation on how data confidentiality and segregation is ensured and guaranteed at the digital solution level as well as organizational level;
- Data accessibility processes and procedures; and
- Description of compliance with data protection and other applicable laws and regulations at the digital solution level as well as organizational level.

Selection criteria

All bids that are provided in accordance with the above required components will be analyzed by the SSC based on the below organizational, know-how/experience, technical, and commercial selection criteria. The SSC will make a best value determination on one (1) Vendor based on these selection criteria. The combination of the technical and commercial assessments will define which proposal is able to create the best value for all participating WSC members and, as a consequence, which submission will be selected to deploy the project.

After the SSC makes its recommendation on a Vendor that provides the best value, individual WSC as well as any non-WSC members that elect to participate in the program will be invited at their discretion to enter into private contractual negotiations with the selected provider.

Organizational Criteria:

1. Vendor's demonstrated ability to proactively engage with all participating carriers;
2. Demonstrated ability to facilitate the work of, and coordinate with, a Technical Group which is to be established;
3. Compliance with all applicable data protection regulations and laws;
4. Maintenance of strict neutrality and independence;
5. Strong cybersecurity, business continuity and security management policies; and
6. Easily reachable customer service.

Know-How/Experience Criteria:

1. Demonstrated shipping industry experience;
2. Identification of shipping patterns and trends;
3. Ability to keep up to date with, and implement, industry methods of transmitting information in order to satisfy the functionalities of the Common Third-Party Screening Tool; and
4. Up-to-date knowledge and experience on hazardous materials and related regulations.

Technical Criteria:

Demonstrated ability to implement and maintain a system that fulfills the minimum required technical features for the digital solution, incorporating strong cyber security and business continuity measures and/or additional/alternative features proposed by the bidder.

Commercial Criteria:

1. Minimization of the total cost to WSC members;
2. Minimum time to implement a full solution to perform job in scope with the requested outcome;
3. Proposed term (minimum of 5 years with flexibility on individual carrier terms); and
4. A clear pricing structure, which should enable individual carriers to sufficiently determine the potential cost of individual carrier subscription to the digital solution before the SSC chooses the Vendor.

The pricing structure could take into account variable and invariable factors, for example, volume of screenings, discounts dependent on the (increased or decreased) volume of screenings by all participating carriers handled across the platform, group discounts dependent on the number of subscribing carriers, (added or reduced) cost of integrating an individual carrier's booking data and interacting with an individual carrier's systems, length of subscription, any discount for carriers-participants in the Technical Group.

The Vendor could also consider other appropriate pricing structure elements that achieve the purpose of enabling individual carriers to sufficiently determine the potential cost of subscription to the digital solution before the SSC chooses the Vendor.