



CENTRAL SECTION PROJECT

Prequalification Questionnaire for < >

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Section A - Minimum Standards

Where applying as a partnership, joint venture, consortium or similar joint approach, all of the answers to Section A must be provided for each of the constituent companies and, if incorporated, the joint venture/consortium company

| A General information | | Accept/Reject |
|--|---|---------------|
| Identity and Contact Details | | |
| A1 | Name of economic operator | |
| A2 | Name, position, address, telephone number and e-mail address of main contact for this contract(s). | |
| A3 | Registered Office Address | |
| A4 | Date of Registration | |
| A5 | Company Registration Number | |
| A6 | Address of the economic operator if different from that given in A2 above | |
| A7 | Legal status of the economic operator, e.g., partnership, limited company, consortium or joint venture | |
| A8 | VAT registration number | |
| A9 | Name and address of ultimate Holding Company | |
| A10 | Company Registration number of ultimate Holding Company | |
| A11 | Provide your Dun & Bradstreet D-U-N-S Number | |
| Prosecutions and Convictions | | |
| A12 | Provide details of all prosecutions brought against the economic operator under any legislation in any part of the world relating to health and / or safety at work, working practices, the environment, equal opportunities or discrimination in employment during the last 5 years. Details must include the name of the country, nature of the project or work, the date, the applicable law and the outcome of the prosecution. | |
| A13 | Provide confirmation that the economic operator or its directors or any other person who has powers of representation, decision or control of the economic operator have not been convicted of any of the offences stated in Regulation 26(1) of The Utilities Contracts Regulations 2006. | |
| Personal Interest and Conflicts of Interest | | |
| A14 | Give details of any officer of the economic operator who is a relative of or has a close relationship with anyone who is employed by Crossrail Limited at a senior level. | |
| A15 | State if the economic operator or any joint venture partners, sub-consultants or sub-contractors have any real or potential conflicts of interest with either existing contracts with Crossrail Limited or with third parties having contracts with Crossrail Limited. Please provide (in an appendix) a copy of any policy covering this issue or explain how conflicts of interest arising in the future will be dealt with. | |

Section B - Economic and Financial Standing

Where applying as a partnership, joint venture, consortium or similar joint approach, all of the answers to Section B must be provided for each of the constituent companies and, if incorporated, the joint venture/consortium company

| B Financial information | | Accept/Reject |
|-------------------------|--|---------------|
| Accounts | | |
| B1 | <p>Provide the full report and accounts for the economic operator for the last 3 years of trading or for the full period of trading if less than 3 years. When available, audited accounts must be provided. For the period of trading following the end of the last audited accounting period to date, provide a report and accounts signed by the economic operator's Finance Director. Economic operators who do not have 3 years of audited accounts should provide whatever audited accounts they may have. Newly formed economic operators should provide a statement of turnover, profit & loss and cash flow for the most recent year of trading and / or a statement of the economic operator's cash flow forecast for the current year and a letter from the economic operator's bank outlining the current cash and credit position. Where the economic operator is a subsidiary of a group of companies, this information is required for the subsidiary, all intermediate holding companies, if applicable, and the ultimate holding company. Details may be checked with data held by Dun and Bradstreet or similar organisations.</p> <ul style="list-style-type: none"> - Profit and Loss Accounts - Cash flow statement - Balance Sheet - Full accompanying notes - Auditor's Report | |

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|---------------------------------|--|--|
| B2 | Please supply the following financial figures (in yearly columns) for the last 3 financial years. Overall turnover Turnover in relevant services Operating Profit Profit in relevant services Current Assets Current Liabilities Long Term Liabilities Net Assets | |
| B3 | Advise the name, address and telephone numbers of the economic operator's bank. | |
| Insurance and Guarantees | | |
| B4 | Please advise the amount of insurance cover held for: i) Public Liability; ii) Product Liability; iii) Employer's Liability; iv) Professional Indemnity; v) Contractors All Risks; and vi) any other insurance policies held and the expiry dates of the policies. | |
| B5 | Submit (as an appendix) copies of all relevant insurance certificates. | |
| B6 | If a joint approach is proposed, provide a statement signed by all the proposed parties to the joint approach that each party will assume joint and several responsibility for the due performance of the contract, whether as parties to the contract or as parent company guarantors | |
| B7 | Please provide a statement confirming that the ultimate holding company (identified in A9) will provide a parent company guarantee (or in the case of the ultimate holding companies of each party to a consortium, Joint Venture or other arrangement that they will each provide parent company guarantees). | |

Section C to F - Technical / Professional Ability

| Unless otherwise indicated in the question, where applying as a partnership, joint venture, consortium or similar, all of the answers to Sections C to F must be provided for each of the constituent companies and, if incorporated, the joint venture/consortium company. | | Score | Weighting | Weighted Score | Scoring Guidance [score zero (0) to be returned for no response or a totally unacceptable response] | | | |
|---|--|-------|-----------|----------------|---|--|--|---|
| | | | | | 25 - Major Concern | 50 - Minor Concern | 75 - Acceptable | 100 - High Confidence |
| C Business arrangements | | | | | | | | |
| Organisation | | | | | | | | |
| C1 | Attach a chart showing the ownership structure of the economic operator including relationships to any parent, holding or other group companies. | | | | Unclear structure, divisions not aligned with Crossrail needs | Clear structure but only partial alignment to Crossrail needs | Clear structure with good alignment to Crossrail needs | Clear structure with divisions well aligned to Crossrail needs. |
| C2 | Provide details of the economic operator's main business activities showing the size by percentage and approximate annual turnover of each activity and stating how long in business in this capacity. | | | | No activities shown are relevant to the category of work. | The activities shown are generally relevant to the category of work but they are minor parts of the contracting entities business. | The activities shown are relevant to the category of work and they are significant parts of the contracting entities business. | The activities shown are very relevant to the category of work and they are significant parts of the contracting entities business. |
| C3 | If the economic operator is a consortium, Joint Venture or other arrangement, provide a summary of the proposed organisation and management arrangements. | | | | | | | |
| Responsible Procurement | | | | | | | | |
| Crossrail Limited strongly supports and implements the Greater London Authority Group Responsible Procurement Policy. Details about the policy can be found at: http://www.london.gov.uk/rp/policy/ | | | | | | | | |
| C4 | Please provide (in an appendix) a copy of your Supplier Diversity Policy detailing how you collect and monitor workforce and/or ownership information of suppliers and how you proactively encourage the use of diverse suppliers [namely: small and medium enterprises (indicatively 0 to 49 and 50 to 249 employees); Black, Asian and minority ethnic businesses; suppliers from other under-represented or protected groups, suppliers demonstrating a diverse workforce composition and voluntary and community sectors]. | | | | No policy and little of no evidence of monitoring and encouraging supplier diversity | Limited policy and limited monitoring and encouraging supplier diversity | Satisfactory policy and evidence of monitoring and encouraging supplier diversity | Comprehensive policy and good evidence of monitoring and encouraging supplier diversity |
| C5 | Equality and Inclusion Please provide a copy of your Equality Policy. | | | | Policy barely meets legal minimum and little or no evidence of good practice | Adequate policy but may not be actively implemented | Comprehensive policy effectively implemented | Excellent policy and strong evidence of its practice in all aspects |

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| C6 | Have you had any finding of unlawful discrimination made against you by any court or industrial or employment tribunal or been the subject of any formal investigation by the Commission for Racial Equality, The Equal Opportunities Commission or the Disability Rights Commission on grounds of alleged unlawful discrimination in the last three years? If the answer is yes, what steps have been taken as a result of that finding or investigation? | ████ | █ | Significant evidence of unlawful discrimination; little or no evidence of corrective action | Some evidence of unlawful discrimination; minimum corrective action taken. | No significant evidence of unlawful discrimination; clear procedure for corrective action if required. | Answer: 'no' |
| C7 | Please provide (in an appendix) details of how you manage external relations and communications with communities and stakeholders. | ████ | █ | No evidence of process for managing external relations and communications. | Some evidence of process for managing external relations and communications. | Sufficient evidence of process for managing external relations and communications. | Excellent process for managing external relations and communications in place. |
| C8 | Please provide details as to how the following employment practices are monitored and reviewed within its supply chain: a) Payment of fair wages b) Appropriate working hours c) Working conditions clean and hygienic d) Prevention of the use of immoral labour sources, e.g. child labour, forced labour. e) Prohibition of discrimination f) Provision of regular employment. g) Employment freely chosen h) Freedom of association | ████ | █ | No evidence of practices being monitored and reviewed within supply chain. | Minimal evidence of practices being monitored and reviewed within supply chain. | Sufficient evidence of practices being monitored and reviewed within supply chain. | Excellent procedure in place to monitor and review supply chain. |
| C9 | Please provide details as to how you encourage ethical sourcing within your supply chain especially where there is a requirement to source raw materials from developing countries. | ████ | █ | No evidence of action taken to encourage ethical sourcing practices | Limited evidence of action taken to encourage ethical sourcing practices | Sufficient evidence of action taken to encourage ethical sourcing practices | Excellent arrangements in place to encourage ethical sourcing practices |
| C10 | Materials selection – please provide details of how you select goods and materials that have low or reduced environmental impacts, including purchasing refurbished, recycled and recyclable equipment, products and materials; products with low embodied energy, non-hazardous and from local and/ or renewable sources (e.g. FSC timber). Outline the process for this and provide up to 3 examples of products that have been procured on the basis of their low or reduced environmental impact. | ████ | █ | Poor procedure and little or no evidence | Evidence of intention to select goods and materials suitably but evidence not convincing | Good procedure supported by reasonable evidence | Excellent procedure and good practical examples |
| C11 | Energy – please provide details of how you implement energy efficiency measures on projects providing up to 3 examples from your past projects. | ████ | █ | Minimum intention to apply suitable measures and little of no evidence | Evidence of intention to apply suitable measures but evidence not convincing | Good set of measures; some evidence of practical application | Excellent set of measures and convincing examples of use in practice |
| C12 | Air pollution and climate – please outline details of any measures you have taken to reduce emissions of air pollutants from a) your vehicle fleet b) plant and equipment used on site and c) employees travel to work, with an example in each case. | ████ | █ | Poor examples | Adequate examples | Good examples | Excellent examples |
| C13 | Waste - please outline the processes that you implement to reduce, reuse and recycle waste on projects. Provide up to 3 examples where this has been used and the amounts of waste reduced, reused or recycled on your projects. | ████ | █ | Poor processes and little of no evidence of use in practice | Evidence of intention to reduce / reuse / recycle but practical evidence not convincing | Good processes supported by reasonable evidence | Excellent processes and good practical examples |
| C14 | Please provide up to 3 examples of how responsible procurement criteria have influenced the selection of your supply chain. | ████ | █ | No clear process and insufficient evidence of Responsible Performance criteria being used for selection | Adequate process and some evidence of using Responsible Procurement for selection | Good process and good examples of Responsible Procurement criteria being used for selection | Excellent process and Responsible Procurement used as a key criteria for selection of suppliers |
| Sub-contractors, sub-consultants and suppliers | | | | | | | |
| C15 | Describe how you advertise sub-contracting, sub-consulting or supplier opportunities. | ████ | █ | Little or no advertising | Regular advertising through limited channels | Regular advertising using wide variety of channels, including own website | As foregoing and with proactive guide for prospective sub-consultants, sub-contractors or suppliers |
| C16 | Describe how you evaluate the suitability of potential sub-contractors, sub-consultants or suppliers and how you award contracts to sub-contractors, sub-consultants and suppliers. | ████ | █ | No formal system. Ad hoc choice of potential sub-contractors, sub-consultants or suppliers. Contracts awarded on the basis of lowest price only. | Suitability is determined from a limited amount of information requested from potential sub-contractors, sub-consultants or suppliers. Contracts awarded on basis of ability and quality of service as well as price (value for money). | Suitability is determined from the answers to a detailed questionnaire sent to potential sub-contractors, sub-consultants or suppliers and evaluated in a structured way. Opportunities to tender on value for money basis offered to sub-contractors, sub-consultants or suppliers on approved list having already been vetted for technical capability and financial standing. | Detailed information from potential subcontractors, sub-consultants or suppliers is evaluated, visits / audits are conducted and records kept. As for "Acceptable" but with approved list regularly reviewed and a clear process for encouraging new suppliers to seek inclusion on the list. |
| C17 | Advise how you manage sub-contractor, sub-consultant or supplier performance | ████ | █ | No evidence of performance analysis and review with sub-contractors / sub-consultants / suppliers | Some analysis of performance on key contracts and occasional informal review with sub-contractor / sub-consultant / supplier | Formal review of sub-contractor / sub-consultant / supplier performance and some targets for improvement set | Systematic analysis and target setting in place for regular suppliers. Changes to approved sub-contractor / sub-consultant / supplier lists made as a consequence of performance |

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| Risk management | | | | | | | | |
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| C18 | Describe how the economic operator manages business and project risks other than those covered by HSQE arrangements described elsewhere. | | | | Awareness largely in terms of wish to avoid or pass on risks | Reasonable foresight being exercised, with contingency planning for potential problems | Consistent approach to the identification, assessment and control of risk, including undertaking surveys or other risk reduction exercises | Systematic procedure implemented for risk management, including regular review and monitoring by senior management |
| C19 | Provide details of the economic operator's formal risk management processes. | | | | None | Previous involvement in risk management workshops led by others | Examples of supporting documentation available –risk registers, prompt lists, etc. | Fully equipped to take lead role in risk management within contract team |
| D People Management | | | | | | | | |
| Staffing strategy | | | | | | | | |
| D1 | Outline your staffing strategy in relation to the work category / professional discipline to which this questionnaire relates. You may wish to include: i) Currently expected levels of turnover per annum ii) the future assessment of demand from Crossrail and the transport industry in general iii) staffing strategy to meet increased demand should future expectations exceed current resource levels iv) availability of licensed staff to work on rail projects (e.g. personal track safety certification; fire safety certification; LU Green card) v) other influencing factors vi) the employment of agency and consultancy staff | | | | Little confidence that the resources needed for the proposed contract can be mustered and that the workload can be managed satisfactorily | Adequate resources and management can be achieved although there may be some difficulties experienced, especially with peaks and troughs of workload | A reasonably balanced workload can be achieved with sufficient resources reasonably managed to meet peaks and troughs | The proposed contract fits in well with resourcing ability and should present few management difficulties |
| Staff training and development | | | | | | | | |
| D2 | Provide details of your training policy and your system for employee competency assurance | | | | No formal programme/system | Training policy for head office management only/certain elements of a system for employee competency assurance in place but lack of comprehensive system | Training policy for head office personnel and site management ony/performance appraisal and standards definition exists but not other features expected of a comprehensive system for employee competency assurance | training policy in place for all head office personnel, site management and site personnel/system includes certification standards definition, performance appraisal and linkage to training and development programme. |
| D3 | What arrangements are in place for the personal development of staff? | | | | No formal arrangements | Staff appraisal system but weak on staff development | Good staff appraisal and development process | Excellent process actively managed and implemented |
| Staff retention | | | | | | | | |
| D4 | Provide details of your policy towards retaining and motivating staff and advise how the performance of individuals is recognised? | | | | No evidence of commitment, little or no identifiable form of recognition. | Incentive scheme in place for limited number of personnel, recognition on an ad hoc unstructured basis. | Incentive scheme in place for head office and site management . Evidence of performance and development process for selected members of staff. | Policy in place to encourage loyalty and high achievement from all personnel. Evidence of performance and development process for most members of staff. |
| Attitude and Culture | | | | | | | | |
| D5 | Provide examples of your experience of working collaboratively with clients in a co-located and integrated team. | | | | Unwillingness to take an active role in creating team spirit and evidence of an adversarial culture | Acknowledgement of value of team-working, and willing to adopt practical measures to promote it | Previous positive experience of team-building 'away-days', sharing accommodation or similar arrangements | Successful involvement in 'Partnering / alliance' arrangements. |
| E Best practice management | | | | | | | | |
| Health and Safety | | | | | | | | |
| E1 | Provide (as an appendix) a copy of the economic operator's health and safety policy statement and management system framework to indicate how health and safety, including accident prevention, is promoted and managed. | | | | Poor with many areas for improvement | Poor with some areas for improvement | Good/Acceptable | Excellent |
| E2 | Provide (as an appendix) a copy of pre-qualification and registration details of the economic operator as a Contractor (and as a Designer where applicable) with an independent accreditation body, such as the Contractors Health & Safety Assessment Scheme | | | | Shows an understanding of the regulations, but some concerns | Shows an understanding of the regulations | Shows an understanding of the regulations and considers the application of these as requested. | Shows clear understanding of the regulations and clearly understand the application of these as requested. |
| E3 | Provide summaries of the experience and qualifications of a minimum of three specialist health and safety personnel that provide competent advice within the economic operator's organisation who are employed by the economic operator. | | | | Qualifications and experience of little relevance | Summaries show that the level of experience and qualifications is patchy and causes concerns in some areas | The summaries show an acceptable level of tunnelling safety and occupational health / hygiene experience and qualifications | The summaries show an excellent level of tunnelling safety and occupational health / hygiene experience and qualifications |
| E4 | Provide (as an appendix) a copy of a construction phase safety management plan for works of a similar nature to the category for which the economic operator is applying, that has been approved by the Client for the project in accordance with Directive 92/57/EEC | | | | Plan omits essential features | Plan not comprehensive and given with insufficient detail | Plan appears to be appropriate for the works involved but some aspects will need to be improved for Crossrail's proposed contract | Comprehensive plan which reflects likely needs of the proposed Crossrail contract. |

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| E5 | Provide evidence showing: (records should include any incidents that occurred whilst the company traded under a different name, irrespective of whether direct employees or labour-only subcontractors were involved) i) the way in which accidents and incidents are recorded and investigated; ii) the last five accidents/incidents and action taken to prevent recurrence; iii) any enforcement action taken over the last five years, and what action was taken to put matters right; and iv) statistics showing incidence rates of major injuries, over three-day injuries, reportable cases of ill health and dangerous occurrences for the last five years. v) statistics showing occupational health of workforce over the last three years and improvement actions | | | | Questions not fully answered or answers showing poor safety record | Signs that poor safety record being addressed satisfactorily | Good answers. Satisfactory safety record and action taken | Comprehensive answers and satisfactory to good safety record |
| Quality | | | | | | | | |
| E6 | Provide details of the quality management system certification held by the economic operator, e.g. ISO 9001 or an equivalent standard. Where the system has been independently certified by a United Kingdom Accreditation Service (UKAS) accredited body, include (as an appendix) a copy of the certificate and the full scope to which the certificate applies. If no certification is held outline the current status of the economic operator's quality management system. | | | | Little evidence of an adequate quality management system | Evidence of own quality management system and working towards certification. | Effective quality management system in place with partial certification | Certification applying to a wide range of relevant activities and processes including project co-ordination and interface matters |
| E7 | Provide an example of a Project Execution Plan and resource chart as approved and used for a recent similar project | | | | Inadequate evidence that execution or resources have been planned | Satisfactory framework for execution, some areas not covered | Acceptable plan, addresses H&S, Q, E, includes interfaces with outside parties & matching resources | Comprehensive plan, integrating H&S, Q, E, and supporting functions, covers interfaces & relationships with outside parties. Detailed & relevant resource plan |
| E8 | Provide an example of an Inspection and Test Plan as approved and used for a recent similar project | | | | Inadequate format/ insufficient evidence of controlling inspection & testing. Acceptance criteria not clear | Acceptable basis for inspection & test plan, but would require improvements to format or type of content | Format covers all basic needs for defining activities, applicable testing, acceptance criteria, witnessing, records | Comprehensive format covering all key and supporting activities, with internal & external inspection witness scopes, clear acceptance criteria & specific record requirements |
| Environment | | | | | | | | |
| E9 | Provide (as an appendix) the following: i) a copy of your Environmental Policy; ii) a list of documentation and procedures that comprise your Environmental Management System (EMS); and iii) a copy of the BS EN ISO 14001:2004 or Eco Management and Audit Scheme (EMAS) certificate. State whether the certificate applies to that part of the economic operator that would undertake the work category(s) that the economic operator has expressed an interest in. | | | | Little evidence of an adequate policy or management system | Some evidence of environmental management system | Extensive environmental management system | Evidence of an excellent system managed pro-actively which has full regard for all relevant legislation. |
| E10 | Provide details of any scheme(s) that the economic operator is a member of, aimed at reducing the impacts on the environment (e.g. Considerate Contractors). Provide examples of the benefits that any scheme(s) has brought to the economic operator's projects. | | | | Examples show that experience is inadequate. | Reasonable overall spread of experience but would struggle to cope with the requirements of the proposed contract. | Good experience indicated by examples and capability likely to be adequate for the proposed contract but could struggle to achieve optimum results | Excellent examples particularly relevant to proposed contract. Likely to produce good results. |
| E11 | Provide details of all statutory notices from any environmental regulator in any countries in which the economic operator operates (e.g. in England - Environment Agency, Local Authority, Natural England or English Heritage). Details must include the name of the country, nature of the project or work, the date, the applicable law, the outcome of the prosecution and lessons learned and improvements made to business practices. | | | | Remedial notices and prosecutions / little or no indication that further infringements will occur | Some prosecutions / action taken to avoid further infringements | Only remedial notices received and action taken to prevent reoccurrence. | No statutory notices received or prosecutions |
| Information | | | | | | | | |
| E12 | Provide details to show that the economic operator is aware of and is applying the requirements of ISO27001 and related standards for information security systems management. | | | | Unaware of ISO requirements and unlikely to change | Aware of requirements but work necessary to comply | Applying requirements subject to some reservations | Fully meeting requirements |
| E13 | Provide details of the software that the economic operator is likely to use for electronic files provided to Crossrail. | | | | Unsuitable and will not adapt to Crossrail requirements | Limited compatibility but will adapt to Crossrail requirements | Compatible subject to minor reservations | Fully compatible |
| F Ability and Technical Capacity | | | | | | | | |
| Organisation and Personnel | | | | | | | | |
| F1 | State the numbers of each of professional, skilled (technical), unskilled personnel employed by the economic operator, relevant to the category of works required. | | | | Considered wholly inadequate for the category showing little depth and breadth of technical experience. | Some relevance for the category but showing generally inadequate depth and breadth of technical experience. | Good alignment for the category and generally adequate depth and breadth of technical experience. | Excellent alignment for the category and good depth and breadth of technical experience. |
| F2 | Provide summaries of the experience and qualifications of five key staff employed by the economic operator relevant to this category. | | | | Summaries show that key staff lack adequate or appropriate experience and would struggle to fulfil their role | Summaries show that the needed level of experience is patchy and may cause problems in some areas | Generally the summaries show a high level of appropriate experience with only minor areas of concern | Summaries show a good track record of providing similar services. |
| Relevant Experience | | | | | | | | |

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| <p>F3 Provide up to five relevant examples of projects undertaken (within the last five years) by the economic operator to demonstrate the economic operator's capabilities for works of a similar nature to that required for this category. Give particular emphasis to any contracts where the economic operator's input to the finalisation of the Clients design was required. For each of the five example projects also include:</p> <ul style="list-style-type: none"> i) Client, contact name and contact details; ii) Overall cost of the project; iii) The cost of the works / professional services; iv) The dates between which the works were undertaken; v) The role the economic operator undertook and the objectives achieved; and vi) Provide from two of the five projects a works execution plan, works organisation and resource chart. vii) If you have experience of early contractor input in to the Clients final design describe what worked well but also any problems/pitfalls with the process. Describe what you consider to be the critical success factors for early contractor involvement. | | <p>██████████</p> | <p>██████████</p> | <p>Examples show that experience is inadequate in terms of scale, role, achievements and value added</p> | <p>Reasonable overall spread of experience but would struggle to cope with the requirements of the proposed contract. Scale of experience limited and longish learning curve necessary.</p> | <p>Good experience indicated by examples and capability likely to be adequate for the proposed contract but could struggle to achieve optimum results</p> | <p>Excellent examples particularly relevant to proposed contract. Likely to produce excellent results.</p> |
| | | <p>██████████</p> | <p>██████████</p> | | | | |