

COVER LETTER

15 September 2026

Dear Sir / Mdm,

INVITATION TO TENDER (ITT) FOR THE PROVISION OF SECURITY SERVICES FOR SINGAPORE ART MUSEUM (SAM) AT BLK 39 KEPPEL ROAD TANJONG PAGAR DISTRI PARK FROM 7 JANUARY 2027 TO 30 SEPTEMBER 2028

Singapore Art Museum (SAM) invites qualified and experienced security service providers to submit tenders for the Provision of Security Services for Singapore Art Museum (SAM) at Blk 39 Keppel Road, Tanjong Pagar Distripark, for the contract period from 7 January 2027 to 30 September 2028.

The appointed Contractor shall provide the necessary security manpower, supervision, management and related services to support SAM's day-to-day operations and ensure the safety and security of visitors, staff, contractors, artworks, collections, premises and other assets.

Tenderers shall prepare and submit their tenders in accordance with the requirements, specifications, terms and conditions stipulated in the following Tender Documents:

- a. Tender Notice on <https://www.singaporeartmuseum.sg/about#quotations-tenders>
- b. This Cover Letter
- c. Section A: Instructions to Tenderers
- d. Section B: Requirement Specifications
- e. Section C: Evaluation Criteria
- f. Section D: Prescribed Forms with Price Breakdown
- g. Section E: Schedule of Liquidated Damages
- h. Section F: Conditions of Contract

Tenderers shall meet the following minimum eligibility requirements:

- a. **Government Supplier Registration**
 - i. Valid registration under Supply Head: EPU/SER/43 (Security Services), covering the supply of security manpower and related security services; and
 - ii. Financial Grade S5 or above – Tendering Capacity SG\$1,000,000 and above
- b. **Security Agency License**
 - i. Possess a valid Security Agency Licence issued by the Police Licensing Regulatory Department (PLRD)
 - ii. Possess a valid Singapore Police Force (SPF) Security Agencies Competency Evaluation (SACE) "Pass" in all Core Competences
- c. **Progressive Wage Mark Accreditation**
 - i. Possess and maintain a valid Progressive Wage Mark (PW Mark) or Progressive Wage Mark Plus (PW Mark Plus) issued by the relevant Authorities
- d. **Certification of bizSAFE Level**
 - i. Possess a valid bizSAFE STAR Certification
- e. **Debarment Status**
 - i. Not debarred from participating in public sector tenders and/or SAM tenders as at the Tender Closing Date

Tender submissions will be evaluated using the Price-Quality Method (PQM) set out in Section C: Evaluation Criteria.

Tenderers shall submit the following documents as part of their Tender Submission:

- a. Completed Section A: Instructions to Tenderers
- b. Acknowledged Section B: Requirement Specifications
- c. Completed Section C: Evaluation Criteria
- d. Completed Section D: Prescribed Forms with Price Breakdown and Schedule of Rates (including all declarations, schedules and the detailed price breakdown. Entries such as "No Quote" or "Quote by Others" for itemized pricing are not acceptable and may result in disqualification)
- e. Acknowledged Section E: Schedule of Liquidated Damages
- f. Acknowledged Section F: Conditions of Contract
- g. Extraction of all relevant certifications
- h. List of relevant experiences and track records for past 5 years

Failure to submit any mandatory document or information may render the Tender Submission incomplete and may result in disqualification.

Tenderers are required to attend the **mandatory site briefing** as follows:

Date: 17 September 2026 (Thursday)
Time: 10:00am
Location: Tanjong Pagar Distripark, Block 39, Level 1

Tenderers shall register their attendance via email **no later than 5:00pm on 16 September 2026 (Wednesday)** with Ms. Michelle Wong at michelle.wong@singaporeartmuseum.sg.

Only tenderers who have attended the mandatory site briefing will be eligible to submit a tender.

Tenderers who require clarification on any aspect of the ITT shall submit their queries by email with the following subject title: **"Tender Clarification – SAM/ITT/2026/0006 – [Company Name]"**.

All clarification requests shall be submitted **no later than 12:00 pm on 28 September 2026 (Monday)** to:

- i. Michelle Wong via email: michelle.wong@singaporeartmuseum.sg; and
- ii. Aron Ang via email: aron.ang@singaporeartmuseum.sg

Tender submissions, together with all supporting documents (maximum email size of 100MB), shall be submitted via email to procurement@singaporeartmuseum.sg, with the email subject title: **"SAM/ITT/2026/0006 – ITT for the Provision of Service Services at SAM – [Your Company Name] – 1 of 2" (2 of 2, where applicable), no later than 4:00pm on 5 October 2026 (Monday).**

Singapore Art Museum reserves the right not to accept the lowest-priced Tender, the whole or any part of any Tender submission, and is under no obligation to provide reasons for its decision. This Invitation to Tender shall be governed by the Conditions of Contract contained in the Tender Documents.

Yours faithfully,



Esther Conyard
Director, Marketing Communications & Operations
Singapore Art Museum

**SECTION A:
INSTRUCTIONS TO TENDERERS**

**INVITATION TO TENDER (ITT) FOR THE
PROVISION OF SECURITY SERVICES
FOR SINGAPORE ART MUSEUM
AT TANJONG PAGAR DISTRI PARK
FOR A PERIOD OF 20 MONTHS 24 DAYS FROM
07 JANUARY 2027 TO 30 SEPTEMBER 2028**

Please Sign as Acknowledgement	
Your Signature	SAM Signature

SECTION A: INSTRUCTIONS TO TENDERERS

1. Definitions

- 1.1 Throughout this Invitation to Tender and any resultant Contract (defined in the Conditions of Contract), unless the context otherwise requires, the following definitions shall apply:
- a. **"Closing Date"** means the time and the date referred to in the Covering Letter & Tender Notice, which is the deadline for submission of Tender Offers.
 - b. **"Invitation to Tender"** means the invitation to participate in this Tender and comprises of all the Tender Documents referred to in the Cover Letter.
 - c. **"Tender Offers"** mean the submissions made by Tenderers in response to the Invitation to Tender.
 - d. **"Tender Price"** means the total price stated in the Form of Tender for the provision of goods and/or services required under this Invitation to Tender.
 - e. **"Tenderers"** mean the persons invited to submit Tender Offers to provide the goods and/or services required under this Invitation to Tender.
 - f. All other terms referred to in this Invitation to Tender shall have the same meanings as those given in the Conditions of Contract.

2. Eligibility

- 2.1 Tenderers can participate in this Tender only if not under any debarment from public sector tenders.
- 2.2 Tenderers who do not meet any mandatory criteria under the Evaluation Criteria are liable to be disqualified.
- a. **Government Supplier Registration**
 - i. Valid registration under Supply Head: EPU/SER/43 (Security Services): Supply of manpower, equipment and guard dogs, includes security escort service; and
 - ii. Financial Grade: S5 and above – Tendering Capacity SG\$1,000,000 and above.
 - b. **Security Agency License**
 - i. Possess a valid Security Agency Licence issued by the Police Licensing Regulatory Department (PLRD).
 - ii. Possess a valid SPF Security Agencies Competency Evaluation (SACE) "Pass" in all Core Competences.
 - c. **Progressive Wage Mark Accreditation**
 - i. Possess and maintain a valid Progressive Wage Mark (PW Mark) or Progressive Wage Mark Plus (PW Mark Plus) issued by the relevant Authorities.
 - d. **Certification of bizSAFE Level**
 - i. Possess a valid bizSAFE STAR Certification.
 - e. **Debarment Status**
 - i. Not debarred from participating in public sector tenders and/or SAM tenders as at the Tender Closing Date.

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- 2.3 Failure to submit any mandatory document or information may render the Tender Submission incomplete and may result in disqualification.
- 2.4 Tenderers are required to attend the **mandatory site briefing** as follows:
- Date:** 17 September 2026 (Thursday)
Time: 10:00am
Location: Tanjong Pagar Distripark, Block 39, Level 1
- 2.5 A maximum of **two (2) representatives** from each company is allowed to attend the site briefing. Tenderers shall register their attendance via email **no later than 5:00pm on 16 September 2026 (Wednesday)** with Ms. Michelle Wong at michelle.wong@singaporeartmuseum.sg.
- 2.6 Only tenderers who have attended the mandatory site briefing will be eligible to submit a tender.
- 2.7 Tenderers who require clarification on any aspect of the ITT shall submit their queries by email with the following subject title: **"Tender Clarification – SAM/ITT/2026/0006 – [Company Name]"**.
- 2.8 All clarification requests shall be submitted **no later than 12:00 pm on 28 September 2026 (Monday)** to:
- Michelle Wong via email: michelle.wong@singaporeartmuseum.sg; and
 - Aron Ang via email: aron.ang@singaporeartmuseum.sg

3. Submission of Tender Offers

- 3.1 Tender submissions, together with all supporting documents (maximum email size of 100MB), shall be submitted via email to procurement@singaporeartmuseum.sg, with the email subject title: **"SAM/ITT/2026/0006 – ITT for the Provision of Service Services at SAM – [Your Company Name] – 1 of 2" (2 of 2, where applicable), no later than 4:00pm on 5 October 2026 (Monday).**
- Form of Tender (including Prescribed Forms)
 - Schedule of Persons Empowered to Act
 - GST Status
 - List of Relevant Track Records in the Last 5 Years
 - Information on Major Shareholders
 - Undertaking to Safeguard Official Information
 - Background Information
 - Price Breakdown (including Schedule of Rates)
 - Other supporting documents/materials – Company Profile, Certifications, Awards, Reference, etc.
- 3.2 All document filenames shall be indicated as per the purpose of the submission.
- Email attachments shall not exceed 100 MB in total size.
 - Multiple files may be submitted in a single email or across multiple emails. In such cases, please number the emails accordingly in the subject header (e.g. "Email 1 of 3").
 - Single or Multiple files may be compressed and submitted over a single email or multiple emails.

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- f. If attachments are encrypted, it is the responsibility of the Tenderer to provide the key to decrypt the contents.
- g. A file attachment shall not be split into multiple files for combination later.
- h. Any emails or attachments found to contain malicious contents will be automatically blocked and deleted.
- i. Tenderers are however strongly encouraged to submit their Tender Offers in the following file types:
- .pdf - Portable Document Format
 - .docx – Microsoft Word Format
 - .xlsx – Microsoft Excel Format
 - .pptx – Microsoft PowerPoint Format
 - .jpg - Joint Photographic Group
 - .jpeg - Joint Photographic Experts Group
 - .png - Portable Graphics Format
 - .bmp - Bitmap Image File.
- 3.3 Tender Offers submitted after the Closing Date shall be disqualified. Tenderers are advised to submit the Tender Offers early as time will be required for sending the documents via email.
- 4. Language**
- 4.1 Tender Offers and all supporting technical data and all documentation submitted as part of the Tender Offer must be written or properly translated into the English language.
- 5. Compliance with Instructions and Forms**
- 5.1 Tender Offers are to be submitted according to the instructions contained in and using any forms prescribed in the Invitation to Tender. Any Tender Offers which:
- a. are not in accordance with the instructions, or
 - b. vary any of the prescribed forms, are liable to be disqualified.
- 6. Validity Period**
- 6.1 Tender Offers submitted shall remain valid for acceptance for the Validity Period set out in the Form of Tender and during such extension of the period as may be agreed in writing between Tenderers and SAM.
- 7. Withdrawal of Tender Offers**
- 7.1 Any Tenderers that withdraw Tender Offers after the Closing Date are liable to be debarred from future public sector tenders.
- 8. Acceptance of Tender Offers**
- 8.1 SAM shall be under no obligation to accept the lowest or any Tender Offer.

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- 8.2 SAM shall have the right to accept parts of Tender Offers from one or more Tenderers except in the case of Tenderers that expressly stipulate to the contrary in their Tender Offers.
- 8.3 The issuance by SAM of a Letter of Acceptance accepting a Tender Offer or parts of a Tender Offer (subject to Sub-Clause 9.2) shall create a binding contract for the provision of the goods and/or services required under this Invitation to Tender and to the extent accepted in the Letter of Acceptance. The binding contract shall be governed by the terms of the Contract (as defined in the Conditions of Contract).
- 8.4 The Letter of Acceptance may be issued to the successful Tenderer(s):
- a. by post to the address of the successful Tenderer(s) as set out in the Tender Offer
 - b. by hand to the address of the successful Tenderer(s) as set out in the Tender Offer.
- 8.5 SAM may, at its sole discretion, require the successful Tenderer(s) to sign a written agreement.
- 8.6 SAM is not under any obligation to inform any Tenderer of the reasons for non-acceptance of a Tender Offer.

9. Ownership of Documents and Intellectual Property

- 9.1 All information, instructions, plans, drawings, specifications, documents, materials and other items shown or given to Tenderers pursuant to this Invitation to Tender by or on behalf of SAM shall remain the property of the SAM. Tenderers shall immediately return all or any of the same on written request by SAM or destroy the same within one (1) week of the award to the Tender (except in the case of the successful Tenderer).
- 9.2 All Intellectual Property (as defined in the Conditions of Contract) reflected or subsisting in the information, instructions, plans, drawings, specifications, documents, materials and other items shown or given to Tenderers pursuant to this Invitation to Tender by or on behalf of SAM, belong to SAM or third parties as the case may be.
- 9.3 Tender Offers and all accompanying documents, plans, drawings, materials or other items (less samples that are covered under Clause 11 below) that are submitted by Tenderers in response to this Invitation to Tender shall become the property of the SAM. However, Intellectual Property reflected or subsisting in the same shall remain vested with the Tenderers or other third parties as the case may be. This Sub-Clause 9.3 is without prejudice to any provisions to the contrary in the Conditions of Contract that are applicable to the successful Tenderer.

10. Samples

- 10.1 Where the Invitation to Tender states that samples of good(s) or any other item(s) are to be submitted; such samples shall be:
- a. delivered at the sole cost of the Tenderers;
 - b. delivered to the place stipulated on the date or by the deadline stipulated;
 - c. delivered in such numbers for each of the good(s) or item(s) as stipulated;

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- d. marked clearly with the:
- i. Tender reference number (from the Covering Letter);
 - ii. description of the good or item concerned; and
 - iii. name of the Tenderer concerned.
- 10.2 When submitting samples, Tenderers shall indicate in writing whether the samples are to be returned (subject to Sub-Clause 10.3). If no such indication is given, SAM shall not be obliged to return any samples. SAM may, at its sole discretion, decide to return the samples at its own costs or give the Tenderer written notification to collect the samples. SAM shall have the right to dispose, in any way and without payment of compensation, of any samples that Tenderers fail to collect after being given written notification to do so.
- 10.3 Where the Invitation to Tender states that samples may be subject to destructive testing, samples subjected to destructive testing need not be returned to the Tenderer notwithstanding Sub-Clause 10.2.
- 10.4 Where samples are required, the failure to provide the samples in the manner stipulated in the Invitation to Tender may render the Tender Offers concerned liable to disqualification.
- 11. Alteration, Erasures, and Illegibility**
- 11.1 Except for amendments to entries made by the Tenderer himself which are initialled by the Tenderer, Tender Offers bearing any other alterations or erasures and Tender Offers in which prices are not legibly stated are liable to be rejected.
- 12. Expense**
- 12.1 No expense incurred by Tenderers in the preparation of Tender Offers shall be borne by SAM.
- 13. Contract Price and Goods and Services Tax**
- 13.1 Tenderers must satisfy themselves before submitting any Tender Offers as to the correctness and sufficiency of their proposed Contract Price for the execution and complete provision of all goods and/or services required under this Invitation to Tender. In this regard, Tenderers shall:
- a. notify SAM in writing of any ambiguity, inconsistency, or omission in or between any of the Tender Documents; and
 - b. seek clarification on the same from SAM at least 7 days before the Closing Date.
- 13.2 The proposed Contract Price set out in the Tender Offer shall be deemed to have included the delivery of all goods and/or the performance of all services to meet the Requirement Specifications in full. This is so regardless of whether such goods and/or services have actually been listed or priced in any breakdown of the Contract Price or in any other part of the Tender Offer. The price of anything not specifically listed or priced shall be deemed to have been included in the other price(s) actually set out.

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- 13.3 The proposed Contract Price and all breakdowns of the same proposed in Tender Offers must exclude any Goods and Services Tax ("GST") chargeable for the supply of goods and/or services required under this Invitation to Tender.

14. Export Approval

- 14.1 Tenderers shall clearly indicate in their Tender Offers if there is any requirement for:
- end-user certificates or statements from SAM; or
 - separate agreements between SAM and the Tenderer concerned or third parties,
- to satisfy any export requirements of any foreign government/country.

15. Consortiums

- 15.1 As used in this Invitation to Tender, "**Consortium**" means an unincorporated joint venture through the medium of a consortium or a partnership.
- 15.2 The following shall apply if a Tender Offer is submitted by a Consortium:
- Each member of the Consortium shall be a business organization duly organized, existing, and registered under the laws of its country of domicile.
 - No Consortium shall include a member which has been debarred from public sector tenders.
 - After the submission of the Tender Offer, any introduction of, or changes to, Consortium membership must be approved in writing by SAM.
 - In the case of Consortiums, the following documents must be submitted with the Tender Offer:
 - A certified copy of the consortium or partnership agreement signed by all members of the Consortium.
 - Documentary proof must be provided that there is a Lead Member which is authorised by all members of the Consortium to sign and submit the Tender Offer, receive instructions, give any information, accept any contracts and act for and on behalf of all the members of the Consortium. The documentary proof could be in the form of:
 - relevant provision(s) in the certified copy of the consortium or partnership agreement, or
 - certified copies of powers of attorney from each member of the Consortium,
 - The Tender Offer must be submitted by the Lead Member.
 - Information must be submitted with respect to:
 - the legal relationship among the members of the Consortium;
 - the role and responsibility of each member of the Consortium; and

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- iii. the address of the Consortium to which SAM may send any notice, request, clarification, or correspondence.
- g. If SAM awards the Contract to a Consortium:
 - i. The Letter of Acceptance may be handed to or posted to the address of the Lead Member of the Consortium given in the Tender Offer.
 - ii. The issue by SAM of a Letter of Acceptance shall create a contract that is binding on all the members of the Consortium for the provision of the goods and/or services required under this Invitation to Tender and to the extent accepted in the Letter of Acceptance. The binding contract shall be governed by the terms of the Contract (as defined in the Conditions of Contract).
 - iii. Each member of the Consortium shall be jointly and severally responsible to SAM for the due performance of the Contract.
 - iv. In the event that any member of the Consortium withdraws from the Consortium or is adjudicated a bankrupt, or goes into liquidation in accordance with the laws of the country of incorporation, then the surviving member(s) of the Consortium shall be obliged to carry out and complete the performance of the Contract.

16. Clarifications

- 16.1 If SAM sends a written notice to any Tenderers to clarify any aspect of their Tender Offers, the Tenderers concerned must provide full and comprehensive responses within 7 days of the date of the written notice. For the avoidance of doubt, this may include the request for the submission for missing documents or information that may be required by SAM for this Tender provided that no Tenderer shall, in any case, be permitted to amend the proposed Contract Price already submitted.

17. Demonstration of Capabilities

- 17.1 Tenderers shall at their own expense, at the written request of SAM, prepare and conduct demonstrations/presentations in Singapore to substantiate the claims and proposals in their Tender Offers. The time, date, and venue for any such demonstrations/presentations shall be determined by SAM.

18. Shortlisting

- 18.1 SAM reserves the right to shortlist Tenderers in accordance with the criteria set out in the Invitation to Tender and give those so shortlisted the opportunity to submit new Tender Offers on the basis of revised requirements on the part of SAM. The submission of new Tender Offers shall be in accordance with a common deadline and new submission instructions issued by SAM in writing.
- 18.2 The new Tender Offers received based on the revised requirements must be complete and comprehensive and shall form the basis of the final Tender Offer evaluation. All Tender Offers received earlier shall be treated as lapsed.

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19. Confidentiality

- 19.1 Except with the consent in writing of SAM, Tenderers shall not disclose to any third parties, this Invitation to Tender, the provisions of the Tender Documents, and any information, instructions, plans, drawings, specifications, documents, materials, and other items shown or given to Tenderers pursuant to this Invitation to Tender by or on behalf of SAM.
- 19.2 The Tenderer shall ensure that, if requested by SAM in writing, all employees, agents, or suppliers that are involved in preparing or presenting the Tender Offer must also complete and submit the prescribed form on the Undertaking to Safeguard Official Information.

20. Applicable Law

- 20.1 All Tender Offers submitted pursuant to this Invitation to Tender, and the formation of any resulting contracts shall be governed by the laws of the Republic of Singapore.

21. Amendment to Invitation to Tender

- 21.1 SAM reserves the right to amend any terms in, or to issue supplementary terms to the Invitation to Tender at any time prior to the Closing Date.
- 21.2 Any amendments or issue of supplementary terms to the Invitation to Tender made pursuant to Sub-Clause 21.1 shall be issued via SAM website and it shall be the responsibility of the Tenderers to check SAM website on a frequent basis for any such amendments or issue of supplementary terms to the Invitation to Tender.
- 21.3 No oral representation shall be:
- a. accepted or construed as amending or being supplementary to the terms of the Invitation to Tender, or
 - b. binding on SAM.

22. Notification

- 22.1 Tenderers should note that notification may not be sent to unsuccessful tenderers by SAM.

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Your Signature	SAM Signature

**SECTION B:
REQUIREMENT SPECIFICATION**

**INVITATION TO TENDER (ITT) FOR THE
PROVISION OF SECURITY SERVICES
FOR SINGAPORE ART MUSEUM
AT TANJONG PAGAR DISTRI PARK
FOR A PERIOD OF 20 MONTHS 24 DAYS FROM
07 JANUARY 2027 TO 30 SEPTEMBER 2028**

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SECTION B: REQUIREMENT SPECIFICATION

1. OBJECTIVES

- 1.1 **Singapore Art Museum (SAM)** (hereinafter abbreviated as the Company) is seeking to appoint **qualified and licenced security agency** (hereinafter abbreviated as the Contractor) whom will be responsible for providing security services to all **SAM's galleries and office spaces located at 39 Keppel Road, Tanjong Pagar Distripark, Singapore 089065** (hereinafter referred as the Site).

2. CONTRACT PERIOD

- 2.1 The contract shall commence from 07 January 2027 to 30 September 2028.
- 2.2 The duration of this contract shall remain in force for a period of TWENTY (20) calendar months AND TWENTY-FOUR (24) calendar days.

3. ELIGIBILITIES OF TENDERER

- 3.1 Tenderers must meet ALL the following criteria to be eligible for the tender:
- a. Government Supplier Registration
 - i. Valid registration under Supply Head: EPU/SER/43 (Security Services): Supply of manpower, equipment and guard dogs, includes security escort service; and
 - ii. Financial Grade: S5 and above – Tendering Capacity SG\$1,000,000 and above.
 - b. Security Agency License
 - i. Possess a valid Security Agency Licence issued by the Police Licensing Regulatory Department (PLRD).
 - ii. Possess a valid SPF Security Agencies Competency Evaluation (SACE) "Pass" in all Core Competences.
 - c. Progressive Wage Mark Accreditation
 - i. Possess and maintain a valid Progressive Wage Mark (PW Mark) or Progressive Wage Mark Plus (PW Mark Plus) issued by the relevant Authorities.
 - d. Certification of bizSAFE Level
 - i. Possess a valid bizSAFE STAR Certification.
 - e. Debarment Status
 - i. Not debarred from participating in public sector tenders and/or SAM tenders as at the Tender Closing Date
 - f. Attendance for the site briefing is mandatory.

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- 3.2 Tenderers are required to submit all relevant documents or certifications for proof of evidence that the above criteria have been satisfied. Documents must be submitted together with Tender Offer/Proposals.

4. REQUIREMENT SPECTIFICATIONS

4.1 Performance of Services

- 4.1.1 The Tenderer (hereinafter referred to as the Contractor) shall provide **Singapore Art Museum** (hereinafter abbreviated as the Company) with the following Security Services at the Company's premises at **Block 39 Keppel Road, #01-02/03/04, #03-05, #03-06, #03-07, #03-09, Tanjong Pagar Distripark, Singapore 089065** (hereinafter referred as the Site) from Mondays to Sundays (including Public Holidays), with security manpower with valid Police Licensing & Regulatory Department (PLRD) licence and are trained with respective skills and modules in accordance to the training requirements as stated in the Progressive Wage Model for the security sector.

4.2 General Security Requirements

- 4.2.1 The Contractor shall provide labour resources and support and shall complete all its obligations and responsibilities in respect of this Contract to maintain the Security at the Site.

4.3 Equipment for Security Personnel

- 4.3.1 The Contractor shall provide each of the Security Supervisors and Officers (hereinafter referred as Security Personnel) at Site with a set of the following items, but is not limited to the items listed:
- a. Torch light with batteries
 - b. Whistle
 - c. Pocket size notepads with pens
 - d. IDA approved two-way wireless radio set (walkie-talkie) equipped with earpiece, which must be able to communicate between Level 1 and Level 3 of Blk 39 of Tanjong Pagar Distripark and the designated Primary and Secondary Assembly Areas.
 - e. Body-worn camera with audio-recording
 - f. Cordon tapes
 - g. Reflective vests
 - h. Traffic wands
 - i. Traffic gloves
 - j. Personal Protection Equipment, i.e. face mask, face shield, etc.
 - k. Proper uniform subject to the Company's approval

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- 4.3.2 Additional TWO (2) new sets of two-way wireless radio set (walkie-talkie) equipped with earpiece are to be issued to the Company's Estate and Security Department staff. These sets shall be used by Estates & Security Department staff to communicate with security personnel on duty within the Site. All licensing fees and all other necessary costs in owning, maintenance, repair of the approved two-way wireless radio sets shall be included in this Tender. Any unforeseeable fee shall be borne by the Contractor. Any additional cost shall not be entertained by the Company.
- 4.3.3 The Contractor shall ensure all equipment is at operational ready state, and be responsible for all maintenance, repair and/or replacement for Security Personnel and Estates and Security Department staff usage at the Contractor's own cost with no additional cost to the Company.
- 4.3.4 The Company's Estates and Security Department shall reserve the right to request for any types of equipment that deem necessary for security operational usage. The cost for any implementation of equipment shall be included in the tender cost. Any additional cost shall not be entertained by the Company.

4.4 Equipment for Fire Command Centre

- 4.4.1 The Contractor shall provide the following items at Fire Command Centre and designated manned stations, but is not limited to the items listed:
- a. Clocking device and Company's approved clocking points for patrolling
 - b. First-Aid Box complete with the Company's minimum list of approved first aid supplies which is to be replenished regularly
 - c. Stationeries and office supplies
 - d. Attendance taking system (e.g. time punch card machine and/or other updated technology that can discourage dishonesty of reporting time)

4.5 Performance Objective

- 4.5.1 The objective of this Contract is to provide, within the tenure of this Contract, a professional level of service which provides:
- a. occupier satisfaction within the Site in respect to the security of the premises;
 - b. prompt reaction to any change in arrangements or operational requirements of the Site;
 - c. compliance with the statutory and regulatory provisions of the Laws relevant to the Site with particular emphasis on workplace safety and health legislation;
 - d. practices within the Company's policy and industry guide;
 - e. risk reduction and mitigation; and

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Your Signature	SAM Signature

f. reduction in operating costs.

4.5.2 The Contractor agrees that its performance under the Contract shall be measured against performance criteria agreed at the time of commencement.

4.6 Performance Benchmarks

4.6.1 The Contractor must continue to maintain a quality control process which has been mutually agreed by the Company and the Contractor during the duration of the contracted Services.

4.6.2 The Contractor shall provide and maintain a pre-programmed plan with all duties completed at the frequency detailed thereon. Particular attention shall be given to the timeliness in the attendance to Site, performance of routine patrols and service reporting.

4.6.3 The Contractor shall ensure that responses to call outs for service are acceptable to the Company.

4.6.4 The Contractor's Security Personnel must be certified as having completed an approved security training programme and hold all current relevant licences required by Law.

4.6.5 The Company may reject any aspect of the Services that fails to comply with the requirements of the Contract at any time.

4.7 Health and Safety

4.7.1 The Contractor shall take all reasonable and proper safety precautions to prevent death or injury to any person or damage to any property in or near the Site. In addition to relevant Laws, the Contractor must:

- a. ensure that the Contractor's Security Personnel are conversant with and adhere to all relevant Workplace Health and Safety Legislation;
- b. ensure that where equipment or materials are provided, they are adequately equipped, guarded, protected, approved and serviced on a regular basis to maintain the highest safety protection to the Contractor's Security Personnel, other persons on the Site and the public;
- c. ensure that all electrical equipment, materials, extension cords, fittings and the like provided for the Services comply with the requirements of all relevant authorities;
- d. inspect the first aid facilities provided and maintained by the Company on the Site and supplement them with other facilities necessary for the proper and safe provision of the services whilst advising the Authorised Representatives accordingly;
- e. ensure that the Security Personnel comply with all safety procedures and requirements which apply to the Site;
- f. remedy any failure to comply with a safety procedure or requirement applying to the Site and provide notice to the Company, regarding any unsafe or non-compliant equipment or process;

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- g. ensure that the Security Personnel are adequately trained and instructed in the safe and correct procedures relevant to the Services and provide reasonable proof of such to the Company on request;
- h. ensure that the Security Personnel are adequately trained and fully instructed in Emergency and Evacuation procedures pertaining to the Site; and
- i. ensure the attendance of at least one of the Security Personnel who is a certified first aider in each shift;

4.8 Company Obligations

4.8.1 The Company shall make available to the Contractor:

- a. reasonable access to the Site as required by the Contractor to perform the services; and
- b. electricity, and other utilities normally required for the provision of the Services.

4.8.2 The Company shall use reasonable endeavours to ensure that its staff and other occupants and users of the Site do not interfere with or cause damage to the works or equipment of the Security Personnel.

4.8.3 The Company shall not be obliged to provide any reasons for objecting to any of the Contractor's Security Personnel. In the event that the Company objects in writing to any Security Personnel that Contractor provides to carry out the Contract, the Contractor shall remove such person immediately and supply the Company with a suitable and adequate replacement at no additional expense to the Company within three (3) days.

4.9 Contractor Obligations

4.9.1 The Contractor shall:

- a. provide adequately supervised Security Personnel as required by various Laws and statutes governing the Site to carry out Services;
- b. execute, perform and provide the Services in every respect to the reasonable satisfaction of the Company and in conformity with all-reasonable directions and requirements of the Company;
- c. ensure appropriately qualified and experienced Security Personnel who shall be properly supervised or directed by the Contractor to carry out the Services. Proof of the Security Personnel's certification and competency must be submitted and subject to the Company's approval, prior to their deployment to the Site;

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- d. not change its Security Personnel approved under this Clause 4.9 without the Company's consent, whose consent shall not be unreasonably withheld. All new or replacement personnel shall also be subject to the approval of the Company. The Contractor shall not reduce the quality of its Security Personnel if this may adversely affect the performance of the Contract, including the quality of the Services;
 - e. ensure that the Security Supervisor is competent and responsible for the overall supervision and coordination for security and safety services at the Company, and to ensure the safety and security of the Company's staff and members of public / visitors as well as protecting the property and artworks from sabotage;
 - f. ensure that a replacement Security Personnel will be activated **within two (2) hours** from the approved reporting time of the affected shift in the event that a Security Personnel is unable to report to work;
 - g. replace its Security Personnel **within fourteen (14) days** from the date of notification from the Company if:
 - i. the Security Personnel is technically incompetent in carrying out the Services and all efforts by the Contractor failed to resolve the issue within the period as determined by the Company; or
 - ii. persists in any misconduct; or
 - iii. the conduct of the said Security Personnel is found to be detrimental to national security.
 - h. remove its Security Personnel **within fourteen (14) days** from the time of notification from the Company if any Security Personnel is found to be misbehaved himself or herself or is incompetent or negligent in the performance of his or her duties or whose employment is otherwise considered by the Company to be undesirable. Such security personnel shall not be re-deployed for the purpose of this Contract without the written permission to the Company's Estates and Security department. Any security personnel that is being removed shall be replaced immediately by a competent substitute; in which any event, the Company shall not be liable for any form of compensation.
 - i. No Security Personnel deployed within the contracted area shall be removed without the prior approval of Estates and Security Department.
- 4.9.2 In performing the Services, the Contractor shall:
- a. not unreasonably interfere with the normal use of the Site by the Company, or other permitted occupiers and users;
 - b. avoid unreasonable noise and disturbance and prevent nuisance and shall cease any action at the direction of the Company;

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- c. make good any damage to the Site or any part thereof caused by any act or omission of the Contractor;
- d. not permit the Security Personnel to have within the Site radio broadcast receivers, tape players, CD players or any other amplifying devices with the exception of communication equipment utilised to carry out the Services;
- e. comply with the provisions of all awards or industrial agreements of the Laws in relation to wages and conditions of its Security Personnel engaged in the performance of the Services;
- f. obey all rules and instructions in force within the Site (including any non-smoking policy);
- g. comply with the provisions of Laws and regulations that relate to occupational health and safety within the Site and any other relevant regulations and ensure correct procedures are always adhered to;
- h. ensure the Company's liability under Law is not compromised;
- i. not direct or permit a sub-contractor to perform any of their obligations under this Contract without the prior written consent of the Company (which may be withheld or given on condition in the Company's absolute discretion);
- j. immediately notify the Company in writing on all matters affecting their responsibility;
- k. perform any changes in the Services as notified by the Company (including additions, omissions or reductions) provided that the Service Fee for the remainder of the term under this Contract shall be modified by mutual agreement between the Company and the Contractor to reflect changes in the Services;
- l. provide evidence of qualifications and job history of the Security Personnel if required by the Company;
- m. at the direction of the Company, remove from the Site any of the Security Personnel who misconduct themselves or are incompetent or negligent in performing their duties or who the Company considers are undesirable to perform the Services; and
- n. comply with the Ministry of Manpower (MOM) guidelines for Employment Practices for Security Personnel on shift (e.g., minimum breaktime, maximum allowed working hours per three (3) consecutive weeks, etc). Refer to MOM website for Employment Practices for a more details of the guideline.

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4.10 Training of Security Personnel for Higher Productivity and Skills

4.10.1 All Security Personnel deployed to the Site shall be individually licensed and are certified competent in minimum four (4) mandatory Basic Licensing Units Security Workforce Skills Qualifications (WSQ) modules:

- Handle Security Incidents and Services
- Provide Guard and Patrol Services
- Recognise Terrorist Threats
- Operate Basic Security Equipment

4.10.2 All Senior Security Officer deployed to the Site are required to be certified competent in the additional two (2) mandatory Security Workforce Skills Qualifications (WSQ) modules:

- Manage Disorderly Conduct and Threatening Behaviour
- Perform Remote Surveillance Functions

4.10.3 All Security Supervisor deployed to the Site are required to be certified competent in:

a. at least additional one (1) mandatory Security Workforce Skills Qualifications (WSQ) module:

- Supervise Security Officers

b. at least additional two (2) recommended Security Workforce Skills Qualifications (WSQ) module:

- Assess and Address Security Risks
- Induct Security Personnel
- Perform Supervisory Duties within Legal Framework

4.10.4 All Security Supervisor and at least TWO (2) Security Officers deployed to the Site are required to be certified competent and trained with a valid certification in:

- Executive Protection (Provide People Protection Services)
- Standard First Aid with Automatic External Defibrillator (AED)

4.11 Compliance with Progressive Wage Mark Requirements

4.11.1 The Contractor must maintain a valid Progressive Wage Mark or Progressive Wage Mark Plus issued by the relevant authority and notify the Company of any change to the PW Mark accreditation status of the Contractor within one month after the change.

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- 4.11.2 The Contractor's Security Personnel will be paid, trained and equipped with skills according to the Progressive Wage Mark developed by the Security Tripartite Cluster (STC). Contractors are required to furnish information in their submission that they have practiced PWM. Submission from Contractors that have not adopted this program will not be accepted. The Company **shall not** entertain and/or issue any Variation Order (VO) to the awarded contract sum for any increase of wages / bonus of their Security Personnel due to the implementation of PWM.

5. PROHIBITED CONDUCT

5.1 Drugs and Alcohol

- 5.1.1 The use of illegal drugs or alcohol by the Security Personnel whilst undertaking the Services is strictly prohibited. Security Personnel must not permit any Security Personnel, who in their opinion are under the influence of drugs or alcohol, to perform the Services.

5.2 Sleeping on Duty

- 5.2.1 Security Personnel must remain alert at all times. Hence any Security Personnel found sleeping on duty will result in the Company imposing liquidated damages as stated in the Schedule of Liquidated Damages.

5.3 Smoking on Duty

- 5.3.1 Smoking is not permitted in all areas of the Site.

5.4 Eating on Duty

- 5.4.1 Security Personnel shall not eat while on duty or at Fire Command Centre except when on authorised meal breaks. Meal breaks should be planned such that only one meal break is taken at any given time so that the security of the Site is not compromised. Security Personnel should be prepared to respond to duty even while on a meal break.

5.5 News Media

- 5.5.1 Under no circumstances are Security Personnel to discuss any affairs of the Company or any other party with the media. Such enquires are to be referred to the Company. By virtue of this contract, the Contractor as well as its Security Personnel agrees and ensures not to disclose any CCTV footages and any information disseminated by the Company in any form such as but not limited to email instructions containing information of the sender, or other Company and its employees' contact details.

5.6 Conduct of Personal Business

- 5.6.1 Security Personnel will not under any circumstances conduct personal business while on duty.

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5.7 Criticism

- 5.7.1 Security Personnel shall not publicly, or in conversation, criticise the Site and/or the Company or any party of this Contract, while on duty.

5.8 Others

- 5.8.1 Security Personnel shall not engage in other activities such as watching shows on their mobile devices, playing games, listening to any wired or wireless earpieces or other activities deemed to be inappropriate and/or irrelevant to the performance of the Services while on duty.

6. MANAGEMENT REPORTING REQUIREMENTS

- 6.1 The management of the Security Personnel must provide regular formal reports in an electronic format approved by the Company. The Contractor shall ensure that the attendance summary report together with its supporting documents will be submitted to the Company latest by the 10th calendar day of the next month after each of the completed month.

7. SCOPE OF SERVICES

7.1 General Security Services

- 7.1.1 The Contractor shall perform the Security Services at the Site specified in the Scope of Services;
- a. in accordance with this Contract;
 - b. with the care and diligence expected of a professional experienced in providing services of this type;
 - c. in every respect to the reasonable satisfaction of the Company;
 - d. in conformity with all directions and requirements of the Company;
 - e. in compliance with all statutes, regulations, ordinances, industrial agreements, safety requirements, security requirements, by-laws and requirements by authorities having jurisdiction affecting the Services, the Site or the Contractor's personnel; and
 - f. must provide information to the Company as to the manner and timing of the performance of the Services, on request;
 - Monthly report (clocking, attendance etc)
 - Weekly Night Spot Checks report etc; and

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- g. the giving of any approval, direction, instruction or information by the Company and compliance with the same by the Contractor will not relieve or reduce the Contractor's sole responsibility for the performance of the Services in accordance with this Contract.

7.2 Threat, Vulnerability and Risk Assessment (TVRA)

7.2.1 The Contractor shall submit a total of TWO (2) TVRA reports in this contract.

- ONE (1) x TVRA report per calendar year.
- Submission Date will be on the working day of March, on every calendar year.
- Final TVRA report shall only be certified by competent person and is required to provide certificate(s) as supporting document.

7.3 Staffing Requirements

7.3.1 The Contractor must supply Security Personnel that is physically fit without using any physical aids and healthy to discharge all duties assigned to them.

7.3.2 The Contractor shall ensure that there are sufficient Security Personnel of equivalent standards to cover manpower who fail to report to work. This is to ensure that there are sufficient Supervisor and/or Officers to meet and perform to the required duties as specified, without jeopardising the Site's security operations and safety.

7.3.3 The existing manpower provision is as follows (with one Operations Manager overseeing the team deployed on site):

DAY SHIFT

One (1) Security Supervisor and Three (3) Security Officers from Mondays to Sundays including all Public Holidays.

Deployment of Unarmed Manpower		
Description and Location	Number of Manpower	Timing
Security Supervisor	1	0800 to 2000
Security Officers to be deployed to do, but not limited to the following: • Patrolling / Clocking Officer / Escort Officer at Levels 1 and 3 • Gallery Officer • Other ad-hoc post deemed necessary for security screening procedures or for event support	3	0800 to 2000

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NIGHT SHIFT

Two (2) Security Officers from Mondays to Sundays including all Public Holidays.

Deployment of Unarmed Manpower		
Description and Location	Number of Manpower	Timing
Security Officers to be deployed to do, but not limited, to the following: - Patrolling / Clocking Officer / Escort Officer - Other ad-hoc post deemed necessary for security screening procedures	2	2000 to 0800

7.3.4 The Contractor must supply and comply with the following combination as a benchmark to form the security team for daily operational work:

- ONE (1) x Singaporean Security Supervisor (Day Shift)
- Minimum ONE (1) x Female Security Officer

7.4 Training Requirements

7.4.1 The Contractor shall ensure all new security personnel that will be deploying at the Site is to receive at least TWO (2) consecutive separate days of onsite training.

- Security Supervisor:
 - TWO (2) X Full Shift of Security Operations
 - minimum ONE (1) x Full Shift of Fire Command Centre
- Security Officer
 - TWO (2) x Full Shift of Security Operations

7.5 On-the-Job (OJT) Training

7.5.1 The Contractor shall provide proper documentation as a form of evidence to prove on the status of the training progress for respective security personnel, such as OJT task analysis and/or OJT assessment form.

7.5.2 Prior to deployment of any new security personnel, the Contractors shall provide to the Company:

- Resume of Security Personnel
- Evidence on the Status of Individual Licence
- Evidence on Training Recordings

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7.6 Knowledge of Site

- 7.6.1 Security Personnel must have a thorough knowledge of the Site layout and the locations of all the essential control panels and service points including but not limited to the following:
- emergency evacuation routes and assembly area;
 - location of Fire Doors and the doors with electromagnetic locking mechanism;
 - location of emergency equipment including fire extinguishers and hoses; reels;
 - location of all electrical switchboards
 - location of all water and power isolation points;
 - location of all plant rooms / areas;
 - knowledge of the complete building layout including all entry and exit points;
 - knowledge on how to operate the Public Address (PA) system and two-way (2-way) Emergency Voice Communication (EVC) system;
 - knowledge on how to do safe and proper traffic control duties;
 - basic first aid training and certification;
 - WSQ Respond to Fire Incidents in Workplace.

8. SECURITY PERSONNEL REPORTING

8.1 Security Occurrence Log Book

- 8.1.1 The Contractor shall provide a Security Occurrence Logbook and shall ensure that it is kept up to date.
- 8.1.2 The Site must have a Security Occurrence Logbook which is to be located in the Site's Fire Command Centre.
- 8.1.3 A record of the patrol, accident and maintenance reports must be kept in the Security Occurrence Logbook.
- 8.1.4 Any security incidents must be recorded in the Security Occurrence Logbook including the officers name, the actual time of the incident, the description of the incident, the resolution and if applicable, the names of any witness to the incident. Incident Reports are to be submitted accordingly.
- 8.1.5 A record of any security related system malfunctions must be recorded along with any incidents associated with the malfunction.
- 8.1.6 The Security Occurrence Logbook provides the Company with information and therefore all entries must be accurate, neat and legible. The Security Occurrence Logbook must always be kept up to date.

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8.2 Maintenance Reports

8.2.1 Security Personnel shall record maintenance deficiencies and defects in the Site in the method agreed with the Company at the time of commencement of the Contract. These maintenance deficiencies can include but is not limited to such defects as the following;

- a. defective lighting;
- b. electricity failures;
- c. leaking plumbing and fittings;
- d. defective door locks;
- e. equipment malfunction.

9. SECURITY PERSONNEL DUTIES

9.1 Role and Function of Security Personnel

9.1.1 The Security Personnel may be requested, but is not limited to:

- a. screen and issue access passes to vendors in line with PDPA requirements and recover access passes from vendors;
- b. control access to non-public areas of the Site;
- c. deny unauthorised persons from entering the Site during non-operation hours;
- d. screen despatch;
- e. perform temperature screening of Staff/Visitors/Vendors, etc. when necessary;
- f. supervise and monitor the alarm systems and respond to alarms;
- g. supervise and monitor the access control systems and respond to alarms;
- h. intervene where there is a breach of peace in either public or non-public areas of the Site to stop the commissioning of an illegal act and/or the continuation of an illegal act under the Law and only where the Security Personnel do not place themselves or any other person at any risk and in accordance with relevant Law;
- i. promptly advise the relevant police authority for the Site of any matter that may require their involvement and immediately notify the Company of such advice;
- j. provide basic customer service in a courteous manner;
- k. manage day-to-day operations of the Site pass system including maintenance of the Site premise passes, pass registers and issue and recovery of designated passes;
- l. issue and recover specified keys;

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- m. respond to the fire and security alarm systems;
- n. perform traffic control duties within the Site and outside the Site's entrances and exits, if needed;
- o. check and ensure no unauthorised parking block the Site's entrances and exits; and
- p. perform other security related duties as directed by the Company.

9.2 Patrolling Responsibilities

9.2.1 The Contractor shall develop, implement and carry out frequent but random security patrols on the Site. The programme for these shall be based on historical data/patterns of frequency of incidents requiring security response. Patrols shall include patrols of the perimeter and other public areas of the Site to provide a high-profile deterrent. Particular attention must be paid to all galleries and other sensitive or vulnerable areas designated by the Company.

9.2.2 Security Personnel on patrol shall undertake the following tasks during patrols and shall take appropriate action as may be necessary to maintain the safety of the Site as a minimum requirement:

- a. ensure Site is secured after hours by physically checking all entry and exit points;
- b. investigate and endeavour to remedy the causes behind triggered alarms;
- c. conduct random and regular patrols of the Site, altering routes and timings of the random patrols;
- d. help co-ordinate the evacuation of the Site when required;
- e. arrange after-hours access to authorised persons;
- f. record any maintenance issues;
- g. randomly inspect and test emergency equipment;
- h. co-ordinate and supervise after-hours deliveries;
- i. complete, on request from the Company, any additional requests or tasks;
- j. report to the Company immediately:
 - i. any observed damage or interference to physical security protective measures e.g. perimeter fencing or door locks;
 - ii. any observed damage to any property e.g. graffiti, damage to artworks etc; and

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- iii. any observable water and electrical breakdowns without imposing any particular obligation to inspect or search for such breakdowns;
 - k. secure any doors and left open in all locations without apparent reason which may present a security risk and switch off lights that are not required;
 - l. ensure that all firefighting equipment remains in designated locations and is not interfered with to prevent its immediate use, and that fire exits are not obstructed;
 - m. escort from the Site any persons who do not have bona fide reason to be on the Site; and
 - n. any other abnormalities that may pose a security risk to the Company's properties or artworks.
- 9.2.3 The Contractor shall also provide dedicated Security Personnel for escort in situations where there is a perceived risk on the part of the staff carrying out their duties. Requests in such cases shall be made via the Company.
- 9.2.4 During the course of carrying out the duties required by this Contract, the Contractor shall note any defects and material deficiencies on any part of the Site and highlight it to the Company during the operations morning briefing or as and when spotted.

9.3 Security Escorts

- 9.3.1 Security Personnel will be requested to undertake security escort responsibilities. Security escorts should follow the following procedures:
- a. the Company must authorise the Security Personnel to act as escorts;
 - b. the Security Personnel must not carry any item that is escorted;
 - c. the Security Personnel must be watchful and cautious and avoid dangerous situations wherever possible;
 - d. the Security Personnel must always act in a polite manner;
 - e. the Security Personnel must record all escort duties, including full incident reports where applicable, in the Security Occurrence Logbook.

9.4 Housekeeping

- 9.4.1 Security Personnel shall allow entry of duty cleaners into galleries at Level 1 and Level 3 before museum's operating hours for housekeeping duties, and shall oversee cleaning process from 8:00am to 10:00am, and from 7:00pm to 8:00pm, or any other ad-hoc times as required by the Company.
- 9.4.2 Supervision of cleaners at Level 3 office space shall be carried out as required.

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9.5 After-Hours Lock Up

9.5.1 It is the responsibility of the Security Personnel to ensure that the Site is secure as soon as possible after the Site's relevant operation hours as directed by the Company.

9.5.2 This process should involve:

- a. physically checking that all entry points and gates to the Site are securely locked; and
- b. contacting the Company for further instructions if the Site cannot be secured. The Site must not be left unsecured at all times.

9.6 Changeover of Security Personnel

9.6.1 The Changeover period between Security Personnel must be conducted with a reasonable level of caution to ensure that the Site is kept secure. The procedure for changeover is:

- a. the incoming Security Personnel will report to the outgoing Security Personnel;
- b. the changeover will only occur after the outgoing Security Personnel confirms the correct identity of the incoming Security Personnel;
- c. the names of both incoming and outgoing Security Personnel, and the time of changeover, should both be noted in the Security Occurrence Logbook. The changeover of all equipment should also be noted including the exact number of keys and access cards and their distribution among personnel. Any discrepancies should also be noted in the Security Occurrence Logbook and reported to the supervising personnel; and
- d. under no circumstances are any posts to be left unguarded / unmanned. Security Personnel may not leave until properly relieved of their duties.

9.7 Ad-Hoc Events

9.7.1 Where the Contractor is required to provide additional manpower to support the Company for events or any other important events as and when required by the Company, the Contractor shall be paid based on the rates in the Schedule of Rates.

10. PERSONNEL REQUIREMENTS

10.1 Code of Conduct

10.1.1 All Security Personnel shall adhere to Private Security Industry Act (Chapter 250A), Private Security Industry (Conduct) Regulations 2009. Security Personnel or any employee of the Contractor who undertakes the Services at the Site often presents the outward face of an organisation and therefore must be seen to be above reproach. The following Code of Conduct is representative of the standard required by this Contract:

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- a. The primary responsibility of Security Personnel is the safety and security of people, property, artworks and equipment associated with the Site and the Company;
- b. Security Personnel should continuously aim for higher levels of professional excellence;
- c. Security Personnel should always carry out their duties to the best of their ability regardless of any external considerations or events (e.g. time, weather etc.);
- d. When dealing with the public, Security Personnel shall at all times act with courtesy, restraint, good judgement and professionalism, and adopt a customer-service oriented approach. They shall be respectful of visitors from diverse backgrounds, languages, cultures, and access needs, and exercise appropriate sensitivity when managing situations involving visitors, artworks, exhibitions and museum spaces;
- e. Security Personnel will always remain within the constraints and boundaries of the law and will respect all legal requirements; and
- f. When carrying out their duties, Security Personnel will always attempt to improve and enhance the image of the Site, and the Company it represents, by the way they fulfil their responsibilities.

10.2 Conduct and Courtesy

- 10.2.1 When on duty, Security Personnel shall at all times be courteous, professional and approachable while maintaining the required level of security and service. They shall communicate with visitors clearly, politely and in a non-confrontational manner. Security Personnel shall respond politely to visitor enquiries where they are able to do so or refer visitors to the appropriate the Company's staff or source of information. When dealing with difficult, distressed or frustrated visitors, Security Personnel shall remain calm and professional and use appropriate de-escalation techniques where required. Security Personnel shall not behave in a rude, dismissive or confrontational manner towards visitors or members of the public. They shall exercise good judgement and be sensitive to visitors from diverse backgrounds and with different access needs. Security Personnel shall be able to read, write and communicate effectively in English and/or such other language as may be agreed with the Company at the commencement of the Contract.

10.3 Duties of Security Personnel

- 10.3.1 Security Personnel shall be required to:
- a. protect life, artworks and equipment from damage or harm from all causes, including but not limited to fire, theft, vandalism, accidents and damage;
 - b. contribute to the positive experience of visitors to the museum by providing appropriate and polite responses to visitors' queries in fluent spoken English and by communicating museum rules, security requirements and directions clearly and courteously;

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- c. provide excellent customer service to visitors and assist them where required, such as providing directions to galleries, the cafe, washrooms and other facilities, and proactively offer reasonable assistance where appropriate without compromising security responsibilities;
- d. provide necessary assistance to visitors using wheelchairs or with prams, and be attentive to visitors who may require additional assistance or have accessibility needs;
- e. perform crowd and queue management during exhibitions, programmes and events;
- f. carry out internal and external patrols;
- g. receive 24-hour remote support from the Contractor as necessary to support the reliable and efficient delivery of security services at the Site;
- h. control access to non-public areas of the Site;
- i. prevent unauthorised persons from entering restricted or non-public areas of the Site;
- j. intervene, prevent or stop, where possible, any breaches of the peace or criminal offences within the boundaries imposed by the relevant Laws;
- k. respond promptly to emergencies e.g. fire, bomb threats, etc.;
- l. monitor and respond promptly to security alarm systems triggered on Site;
- m. report in writing all incidents and unusual happenings observed on duty;
- n. report in writing when any security device, including lighting and door contact alarm, is not functioning or is functioning incorrectly;
- o. be constantly watchful for, and report in writing any potential hazards, including fire hazards, observed at the Site;
- p. perform duties specified during Site emergencies;
- q. report maintenance issues concerning the Site (e.g. fused high bay house lighting);
- r. maintain a Security Occurrence Logbook and other logbooks as mandated by the Company to enable a written record of events to be recorded as required under the Contract;
- s. screen visitors to the Site and issue vendors passes where required;

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- t. ensure all necessary logbooks; such as Security Occurrence Logbook, contractor movement logbook, key / access card register logbook and key / access card register, are well maintained and updated by recording all activities and any irregularities or incidents discovered whilst on duty. The Contractor shall report any such irregularities or incidents to the Company's Estate and Security Department as soon as possible after discovery. If required by the Company, The Contractor shall make the relevant logbooks available for inspection by the Company or by Singapore Police Force (SPF);
- u. check and prevent the occurrence of illegal activities including but not limited to gambling, unlicensed or unauthorised hawking, solicitation, surveys or distribution of pamphlets / brochures in or around the Site. The Contractor shall report such activities immediately to the Company's Estate and Security Department; and
- v. carry out any additional duties necessary to maintain the security of the Site.

10.4 Uniform and Passes for Contractors Staff

- 10.4.1 Due to the public nature of the Services, Security Personnel must always maintain presentable standards of dress and grooming.
- 10.4.2 The following minimum standards are required:
 - a. uniforms with black polo T-shirts identifying the Contractor's company name must be clean and neatly pressed;
 - b. when black polo T-shirts are worn, at least two collar buttons must be fastened, sleeves must not be rolled up and shirts must be tucked in;
 - c. black business pants (no cargo pants)
 - d. black leather shoes / black tactical boots (no open toes / no open heels / backless footwear)
 - e. hair must be neat and well-groomed at all times;
 - f. jewellery must be kept to a minimum at all times;
 - g. only issued clothing and items are to be worn; and
 - h. name tags and Security Officer's License ID cards must be worn and clearly displayed.

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11. SITE INTRUSIONS

11.1 Break and Enter

11.1.1 In the case of a Break and Enter on the Site, the Security Personnel must:

- a. upon discovery immediately contact the relevant police informing them of the situation and request assistance;
- b. contact and inform the Company of the situation;
- c. under advice and direction of the relevant police search the Site and if no further signs of unlawful acts are observed the Site must be made secure;
- d. record full incident reports in the Security Occurrence Logbook; and
- e. under no circumstances leave the Site unsecured.

11.2 Armed Intrusion / Hold Up

11.2.1 In the situation of armed intrusions or hold ups it must be assumed that the assailant will use their weapon if provoked. Under this assumption, Security Personnel in this situation should follow the standard operating procedure of the Company. Additionally, the Security Personnel must record in writing the complete incident in the Security Occurrence Logbook.

11.3 In the Event of an Injured Person

11.3.1 At least one (1) Security Personnel is required to be first-aid certified. The certified Security Personnel shall be responsible for providing first-aid assistance, particularly outside the Company's operating hours. In the event that a person is injured, the Security Personnel should:

- a. arrange first-aid assistance for the injured individual and take all necessary information required for the Incident Report;
- b. report the incident to the Company and take further instructions from them;
- c. if needed, contact an ambulance, provide the necessary information and arrange for the ambulance crew to be guided to the injured person;
- d. take the particulars of the ambulance and crew, the hospital to which the injured person is being conveyed, where available, and details of the incident; and
- e. prepare an incident report and update the Company.

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11.4 Civil Disorder

11.4.1 In the event of civil disorder, the Security Personnel should as a minimum:

- a. immediately contact the police and request assistance;
- b. inform the Company immediately and restrict access to the Site where safe and appropriate to do so; and
- c. take reasonable steps to prevent contact between the persons involved in the disorder and visitors, staff or other occupants of the Site.

12. ACCIDENT OR INJURY

12.1 When attending to an accident or injury on Site, the Security Personnel must perform the following:

- a. contact the First Aid Officer via the Company and request for assistance;
- b. if the injured cannot rise by themselves then they should not be moved to prevent any spinal injuries;
- c. call and wait for an ambulance; and
- d. a full accident report must be recorded in the Security Occurrence Logbook.

12.2 When attending to an accident, the Security Personnel should:

- a. Not speculate or make comments on the cause or severity of the accident or injury. Security Personnel should record factual observations in the Security Occurrence Logbook; and
- b. if the accident victim appears to be under the influence of alcohol or some type of drug, the Security Personnel should record their factual observations and the basis for such observations in the Security Occurrence Logbook.

13. SITE ACCESS

13.1 Access

13.1.1 The Contractor shall implement and maintain the systems for providing secure access to all areas of the Site to authorised personnel only. The Contractor shall as a minimum:

- a. manage and implement the Company's policies regarding the issue and recovery of security access passes to and from authorised personnel;
- b. maintain a record of all security access passes issued and recovered;

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Your Signature	SAM Signature

- c. not admit any unauthorised persons into non-public areas; and
- d. only allow authorised individuals access into the Site.

13.2 Keys / Access Cards

13.2.1 Security Personnel must follow, as a minimum, the following guidelines for handling Site keys/access cards:

- a. always use the individual door key and/or the generic security access cards for non-emergency jobs;
- b. should such keys be lost, the Contractor will be responsible for the cost of replacement of any locks associated with the lost keys;
- c. should any access cards be lost, the Contractor will be responsible for the cost of replacement of the lost cards;
- d. Security Personnel should only ever use their issued keys/access cards, and should never borrow or use any other Security Personnel's keys/access cards, or lend their keys/access cards to another person;
- e. keys and access cards should never leave the Site; and
- f. keys should never be duplicated without the explicit written instruction of the Company.

14. SURVEILLANCE / ALARM SYSTEMS

14.1 Fire Alarms

14.1.1 In the event of a fire alarm activation, the Security Personnel should complete, as a minimum or unless directed otherwise by the Company, the following actions:

- a. Security Personnel should investigate where in the building the alarm was triggered by examining the Fire Alarm Panel. This information must be conveyed to the Company's Estate and Security Department;
- b. Security Personnel should then attempt to investigate the area in which the fire alarm was triggered and establish whether the situation may be immediately resolved (e.g. is it a real fire or a false alarm);
- c. If the situation may not be resolved, then the Security Personnel must contact the Singapore Civil Defence Force (SCDF) and commence emergency evacuation procedures. Security Personnel may also be required to assist SCDF in locating the fire; and

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Your Signature	SAM Signature

- d. When evacuating the Site, the Security Personnel must assist in guiding personnel out of the building and act as directed by the Company Emergency Response Team's Site Incident Controller, Fire Safety Manager or Singapore Civil Defence Force.

14.2 Engineering / Building System Alarms

- 14.2.1 In the event that an alarm associated with the engineering equipment is triggered, the Security Personnel shall investigate the nature of the alarm to the extent that they are trained and able to do so, and refer the matter to the Company's Estate and Security Department in accordance with the agreed procedures.

14.3 CCTV Surveillance Systems

- 14.3.1 The Contractor shall provide trained Security Supervisor for manning of the CCTV surveillance system at the Site, its facilities such as galleries, entrances, exits and other vulnerable areas of the Site as designated by the Company 24 hours, 365 days per year.
- 14.3.2 The Contractor shall provide covert surveillance with the prior approval of the Company. Any other request for covert surveillance, for example from the police, shall be directed to the Company's Estate and Security Department for approval.

15. BOMB THREATS

- 15.1 In the case of a bomb threat, the Security Personnel will refer the matter to the Company and its SOPs for directions.

16. RETAIL BUSINESS PROVISIONS

- 16.1 The Site has a F&B cafe retail component.

16.1.1 Theft and Bag Snatching Offences

- a. The role of Security Personnel in a case of theft is only an assistance role unless the Security Personnel personally witnessed the act.
- b. If it appears that an illegal offence has taken place, enquire if the Company wishes to press charges against the offender. If the Company merely wishes their property returned, and that no charges be laid, then the task of the Security Personnel is completed. If the Company wishes that charges be laid, then the Security Personnel should ask the Company to contact the police and await their arrival acting only as an escort of the suspect.
- c. When acting as an escort to the suspect, the Security Personnel must not:
 - i. search the suspect;

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- ii. pick up, or allow anyone else to pick up, anything that the suspect has thrown away, but should point out where they are to the police;
 - iii. stay alone with a suspect of the opposite sex at any given time. Wherever possible, ensure that another person of the same sex as the suspect who is not associated with the suspect in any way, is in attendance (e.g. a Company staff or a visitor or another Security Personnel); and
 - iv. at any given time, allow the suspect to get out of sight (the suspect should not be allowed to visit the toilet without an observer); and
- d. The Security Personnel should record all details of the incident in the Security Occurrence Logbook.

17. DISASTER / EMERGENCY RESPONSE

17.1 Types of Emergencies

- 17.1.1 The Contractor shall provide suitably trained Security Personnel 24 hours a day 365 days per year to respond to emergency requests or situations as they occur from time to time. Such emergencies may include but are not limited to:
- a. fire alarm activations;
 - b. intruder or security alarms (door access alarms included);
 - c. abnormal situations discovered during patrolling;
 - d. unauthorised entry captured by CCTV systems;
 - e. suspicious packages;
 - f. bomb threats;
 - g. unauthorised access to or loss of keys and access cards kept in the Key Management System.

17.2 Emergencies Duties

- 17.2.1 The Contractor shall ensure that all on-duty Security Personnel shall attend and provide whatever assistance is necessary to all reports of fire in any areas of the Site as directed by the Company. This shall include but not be limited to:
- a. responding to a fire alarm;
 - b. reporting blocked fire access routes to the Fire Command Centre;
 - c. assisting in the evacuation of the affected areas in the event of fire; and
 - d. liaising with external emergency agencies as part of its response in relation to an incident.

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Your Signature	SAM Signature

18. INCIDENT REPORTING

- 18.1 The Contractor shall ensure appropriately trained Security Personnel take reasonable action to apprehend, restrain, detain and/or take other reasonable action as is appropriate, in respect of any person who is in the act of committing or is about to commit an offence or any type of disruption or disturbance, provided that such Security Personnel use a minimum degree of force.
- 18.2 The Contractor shall implement and maintain systems and procedures to report, record and collate all security incidents, including but not limited to criminal offences, correctly and accurately, and to a standard suitable for submission to a court or other tribunal where required.
- 18.3 The Contractor shall notify the Company of all incidents within fifteen (15) minutes of discovery, with the exception of serious incidents in which case the Company should be contacted immediately. A written incident report shall subsequently be submitted within the timeframe stipulated by the Company.
- 18.4 Where a crime is committed or where a crime is suspected of being committed, the Contractor shall summon the police in accordance with the Company policies for contacting and liaising with the police. At all times, the Contractor shall consider implications regarding public relations and disciplinary procedures.
- 18.5 Following the discovery of a criminal act, the Contractor shall investigate the incident on behalf of the Company and report all findings immediately to the Company's Estate and Security Department.

19. CRIME PREVENTION

- 19.1 The Contractor shall in association with the Company and local crime prevention officer develop and implement action plans to deal with serious crimes which may occur at the Site including but not limited to terrorism, and vandalism.
- 19.2 The Contractor shall promote security and safety consciousness of all staff at the Site through the development and dissemination of security and safety information through a variety of media including but not limited to briefings and posters. The mode of disseminating the information must be approved by the Company.

20. LOST PROPERTY

- 20.1 The Contractor shall provide and administer a "Lost and Found of Property" system on behalf of the Company. This shall include but not limited to:
- a. Safe custody of "lost" items;
 - b. Contacting property owners when known; and
 - c. Disposal of property after six (6) months in storage, if unclaimed.

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Your Signature	SAM Signature

21. PATENT RIGHTS

- 21.1 The Contractor shall fully indemnify the Company against all actions, claims, demands, costs and charges arising from, or relating to, any infringement of any patent, design or copyright owing to the use of any tools or equipment by The Contractor.

22. VARIATIONS OF REQUIREMENT SPECIFICATION

- 22.1 The Contractor's attention is drawn to the fact that the general description of the works involved in this Contract as described above or hereinafter is only for his guidance and any error or omission shall not constitute a ground for his claims. The onus for investigating and ensuring the actual extent, figures, dimensions, quantities and nature of the works comprised in this Contract is solely with The Contractor.
- 22.2 The Company reserves the right at any time to vary the Requirement Specifications annexed hereto, or to include in the Contract, by the issuance of an instruction in writing to The Contractor, the provision of Works to new spaces and properties taken over by the Company during the Contract Period. Similarly, the Company has the right to omit any portion of the Works by the issuance of an instruction in writing to The Contractor requiring a variation. The amount due on the monthly contract sum will be prorated accordingly after expiry of the notice.

23. VALUATION OF VARIATION

- 23.1 All valuation shall be valued as follows:
- 23.1.1 Where the varied work is of a similar character to, is executed under similar conditions as, and does not significantly change the quantity of work described in the Contract, the Rates for the Works as set out in the Contract shall determine the valuation; or
- 23.1.2 Where the varied work is of similar character to work described in the Contract, but is not executed under similar conditions of such work described in the Contract, or involves significant changes in the quantity of such work described in the Contract, the Rates for the Works as set out in the Contract shall be the basis for determining the valuation but with a fair allowance for any differences in such conditions and/or quantity; or
- 23.1.3 Where Clauses 23.1.1 and 23.1.2 above do not apply, then by measurement and valuation will be at fair market rates and prices.

24. LIQUIDATED DAMAGES

- 24.1 The Contractor shall be liable to Liquidated Damages for failure to comply with the Requirement Specifications or failure to supply labour and equipment accordance with the quantum as stated under Schedule of Liquidated Damages.

Please Sign as Acknowledgement	
Your Signature	SAM Signature

25. TENDER OFFER

- 25.1 The Contractor shall submit proposal based on the requirement specifications. However alternative proposals may be submitted in addition to this requirement, but these options are evaluated at the sole discretion of the Company.
- 25.2 The Contractor shall provide a detail, but concise overview of how the company would undertake the management of this Contract from the point of inception, planning, deployment of manpower and execution of the Service.

26. DURATION OF TENDER OFFER

- 26.1 Tender Offer/Proposal submitted shall remain valid for THREE (3) Calendar Months from the closing date of this Invitation to Tender.

27. TERMS AND CONDITIONS

- 27.1 Refer to Conditions of Contract.

Please Sign as Acknowledgement	
Your Signature	SAM Signature

**SECTION C:
EVALUATION CRITERIA**

**INVITATION TO TENDER (ITT) FOR THE
PROVISION OF SECURITY SERVICES
FOR SINGAPORE ART MUSEUM
AT TANJONG PAGAR DISTRI PARK
FOR A PERIOD OF 20 MONTHS 24 DAYS FROM
07 JANUARY 2027 TO 30 SEPTEMBER 2028**

Please Sign as Acknowledgement	
Your Signature	SAM Signature

SECTION C: EVALUATION CRITERIA

The evaluation criteria and weightage used for this Invitation to Tender is as follows:

Category	Element	Weightage
Mandatory	Valid Government Supplier Registration under Supply Head: EPU/SER/43 (Security Services): Supply of manpower, equipment and guard dogs, includes security escort service	Pass / Fail
	Valid Government Supplier Registration under Financial Grade: S5 and above – Tendering Capacity SG\$1,000,000 and above	Pass / Fail
	Possess a valid Security Agency Licence issued by the Police Licensing Regulatory Department (PLRD).	Pass / Fail
	Possess a valid SPF Security Agencies Competency Evaluation (SACE) "Pass" in all Core Competences.	Pass / Fail
	Possess and maintain a valid Progressive Wage Mark (PW Mark) or Progressive Wage Mark Plus (PW Mark Plus) issued by the relevant Authorities.	Pass / Fail
	Possess a valid bizSAFE STAR Certification.	Pass / Fail
	Not debarred from participating in public sector tenders and/or SAM tenders as at the Tender Closing Date.	Pass / Fail
	Attend the site briefing.	Pass / Fail
	Compliance with all instructions for the submission of Tender Offers as set out in the Invitation to Tender (including use of Prescribed Forms).	Pass / Fail
Competitive Pricing	Price tendered with detailed breakdown of fees/costs per item.	60%
	Schedule of Rates	
Quality	Track Record & Relevant Experience	40%
	Proposed Manpower & Supervisory Structure	
	Operational Methodology & Emergency Response	
	Technology, Reporting & Service Improvement	
	Manpower Resilience & Business Continuity	
Total		100%

Please Sign as Acknowledgement	
Your Signature	SAM Signature

SECTION D:
PRESCRIBED FORMS WITH PRICE
BREAKDOWN AND SCHEDULE OF RATES

INVITATION TO TENDER (ITT) FOR THE
PROVISION OF SECURITY SERVICES
FOR SINGAPORE ART MUSEUM
AT TANJONG PAGAR DISTRI PARK
FOR A PERIOD OF 20 MONTHS 24 DAYS FROM
07 JANUARY 2027 TO 30 SEPTEMBER 2028

Please Sign as Acknowledgement	
Your Signature	SAM Signature

FORM OF TENDER

To: Singapore Art Museum
Block 39 Keppel Road #03-07
Tanjong Pagar Distripark
Singapore 089065

Name(s) of Tenderer(s):¹

Address:

Attn: Ms Michelle Wong

TENDER NO: SAM/ITT/2026/0006

- 1 We, _____² [Name(s) in Block Letters] hereby offer and undertake on the acceptance of this Tender Offer to supply the goods and/or services required under this Invitation to Tender.
- 2 Our Tender Offer is fully consistent with and does not contradict or derogate from anything in the Instructions to Tenderer and/or the Conditions of Contract or downgrade anything in your Requirement Specifications. You are entitled to disqualify our Tender Offer if it is inconsistent with or contradicts or derogates from anything in the Instructions to Tenderer and/or Conditions of Contract or downgrades anything in the Requirement Specifications.
- 3 We declare that all the information provided in this Tender Offer (including in the Prescribed Forms) are correct and true.
- 4 We undertake that we shall, if required by you, execute a formal agreement with you. If no formal agreement is executed, this Tender Offer together with your Letter of Acceptance shall constitute a binding contract between us on the terms of the Contract as defined in the Conditions of Contract.
- 5 OUR TENDER OFFER IS VALID FOR THREE (3) CALENDAR MONTHS FROM THE CLOSING DATE OF THIS TENDER.
- 6 We agree that as and when requested by you, we shall extend the validity of this Tender Offer for one or more periods not exceeding in total ONE (1) calendar month.
- 7 Our Contract Price for the goods and/or services to be supplied by us is SGD _____ (S\$ _____).
- 8 An itemized breakdown of the Contract Price for the goods and/or services is given in the price schedule attached.
- 9 We are registered/not registered* with _____ (Name of Government Registration Authority) under the following supply category/head(s) as specified in the Invitation to Tender:

¹ If the tender offer is submitted by a consortium, each member of the consortium shall be named.

² If the tender offer is submitted by a consortium, the Lead Member of the consortium shall submit the tender offer on behalf of the consortium members. Documentary proof must be provided that the Lead Member is authorised by all members of the consortium to submit, sign the tender offer, receive instruction, give any information, accept any contract and act for and on behalf of all the members of the consortium. For example, paragraph 1 in this Form of Tender should read "We, (Name of Lead Member), acting for and on behalf of (Name of 1st Member), (Name of 2nd Member) and (etc – List out Names of remaining Members) ..."

Please Sign as Acknowledgement	
Your Signature	SAM Signature

*Supply Category/Head	Financial Category	Expiry

(If the Tender Offer is submitted by a consortium, the registration status of every member in the consortium must be listed.)

*Tenderer MUST submit supporting documentation, confirming, Supply Category / Head, Financial Category and Expiry.

- 10 We further undertake to give you any further information which you may require.
- 11 We warrant, represent and declare that we are duly authorised to submit, sign this Tender Offer, receive instruction, give any information, accept any contract and act for and on behalf of _____³ (Insert Name of firm, company or consortium).

Dated this _____ day of _____ 2026.

Tenderer's (as *Principal/Agent)
Company or Business Registration No⁴:

Tenderer's Official
Stamp⁴:

Authorized Signature⁴:

Name:

Designation:

(*Delete whichever is not applicable)

NOTICE: This Form of Tender duly completed MUST accompany every Tender Offer. Any change to its wordings may render the Tender Offer liable to DISQUALIFICATION.

³ If the tender offer is submitted by a consortium, the tender offer shall be submitted by the Lead Member on behalf of all members of the consortium. Each member of the consortium shall be listed. For example, "... for and on behalf of (Name of 1st Member), (Name of 2nd Member) and (etc – List out Names of remaining Members) ..."

⁴ The Lead Member's registration number, official stamp and authorised signature must be provided.

Please Sign as Acknowledgement	
Your Signature	SAM Signature

SCHEDULE OF PERSONS EMPOWERED TO ACT

The following persons are empowered to sign contract documents and act on the firm's / company's behalf:

Name	NRIC No.	Position Held

In the case of consortiums, the documents required under Clause 15 of the Instructions to Tenderers must also be attached.

GST STATUS

We are / are not * a taxable person under the *Goods and Services Act*.
(* delete as appropriate)

Our GST registration number is _____.

LIST OF RELEVANT TRACK RECORD IN THE LAST 5 YEARS

Contract No. / Name of Project	Client	Contract Sum	Contract Period		Value of Work Completed
			From	To	

Please use separate sheet if the space is insufficient.

Please Sign as Acknowledgement	
Your Signature	SAM Signature

INFORMATION ON MAJOR SHAREHOLDERS

Person, Company or Corporation who/which owns, whether directly or indirectly, at least 20% of the total number of shares in the Tenderer or who/which controls at least 20% of the voting rights in the Tenderer		Details of shares held by such person, company or corporation		
Name	Address	Number of Shares	% of Shares	Class of Shares

Please Sign as Acknowledgement	
Your Signature	SAM Signature

Non-Disclosure Agreement

By signing this Agreement, the Recipient agrees that in consideration of the Discloser agreeing to disclose and make available the Confidential Information to the Recipient for the Purpose, the Recipient shall not disclose or divulge Confidential Information, subject to the terms and conditions set out below.

The Recipient hereby agrees that:

1. The **'Discloser'** of the Confidential Information is:

Singapore Art Museum (UEN: 201330746G)
Block 39 Keppel Road
Tanjong Pagar Distripark #03-07
Singapore 089065

The **'Recipient'** of the Confidential Information is:

Name:

Company:

Address:

2. The **'Confidential Information'** disclosed under this Agreement is proprietary to the Discloser, its subsidiaries, affiliates and/or licensors, and consists of all Tender / Invitation to Quote documents and includes all other information, materials and documents transmitted to, or otherwise received by, the Recipient that the Discloser has identified as being confidential or proprietary in writing or otherwise, or that, by the nature of the circumstances surrounding the disclosure, ought in good faith to be treated as proprietary.
3. The purpose of the disclosure of the Confidential Information to the Recipient is:
To seek quotations for Tender / Invitation to Tender
4. The Recipient recognizes the Discloser's proprietary right in and to the Confidential Information and agrees to keep secret and confidential and not to copy, reproduce, disseminate, transmit, distribute, publish or otherwise disclose to any third parties, whether before or after the completion of the purpose described in Clause 3, any Confidential Information except in accordance with the terms of this Agreement. The Recipient shall only be permitted to use the Confidential Information exclusively for the Purpose as set out above. Any disclosure of the Confidential Information must be strictly limited to those employees, agents, advisers and sub-contractors who reasonably have a need to know such Confidential Information to enable them to carry out their duties to the Recipient.
5. The Recipient shall protect the Confidential Information using the same degree of care, but no less than a reasonable degree of care, to prevent the unauthorised use, reproduction, dissemination, transmission, distribution, disclosure or publication of the Confidential Information as the Recipient uses to protect its own confidential information.
6. The Recipient shall use its best efforts to ensure that its employees, agents and sub-contractors comply with the restrictions in this Agreement. Any breach by any such person of its obligations of confidentiality shall be deemed a breach by the Recipient of this Agreement. The Recipient shall indemnify and keep the Discloser harmless against all damages, losses, costs or expenses including any special, incidental or consequential damages, legal costs and expenses, arising or resulting from the Recipient's (or its employees', agents' or sub-contractors') breach or non-performance of its obligations under this Agreement.

Please Sign as Acknowledgement	
Your Signature	SAM Signature

7. The obligations of confidentiality under this Agreement do not apply to Confidential Information which:
 - 7.1 is already known to the Recipient at the time of disclosure;
 - 7.2 is or becomes publicly known or generally available to the public through no wrongful act on the Recipient's part;
 - 7.3 is rightfully received by the Recipient from a third party without breach of any obligation of confidentiality;
 - 7.4 is explicitly approved for release by the prior written consent of the Discloser; or
 - 7.5 is required to be disclosed by the Recipient to a court of competent jurisdiction or an appropriately empowered governmental agency or regulatory body.
8. The Recipient does not acquire any intellectual property rights in the Confidential Information under this Agreement except the limited rights to use the Confidential Information as set out in Clause 2 above.
9. Failure on the part of the Discloser to exercise any right under this Agreement or failure on the part of the Discloser to insist that the Recipient adhere to the strict terms of this Agreement shall not be considered a waiver by the Discloser of its right to demand at a later date strict adherence to the terms of this Agreement.
10. Any Confidential Information provided to the Recipient will at all times remain the property of the Discloser and must be returned to the Discloser together with any copies taken by or on behalf of the Recipient immediately upon a request by the Discloser. Upon the completion of the purpose described in Clause 3 or upon demand by the Discloser, the Recipient shall return all copies of Confidential Information to the Discloser, and, if required by the Discloser, shall provide written confirmation by a duly authorized officer that it:
 - 10.1 does not have in its possession any copies of the Confidential Information; and
 - 10.2 has not made, given, sold or otherwise disposed of any unauthorized copies of the Confidential Information for/to any other party.
11. The Discloser makes no representation or warranty (whether express or implied) about the accuracy or completeness of the Confidential Information and none of the Discloser, or any of its directors, officers, representatives or agents will have any liability to the Recipient or any other person or entity resulting from the Confidential Information or any use thereof.
12. The Recipient acknowledges and agrees that any Confidential Information disclosed to it or its representatives by the Discloser prior to the date of this Agreement shall also be subject to the terms of this Agreement.
13. The Recipient acknowledges and agrees that money damages will not be a sufficient remedy for any breach of this Agreement by it and that the Discloser is entitled to specific performance and injunctive relief as remedies for any such breach. Such remedies shall not be deemed to be the exclusive remedies for a breach of this Agreement but shall be in addition to all other remedies available at law or equity.
14. The terms of this Confidentiality Agreement may not be amended or modified except by a written instrument executed by the parties hereto.

Please Sign as Acknowledgement	
Your Signature	SAM Signature

15. This Agreement shall be governed and construed in accordance with the laws of the Republic of Singapore. The Recipient irrevocably agrees to submit to the exclusive jurisdiction of the courts of Singapore over any claim or matter arising out of or in connection with this Agreement.

Signed for and on behalf of the Recipient:

Name:
Date:

Signed for and on behalf of the Discloser:

Name:
Date:

Please Sign as Acknowledgement	
Your Signature	SAM Signature

BACKGROUND INFORMATION**1. DETAILS ON COMPANY/FIRM/PERSON**

1.1 Name and Address:

1.2 Person to Contact:

1.3 Type of Company/Firm: Corporation / Partnership / Sole Proprietorship /
Joint Venture

1.4 Type of Business: _____
(Please indicate whether a factory is being operated)1.5 Registration Number with ACRA: _____
(Please provide a copy of Business/Company profile registered
with ACRA)

1.6 Qualification and experience of qualified personnel under your employment:

Please Sign as Acknowledgement	
Your Signature	SAM Signature

2. FINANCIAL INFORMATION

2.1 Financial Information for the last 3 years

	Y/E 2023	Y/E 2024	Y/E 2025
Annual Turnover \$K			
Net Profit Before Tax \$K			
Paid Up Capital \$K			

(Please attach Balance Sheet, Profit & Loss Statements and Cash Flow statements for the period mentioned above)

2.2 Bankers' Reference

Name of Bank:	
Branch:	
Address:	
A/C No.:	

Please Sign as Acknowledgement	
Your Signature	SAM Signature

PRICE BREAKDOWN

Note: It is compulsory to submit your pricing breakdown using the below table.

Itemised costing **MUST** be submitted. You must quote each item in the matrix. **“No Quote” is not acceptable.** Not fulfilling this stipulation will result in the disqualification of your entire submission.

The Contractor shall provide everything necessary for the proper execution of the security services according to the work specified and shall deem to include in the pricing all labour, materials, external courses, licences, tools and vehicles, transportation, all establishment charges, attendance, overheads, complying with the requirement of governing authorities and all related cost whether or not the requirement are particular shown or described herein but are reasonable to be interpreted in the requirement of the contract document or indispensably necessary for the proper execution and completion of the services.

Below table consists of essential information require from The Contractor.

The Contractor is allowed to input additional details and/or redevelop an enhanced table format which will benefit Singapore Art Museum to make a better decision.

All monetary value shall be in Singapore Dollars (SGD).

Please Sign as Acknowledgement	
Your Signature	SAM Signature

SECTION 1 – SCHEDULE OF PRICE

TABLE 1 – SECURITY SERVICE RATES FOR UNARMED MANPOWER

S/N	DESCRIPTION	NO. OF MANPOWER (a)	BASE CONTRACT 7 January 2027 to 30 September 2028 (20 months 24 days)		
			NO. OF MONTH (b)	MONTHLY RATE PER HEADCOUNT (SGD) (c)	TOTAL AMOUNT (SGD) (a x b x c)
1	DAY SHIFT (0800hrs to 2000hrs)				
	7 January 2027 to 31 January 2027				
i	Security Supervisor	1	1 (24 days)	(lump sum for 24 days)	
ii	Security Officers	3	1 (24 days)	(lump sum for 24 days)	
	1 February 2027 to 30 September 2028				
iii	Security Supervisor	1	20		
iv	Security Officers	3	20		
2	NIGHT SHIFT (2000hrs to 0800hrs)				
	7 January 2027 to 31 January 2027				
i	Security Officers	2	1 (24 days)	(lump sum for 24 days)	
	1 February 2027 to 30 September 2028				
ii	Security Officers	2	20		
TOTAL CONTRACT SUM [subject to 9% GST or prevailing rate]					

I/We fully understand and agree that notwithstanding the fact that the Contract Sum as herein quoted by us is applicable to the Scope of Services specified, the Company reserves the absolute right to, at any time, add to, or remove from the Contract, any manpower at the Site as it may deem necessary from time to time. In such circumstances, the Contract Sum shall be adjusted accordingly from the said Contract Sum.

Dated this _____ day of _____ 2026.

NAME AND :
SIGNATURE

(AUTHORISED
REPRESENTATIVE)

DESIGNATION OF :
AUTHORISED
REPRESENTATIVE

DATE :

COMPANY NAME AND :
COMPANY STAMP

NAME AND :
SIGNATURE

(WITNESS)

DESIGNATION OF :
WITNESS

DATE :

Please Sign as Acknowledgement	
Your Signature	SAM Signature

SECTION 2 – SCHEDULE OF RATES

2.1 AD-HOC SECURITY SERVICE RATES FOR UNARMED MANPOWER FOR EVENTS

This section is for provision of additional security manpower for events, and provision of security screening equipment or device such as metal detector, X-ray machines, undercarriage scanning device etc to conduct stringent checks on visitors, baggage and vehicles.

Important note:

- Price quoted shall include labour, tools, materials, equipment and transportation for the supply, delivery and installation of the following items.
- Price quoted must remain valid throughout the contractual period.

TABLE 2 – AD-HOC SECURITY SERVICE RATES FOR UNARMED MANPOWER

TABLE 1 – ADDITIONAL SECURITY SERVICE RATES FOR UNARMED MANPOWER				
S/N	DESCRIPTION	*RATE PER HEADCOUNT		
		Per Hour	Per Day	#Per Month
	Provision of Unarmed Manpower			
A1	Security Supervisor (Day Shift between 0800hrs to 2000hrs)			
A2	Senior Security Officer (Day Shift between 0800hrs to 2000hrs)			
A3	Security Officer (Day Shift between 0800hrs to 2000hrs)			
A4	Security Supervisor (Night Shift between 2000hrs to 0800hrs)			
A5	Senior Security Officer (Night Shift between 2000hrs to 0800hrs)			
A6	Security Officer (Night Shift between 2000hrs to 0800hrs)			
	Provision of Security Screening Equipment			
A7	Walk-Through Metal Detectors			
A8	Hand-Held Metal Detectors			
A9	Hand-Worn Metal Detectors			
A10	X-ray machine			
A11	Undercarriage scanning device			

Note: *Rate is regardless of weekday, weekend or public holiday.

#Per Month Rate is based on calendar month calculation.

Please Sign as Acknowledgement	
Your Signature	SAM Signature

SECTION E:
SCHEDULE OF LIQUIDATED DAMAGES

**INVITATION TO TENDER (ITT) FOR THE
PROVISION OF SECURITY SERVICES
FOR SINGAPORE ART MUSEUM
AT TANJONG PAGAR DISTRI PARK
FOR A PERIOD OF 20 MONTHS 24 DAYS FROM
07 JANUARY 2027 TO 30 SEPTEMBER 2028**

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Your Signature	SAM Signature

SECTION E: SCHEDULE OF DAMAGES

1. Key Performance Indicators

The Contractor's service performance will be monitored by Singapore Art Museum (hereinafter referred to as "the Company") by applying the following Key Performance Indicators (KPIs). The Company will issue written warning to the Contractor and impose penalty when the service point (i.e. maximum number of allowable cases per month) is reached. The Contractor will also be placed under performance management.

When the Contractor is placed under performance management, the Contractor shall seek rectification. The Contractor shall provide a detailed recovery plan identifying criteria and time periods for the resolution of the shortfalls in service. This plan shall be agreed and monitored by the relevant nominated representatives from the Company and the Contractor. The Contractor shall nominate one Manager (and his/her Alternate) from their headquarters to assume the role of Service Delivery Manager. The Company shall also nominate management staff (and his/her operation executive) as representatives.

The Company reserves the right to terminate the Contract without compensation, if there is no improvement to service standards as evidenced by the Contractor having been placed under performance management for more than 3 months.

1.1	KPI:	Complaints (from the Company or members of public)		
	Service Point:	Not more than 3 occurrences per month		
	Liquidated Damages:	First 2 Occurrences S\$200 per occurrence	Subsequent Occurrence S\$300 per occurrence	Performance management if more than 3 events over a 3-month period have occurred. A Penalty of S\$500 will be incurred on top of the liquidated damages.
1.2	KPI:	Major Incident (Incident involving life threatening or life safety issue and security breach where non-action would result in significant risk to the Company)		
	Service Point:	Not permitted within the Contract Period		
	Liquidated Damages:	Every Incident Penalty of S\$3000		Performance Management for every incident.
1.3	KPI:	Security Officer Punctuality		
	Service Point:	Not more than 3 occurrences per officer per month		
	Liquidated Damages:	First 2 Occurrences per officer S\$50 per occurrence	Subsequent Occurrence per officer S\$300 per occurrence	
1.4	KPI:	Patrolling & Clocking (+/-10 minutes within the designated clocking points unless the Contractor received specified instructions from the Company to skip OR more than 90 mins within the designated patrolling or clocking hour unless the Contractor receives specified instructions from the Company to skip)		
	Service Point:	Not more than 3 occurrences per month		
	Liquidated Damages:	First 2 Occurrences S\$100 per occurrence	Subsequent Occurrence S\$300 per occurrence	Performance management if more than 3 events over a 3-month period have occurred. A Penalty of S\$500 will be incurred on top of the liquidated damages.

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2. LIQUIDATED DAMAGES FOR IRREGULARITY IN SERVICES

In the event, the Contractor fails to abide by the terms or in the case of a breach or irregularity of any of the stipulations herein contained and on the part of the Contractor to be observed or performed, the amount of liquidated damages shall be deducted from any payment due to the Contractor or claimed as damages.

The Contractor shall be liable for the applicable Liquidated Damages stipulated in the Schedule for each occurrence of non-compliance. The imposition of Liquidated Damages shall not relieve the Contractor of its obligation to immediately rectify the non-compliance, provide replacement Security Personnel where required, or take such other corrective action as may be directed by the Company.

For serious misconduct / critical security breaches, the Company may require the immediate removal and replacement of the Security Personnel concerned and may escalate or report the matter to the relevant authorities where warranted. Repeated non-compliances on manpower / operational and/or conduct may also be treated as a more serious performance failure in accordance with the provisions of the Contract.

S/N	Nature of Non-Compliance / Irregularity	Liquidated Damages
A	<u>Manpower Deployment, Attendance & Supervision</u>	
1	Failure to provide a stand-in Officer for any late-arriving Officer within two (2) hours from the stipulated shift commencement	S\$100 per occurrence per shift or daily ad-hoc unit rate per Officer as stated in the SOR (whichever is higher)
2	Failure to provide replacement Officer for any absentees during the stipulated shift	S\$300 per occurrence per shift or daily ad-hoc unit rate per Officer as stated in the SOR (whichever is higher)
3	Late reporting for duty or failure to report for duty at the stipulated shift commencement time	S\$50 per occurrence per Officer
4	Leaving the assigned post or ending duty before the stipulated shift ending time without prior approval from the Company	S\$50 per occurrence per Officer
5	Falsification, manipulation or misrepresentation of attendance, deployment or duty record	S\$200 per occurrence
6	Deployment or attempted deployment of any Security Personnel who is not legally eligible or authorised to work at the Site	S\$100 per occurrence
7	Unauthorised transfer, withdrawal or redeployment of the Site Security Supervisor or Security Personnel to another site or contract without the Company's prior approval	S\$200 per occurrence
8	Failure to deploy a roving Security Manager to conduct the required weekly site inspection and/or failure to properly record such inspection and attendance	S\$200 per occurrence
B	<u>Service Performance & Operational Duties</u>	
9	Failure to meet the general requirements stipulated in the Requirements Specification	S\$100 per occurrence
10	Failure to perform the duties, responsibilities or scope of services of the Security Personnel in accordance with the Requirements Specifications	S\$200 per occurrence

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S/N	Nature of Non-Compliance / Irregularity	Liquidated Damages
11	Failure to acknowledge, respond to and/or act upon the Company's calls, messages or instructions within ten (10) minutes, where such response is required during duty hours	S\$100 per occurrence
12	Failure to promptly identify and/or report any apparent defect, irregularity, security concern or incident observed at the Site	S\$50 per occurrence
13	Failure to properly and completely carry out the required checks at designated clocking points and/or during security patrols	S\$100 per occurrence
C	<u>Conduct, Discipline & Professional Behaviour</u>	
14	Failure to comply with the prescribed standards of professional conduct applicable to Security Personnel under the Requirements Specifications	S\$200 per occurrence
15	Misconduct while on duty, including but not limited to sleeping, idling, consuming alcohol, gambling, quarrelling, fighting, assault or attempted assault, smoking, vaping, or any other behaviour causing disturbance to the Company, its staff, visitors or other Site users	S\$200 per occurrence and immediate replacement of the Security Personnel concerned
16	Unauthorised use of mobile phones, earpieces or other personal electronic devices for non-work-related calls, messaging, social media or entertainment while on duty	S\$50 per occurrence
17	Creating a nuisance or disturbance while on duty, including unnecessary congregation, excessive talking or loud behaviour	S\$100 per occurrence, with an additional S\$50.00 for each repeated occurrence
18	Failure or refusal, without reasonable cause, to comply promptly with lawful and reasonable instructions issued by the Company's authorised representatives	S\$200 per occurrence and immediate replacement
19	Use of abusive, insulting, threatening or otherwise inappropriate language or behaviour towards fellow workers, the Company's staff, artists, artistes, visitors or members of the public at the Site	S\$200 per occurrence and immediate replacement
20	Harassment, intimidation or other inappropriate conduct towards fellow workers, the Company's staff, artists, artistes, visitors or members of the public at the Site	S\$500 per occurrence and immediate replacement
D	<u>Uniform, Grooming & Professional Appearance</u>	
21	Failure to wear the prescribed uniform, name tag and appropriate footwear, or wearing an incomplete, improper, untidy or unserviceable uniform while on duty	S\$50 per occurrence
22	Failure to maintain a neat, clean and professional standard of personal grooming and appearance while on duty	S\$50 per occurrence
E	<u>Security, Integrity, Confidentiality & Access Control</u>	
23	Committing or participating in any act of theft, attempted theft, vandalism or deliberate damage to property	S\$500 per occurrence, immediate replacement and referral to the Police where applicable

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S/N	Nature of Non-Compliance / Irregularity	Liquidated Damages
24	Unauthorised photography, video recording or audio-visual recording of artists, artistes, artworks, performances, rehearsals, restricted areas or other activities where recording is prohibited by the Company	S\$200 per occurrence and immediate replacement
25	Any act or attempted act of fraud, deception, dishonesty or deliberate misrepresentation against the Company	S\$500 per occurrence and immediate replacement
26	Failure to return keys, access cards, passes or other access-control devices issued or loaned to the Security Personnel within the stipulated time	S\$100 per occurrence
27	Unauthorised disclosure, communication or dissemination of confidential, sensitive or restricted information relating to the Company, its operations, staff, visitors, artists, artistes, artworks or Site to any unauthorised person or third party	S\$500 per occurrence and immediate replacement of the Officer concerned
28	Unauthorised entry into any room, office, gallery, store, restricted area or other controlled space without prior approval or operational justification	S\$200 per occurrence
F	<u>Equipment & Communications</u>	
29	Failure to provide Security Personnel with the required equipment in proper, and serviceable working condition in accordance with the Requirements Specifications	S\$50 per occurrence
30	Failure to replace or replace a defective walkie-talkie, battery, charging base or associated equipment within twenty-four (24) hours of notification or detection of the defect, including failure to provide an interim replacement set where required	S\$100 per occurrence
G	<u>Complaints & Service Quality</u>	
31	Receipt of a substantiated written complaint from the member of public concerning the conduct, performance or service of the Contractor or its Security Personnel, following verification by the Company	S\$200 per substantiated occurrence
H	<u>Statutory & Regulatory Compliance</u>	
32	Failure to comply with applicable laws, regulations, codes, licensing requirements and requirements of the relevant authorities relating to employment, security operations, permits, applications, and/or submissions	S\$200 per occurrence
I	<u>Documentation, Records & Housekeeping</u>	
33	Failure to maintain the Fire Command Centre (FCC), security counter, guard posts and other assigned security work areas in a clean, neat and orderly condition	S\$100 per occurrence
34	Failure to properly maintain, complete, update or submit logbooks, occurrence books, registers, records, reports or other documentation as required by the Company	S\$200 per occurrence

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**SECTION F:
CONDITIONS OF CONTRACT**

**INVITATION TO TENDER (ITT) FOR THE
PROVISION OF SECURITY SERVICES
FOR SINGAPORE ART MUSEUM
AT TANJONG PAGAR DISTRI PARK
FOR A PERIOD OF 20 MONTHS 24 DAYS FROM
07 JANUARY 2027 TO 30 SEPTEMBER 2028**

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SECTION F: CONDITIONS OF CONTRACT

1. DEFINITIONS

1.1 In these Conditions of Contract, unless the context otherwise requires, the following definitions shall apply:

(a) **"Contract"** means:

- (i) the Invitation Notice, Covering Letter, Instructions to Contractors, Conditions of Contract and Requirement Specifications that are part of the Invitation to Quote;
- (ii) the Quotation (to the extent accepted by SAM in the Letter of Acceptance);
- (iii) the Letter of Acceptance; and
- (iv) any other documents accepted in the Letter of Acceptance as being part of the Contract.

(b) **"Contract Price"** means the total amount payable to the Contractor for the supply of the Goods under this Contract. Unless otherwise agreed in writing, the Contract Price shall be deemed to be the amount stated in the Quotation. Provided that if this Contract is a period contract where Goods may be ordered from time to time pursuant to Purchase Orders, the Contract Price shall be treated on a Purchase Order basis and shall be deemed to be the Purchase Order Price payable for the Goods specifically ordered under each Purchase Order.

(c) **"Contractor"** means the successful Contractor which has been awarded this Contract by SAM.

(d) **"Deliverables"** means the proposals, plans, reports, drawings, designs, documents, samples and other items that the Contractor has to provide under this Contract apart from the Goods.

(e) **"Goods"** means all goods, including parts or units thereof, which the Contractor is required to supply under this Contract.

(f) **"SAM"** means Singapore Art Museum.

(g) **"Party"** means either SAM or the Contractor and **"Parties"** means both SAM and the Contractor.

1.2 Words denoting the singular include the plural and vice versa.

1.3 Words denoting one gender includes both genders.

1.4 Words denoting natural persons include corporations, firms and unincorporated associations and vice versa.

1.5 References to statutory provisions include a reference to any amendment, consolidation, or re-enactment, whether by the same name or otherwise, for the time being in force.

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1.6 The headings are for convenience only and not for the purpose of interpretation.

2. SCOPE OF CONTRACT AND CONTRACT PERIOD

2.1 The Contractor shall complete the supply of all items of Goods in accordance with the terms of this Contract.

2.2 The Contractor shall be an independent contractor and shall not be an agent, partner or employee of SAM. For the avoidance of doubt, the Contractor is not authorised to enter into any contracts on behalf of SAM.

2.3 This Contract:

(a) shall come into force and commence on the date the Contractor received the Letter of Acceptance; provided that the Goods may be required from or on other dates as may otherwise be set out in the Requirement Specifications or in the Letter of Acceptance; and

(b) shall, unless terminated, expire after the complete supply of all items of Goods required (including any maintenance or warranty period) or at the end of any contract period expressly stated in this Contract.

(c) may be extended by SAM. The Contractor grants SAM the option, at SAM's sole discretion, to extend the contract period for one or more additional periods not exceeding a total of 2 years. The option to extend shall be exercised by written notice. Unless otherwise agreed in writing, the option to extend must be exercised at least 2 months before the expiry of the current contract period.

2.4 The Contractor shall do all things which are necessary or reasonably to be inferred from the Contract even if not specifically set out in the Contract.

2.5 The Contractor acknowledges that it is fully aware and anticipates that some details of the Requirement Specifications may have to be clarified during the performance of this Contract. In this context:

(a) SAM reserves the right to issue written clarifications on the Requirement Specifications to set out SAM's requirements more precisely and such written clarifications shall be deemed to be part of this Contract. These clarifications shall include the need to delay the delivery dates of some or all of the Goods.

(b) the Contractor confirms that this has been fully anticipated when the Quotation was submitted and has been taken into account in the Contract Price. For the avoidance of doubt, the Contractor shall have no claim to any compensation or damages regardless of the nature of the clarifications issued.

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2A. PERIOD CONTRACT, PURCHASE ORDERS & REQUEST FOR QUOTATIONS

Period Contract

- 2A.1 This Contract is a period contract for the supply of Goods as and when required by the SAM during the contract period specified in the Requirement Specifications.
- 2A.2 The Contractor accepts and acknowledges that:
- (a) SAM is not obliged to purchase any minimum amount of Goods or any at all under this Contract; and
 - (b) the Contractor is not an exclusive supplier for the Goods and SAM may purchase the same or similar Goods from other sources.

Purchase Orders

- 2A.3 All orders for Goods shall be given from time to time by way of written Purchase Orders (in such form as may be determined by SAM in writing). All such Purchase Orders shall state the details of the Goods ordered.
- 2A.4 On receipt of any Purchase Order, the Contractor shall commence performance of the Contractor's obligations to provide Goods and complete the same on the terms of this Contract.
- 2A.5 Where the unit rates for all items of Goods required by SAM have:
- (a) been fully set out in the Quotation or have otherwise been agreed in writing, the total amount payable for the satisfactory provision of the Goods ordered ("Purchase Order Price") shall be based on the said unit rates that have been set out in the Quotation or have been otherwise agreed in writing; or
 - (b) not been set out as stated in Sub-Clause 2A.5(a), the total amount payable for the satisfactory provision of the Goods ordered ("**Purchase Order Price**") shall be based on the unit rates to the extent that these that have been set out in the Quotation Offer or have been otherwise agreed in writing; as well as the prices as determined under Requests for Quotations.
- 2A.6 For the avoidance of doubt, Goods shall be provided in accordance with each Purchase Order and this Contract for all Purchase Orders issued within the contract period; regardless of whether the Goods are to be provided after the contract period.

Request for Quotations

- 2A.7 Where the unit rates for all items of Goods required by SAM are not fully set out in the Quotation and have not been otherwise agreed in writing, SAM shall be entitled to issue written Requests for Quotation (in such form as may be determined by SAM in writing) to establish the price payable for such Goods whose prices are not yet known.

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- 2A.8 The Contractor shall respond in writing to such Requests for Quotation within 7 days of receipt. The prices quoted by the Contractor pursuant to Requests for Quotations shall remain valid for acceptance for a period of 45 days from the date of receipt of the Contractor's response.
- 2A.9 For the avoidance of doubt, the Contractor may quote only for items of Goods whose prices are not yet known and shall have no right to raise (but may lower) the unit rates of items of Goods that have been set out in the Quotation or have otherwise been agreed in writing.
- 2A.10 A Request for Quotation is not, and cannot, be construed as a promise or representation by SAM to issue any Purchase Order.

3. PERFORMANCE

- 3.1 The Contractor shall provide the Goods with all reasonable care, skill and diligence.
- 3.2 All Goods supplied under this Contract shall be new and unused or made of new and unused materials; unless there is agreement in writing to the contrary.
- 3.3 Time shall be of the essence in this Contract and the Contractor shall supply the Goods within any timelines/deadlines set out in this Contract or as otherwise agreed in writing between the Parties.
- 3.4 The Contractor shall work closely and collaboratively, at no extra charge, with such other contractors as SAM may appoint in relation to the exhibition, event, activity or project that this Contract relates to.
- 3.5 Upon the receipt of any Deliverables or Goods, such Deliverables or Goods shall be:
- (a) accepted or rejected by SAM through a written notice in a form that may be prescribed by the SAM in writing; or
 - (b) deemed to have been accepted by SAM if no written notice to either accept or reject the same is issued within 14 days of receipt of the Deliverables or Goods concerned.
- 3.6 The Contractor shall at its own costs and without prejudice to the timelines/deadlines to be met under this Contract:
- (a) re-perform or correct any deficiencies in the Deliverables that are rejected; and
 - (b) remove and replace Goods that are damaged, defective or in any way inferior to approved samples or is otherwise not in accordance with this Contract.
- 3.7 Where the Contract is awarded based on particular brand(s)/model(s) of Goods as set out in the Quotation or as provided as samples (during the ITQ process or under this Contract), the particular brand(s)/model(s) must be supplied. Provided that different brand(s)/model(s) may be accepted by SAM in writing to replace the particular brand(s)/model(s) if:

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- (a) the particular brand(s)/model(s) is discontinued by the manufacturer and written documentation of this is provided to SAM's satisfaction; and
- (b) the replacement brand(s)/model(s) provide the same or better functionality and performance as the particular brand(s)/model(s).

4. PAYMENT

- 4.1 Payment shall be made in accordance with the payment schedule set out in Clause 31 unless otherwise agreed in writing.
- 4.2 Payments made to the Contractor shall not:
 - (a) be considered evidence of the quality of any Goods to which such payments relate.
 - (b) prejudice any of SAM's rights under this Contract to reject deficient Goods and the corresponding rights to obtain replacement of Goods either by the Contractor or otherwise.
- 4.3 The amount of any payment due from or debt owed by the Contractor to SAM under this Contract may be deducted by SAM from any monies payable by SAM to the Contractor under this Contract.
- 4.4 SAM shall not have to pay for any expenses or costs of whatever nature other than those expressly set out under this Contract.
- 4.5 Unless otherwise agreed in writing by SAM, payment shall be made by electronic bank transfer. The Contractor shall provide SAM with all bank account information reasonably required by SAM in order to effect such payment. Each Party shall bear their own bank charges.

5. RIGHTS OF THIRD PARTIES

- 5.1 A person who is not a party to this Contract shall have no right under the Contracts (Rights of Third Parties) Act to enforce any of its terms.

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6. GIFTS, INDUCEMENTS OR REWARDS

- 6.1 SAM may terminate this Contract and to recover from the Contractor the amount of any loss resulting from such termination, if the Contractor shall have offered or given or agreed to give to any person any gift or consideration of any kind as an inducement or reward for doing or forbearing to do or for having done or forborne to do any action in relation to the obtaining or execution of this Contract with SAM or for showing or forbearing to show favour to any person in relation to any contract with SAM, or if the like acts shall have been done by any person employed by the Contractor or acting on his behalf (whether with or without the knowledge of the Contractor) or if in relation to any contract with SAM, the Contractor or any person employed by him or acting on his behalf shall have committed any offence under Chapter IX of the Penal Code or Prevention of Corruption Act or shall have abetted or attempted to commit such an offence or shall have given any fee or reward the receipt of which is an offence under Chapter IX of the Penal Code or the Prevention of Corruption Act.

7. DELAY IN PERFORMANCE

- 7.1 If there is delay in the supply of Goods due to any acts of God, force majeure, riots and civil commotion, strikes, lock-outs or other causes or perils beyond the Contractor's control, then in any such case the Contractor shall, for the duration of any such circumstances, be relieved of the obligation to supply the Goods thereby affected. Any part of the Goods that are not so affected shall continue to be performed in accordance with this Contract.
- 7.2 Subject to Sub-Clause 7.1, if the Contractor fails to complete the supply of Goods by the date(s) specified in this Contract, the SAM shall have the right:
- (a) to cancel all or any part of such Goods from this Contract without compensation to the Contractor and to obtain the same (including similar or equivalent goods in the case where the exact goods are not available) from other sources and all increased costs incurred shall be deducted from any moneys due or to become due to the Contractor or shall be recoverable as damages; or
 - (b) to deduct any moneys due or to become due to the Contractor or require the Contractor to pay a sum calculated at the rate of 0.5% of the Contract Price for each day of delay (including Sundays and Public Holidays), as liquidated damages until the delayed Services or Goods are fully performed or supplied; up to a maximum amount of liquidated damages equivalent to 10% of the Contract Price.
- 7.3 For the avoidance of doubt, if SAM opts to impose liquidated damages under Sub-Clause 7.2(b) and regardless of whether the maximum amount of liquidated damages has been reached, SAM shall still be entitled to exercise:
- (a) its rights under Sub-Clause 7.2(a); provided that the liquidated damages already imposed shall be offset against any increased costs recoverable under Sub-Clause 7.2 (a); and

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- (b) any rights to terminate this Contract; provided that the liquidated damages already imposed shall be offset against any increased costs recoverable under the clauses allowing for termination.

8. SUB-CONTRACTING AND ASSIGNING

- 8.1 The Contractor shall not sub-contract or assign the whole or any part of this Contract without the written consent of SAM. The Contractor shall be fully responsible for all acts or omissions of any sub-contractors or assignees and the acts or omissions of any such third parties shall be deemed to be the acts or omissions of the Contractor.

9. APPLICABLE LAW

- 9.1 This Contract shall be subject to, governed by and interpreted in accordance with the Laws of the Republic of Singapore for every purpose.

10. DISPUTE RESOLUTION

- 10.1 The Parties submit to the non-exclusive jurisdiction of the Courts of Singapore.
- 10.2 In the event of any dispute, controversy or claim arising out of or relating to this Contract, no Party shall proceed to litigation unless the Parties have made reasonable efforts to resolve the same through mediation in accordance with the mediation rules of the Singapore Mediation Centre.
- 10.3 A Party that receives a notice for mediation from the other Party shall consent and participate in the mediation process in accordance with Sub-Clause 10.2.
- 10.4 For the avoidance of doubt, failure to comply with Sub-Clauses 10.2 or 10.3 shall be a breach of contract.

11. SUSPENSION OR TERMINATION

- 11.1 SAM shall, after giving 7 days written notice to the Contractor, have the right to suspend or terminate this Contract if SAM is affected by any state of war, act of god or other circumstances seriously disrupting public safety, peace or good order of the Republic of Singapore. Neither party shall be liable to the other by reason of such suspension or termination save that SAM shall pay the Contractor the price of the Goods or Services that have been performed and accepted by SAM. The Contractor shall refund the balance of any payments or deposits made after deducting any outstanding sums owing by SAM to the Contractor by reason of this Clause 11.

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- 11.2 In addition to any other rights to terminate this Contract or any rights to cancel parts of the Services under this Contract, SAM shall have the unilateral right to terminate this Contract without assigning any reasons whatsoever by giving the Contractor 30 days' written notice. For the avoidance of doubt, the Contractor shall not be entitled to any compensation or damages whatsoever in relation to such a termination. The Contractor shall only be entitled to payment for any Services provided and accepted up to the end of the 30 day notice period.

12. RIGHTS OF SAM IN THE EVENT OF DEFAULT BY THE CONTRACTOR

- 12.1 If any declaration or submission made by the Contractor in its Quotation is discovered to be false, SAM shall be entitled to rescind and terminate this Contract or cancel any part of the Goods by written notice without SAM being liable for any damages or compensation. The termination or cancellation shall take effect from the date of the written notice.
- 12.2 If the Contractor is in breach or defaults in his performance of this Contract, SAM may issue a written notice of breach or default to the Contractor. The Contractor shall, within 7 days of the date of the notice of breach or default, remedy the breach or default or otherwise propose a solution that is accepted by SAM in writing.
- 12.3 If the Contractor fails to remedy the default or otherwise propose an acceptable solution under Sub-Clause 12.2, the Contractor shall be taken to have repudiated the Contract and SAM shall have the right to terminate the Contract or cancel any part of the Goods by way of a written notice of termination or cancellation as the case may be. The termination or cancellation shall take effect from the date of the written notice and SAM shall not be liable to the Contractor for any damages or compensation.
- 12.4 SAM shall be entitled to terminate this Contract or cancel any part of the Goods by written notice without SAM being liable for any damages or compensation if:
- (a) any proceedings are commenced for the liquidation, dissolution or bankruptcy of the Contractor and the same not discharged or discontinued within 14 days of its commencement, or if the other Contractor becomes bankrupt or goes into liquidation either voluntarily or compulsorily except for the bona fide purpose of amalgamation, merger or re-construction;
 - (b) the Contractor compounds with any of its creditors or has a receiver appointed in respect of the whole or any part of its assets;
 - (c) a writ of distress or execution or other process of any court is levied or issued against any property of the Contractor and is not withdrawn within 14 days of its commencement; or
 - (d) the Contractor ceases or threatens to cease to carry on business except for the bona fide purpose of amalgamation, merger or reconstruction.
- 12.5 The termination or cancellation shall take effect from the date of the written notice.

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- 12.6 If there is any termination of this Contract or cancellation of Goods under this Clause 12, SAM shall have the right to purchase, from other sources, the Goods (including similar or equivalent goods and services in the case where the exact goods and services are not available) that have not yet been supplied at the time of termination or cancellation. All increased costs incurred by SAM in purchasing the Goods or similar or equivalent goods from other sources shall be deducted from any moneys due or to become due to the Contractor or shall be recoverable as damages.

13. VARIATION OF CONTRACT

- 13.1 No attempts to vary this Contract shall have any force unless made in writing and executed by the Contractor and the authorised contract signatory of SAM.

14. TAXES, FEES AND DUTIES

- 14.1 The Contractor shall be responsible for all corporate and personal income taxes, customs fees, duties, fines, levies, assessments and other taxes payable by the Contractor or its employees. If SAM receives a request from the tax authorities to pay on behalf of the Contractor and/or the Contractor's employees, or to withhold payments from the Contractor in order that SAM may subsequently so pay, any of the said taxes, fees, duties, fines, levies and assessments, the Contractor authorises SAM to comply with the terms of the said request.
- 14.2 If the Contractor is a taxable person under the Singapore Goods and Services Tax Act, SAM shall pay to the Contractor the Goods and Services Tax chargeable on the supply of Goods to SAM.
- 14.3 The Contractor shall submit a copy of the Certification of Registration for Goods and Service Tax if requested to do so by SAM in writing.

15. GOVERNMENT REGULATIONS

- 15.1 The Contractor shall, at its own costs, obtain and maintain all licences, permits, authorizations or certifications required without any restrictions or qualifications whatsoever so as to enable the Contractor to fulfil all its obligations under the Contract.

16. INDEMNIFICATION

- 16.1 In the event of SAM being held liable for damages arising out of any claim by any agent, workman or employee of the Contractor or any sub-contractors or suppliers of the Contractor, pursuant to the performance of this Contract, the Contractor shall indemnify SAM against such claim and any related costs, charges and expenses incurred by SAM, provided that the same is not caused by the gross negligence or willful default of SAM.

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17. CONSORTIUM

- 17.1 As used in this Contract, “**Consortium**” means an unincorporated joint venture through the medium of a consortium or a partnership.

Joint and Several Responsibility

- 17.2 Each member of the Consortium shall be jointly and severally responsible to SAM for the due performance of this Contract.

Addition of Members to Consortium

- 17.3 Any proposed changes to Consortium membership must be approved in writing by SAM.
- 17.4 Should additional member(s) be added to the Consortium at any time with the written approval of SAM, he or they shall be deemed to be included in the expression 'the Contractor'.

Withdrawal from Consortium

- 17.5 If any member of the Consortium withdraws from the Consortium, goes into liquidation, is wound up or ceases to exist in accordance with the laws of the country of incorporation:
- (a) this Contract shall continue and not be dissolved, and
 - (b) the remaining member(s) of the Consortium shall be obliged to carry out and complete the Services.

18. CONTRACTOR'S PERSONNEL

- 18.1 The Contractor shall replace its personnel (inclusive of the personnel of any sub-contractors or agents) within 5 days from the date of written notice from SAM that the said personnel is either:
- (a) technically incompetent in carrying out the work to be done in order to supply the Goods; or
 - (b) behaving in a manner that is found to be unacceptable and which affects the proper supply of the Goods.
- 18.2 What amounts to technical incompetence or unacceptable behavior for the purposes of this Sub-Clause 18.1 shall be determined at the sole discretion of SAM.
- 18.3 The Contractor shall ensure that:
- (a) there is compliance by the Contractor and its employees, subcontractors and agents with all the rules and regulations of SAM's buildings and premises or the buildings and premises belonging to third parties where Goods have to be delivered (collectively “**the Sites**”);

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- (b) the delivery of Goods at the Sites do not cause any disruption or interference to the normal business or activities carried out by SAM or third parties (as the case may be) at the Sites; and
 - (c) there is compliance by the Contractor and its employees, subcontractors and agents with all reasonable directions or instructions of SAM or third party supervisors or managers at the Sites.
- 18.4 If the Contractor's Quotation states that Services or parts of Services are to be performed by specific personnel, such Services must be performed by the personnel concerned; and such personnel must not be replaced unless the written consent of the SAM is given. The Contractor shall ensure that any replacement personnel have comparable skills and experience as the personnel being replaced such that there is no adverse affect on the progress or quality of the Services.

19. INTELLECTUAL PROPERTY

- 19.1 The Contractor shall indemnify SAM against any action, claim, damages, charges and costs arising from or incurred by SAM due to any infringement or alleged infringement of patents, design, copyright or any other IP rights in relation to the use of the Goods supplied under this Contract.

20. CONFIDENTIALITY

- 20.1 Except with the written consent of SAM, the Contractor shall not disclose this Contract or any of its provisions, or any purchases made under this Contract or any information issued or furnished by or on behalf of SAM in connection with this Contract to any person.
- 20.2 In addition, the Contractor shall not make use of any information obtained directly or indirectly from SAM or compiled or generated by the Contractor in the course of this Contract which pertains to or is derived from such information, other than use for the purposes of this Contract, without the prior written consent of SAM.
- 20.3 The Contractor shall not publish or release, nor shall it allow or suffer the publication or release of, any news item, article, publication, advertisement, prepared speech or any other information or material pertaining to any part of the obligations to be performed under the Contract in any media without the prior written consent of SAM. For the avoidance of doubt, this restriction includes any citation that SAM is or was a customer of the Contractor.

21. SAM'S REPRESENTATIVE

- 21.1 SAM shall appoint one or more persons to supervise and liaise with the Contractor for the purposes of this Contract. The Representative(s) shall be as named in the Requirement Specifications or otherwise through written notifications.

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21.2 All instructions, directions, notices, consents, approvals or waivers that may be given at SAM's discretion under this Contract shall not be binding on SAM unless given in writing or under the hand of the Representative(s).

21.3 For the avoidance of doubt, the Representative(s) cannot vary this Contract unless the Representative(s) concerned are also authorized contract signatories as required under Clause 13.

22. PROJECT MANAGEMENT

22.1 Project Office

(a) If the Contractor does not already have a Project Office in Singapore, the Contractor shall, if required to do so under the Requirement Specifications or otherwise in writing by SAM, establish a Project Office in Singapore at its own expense. The Project Office is to coordinate the performance of this Contract and serve as the common service location for the SAM to contact for the provision of all the Goods.

(c) If required under the Requirement Specifications or otherwise agreed in writing by the SAM, more than one Project Office shall be set up.

22.2 Project Manager

(a) The Contractor shall designate a Project Manager and the Project Manager shall be primarily responsible for directing and coordinating all the Contractor's obligations under this Contract. The Project Manager shall be deemed to be the Contractor's agent in all dealings with SAM and all actions of the Project Manager shall be binding on the Contractor.

(b) The Representative(s) shall have direct access to the Project Manager at all times during the performance of this Contract and if the Project Manager is absent from Singapore for any duration, the Contractor shall designate another employee to perform his duties and functions.

(c) If required under the Requirement Specifications or otherwise agreed in writing by SAM, more than one Project Manager shall be designated.

22.3 Implementation Plan

Unless otherwise agreed by SAM in writing:

(a) within 7 days from the date of the Letter of Acceptance (or each Purchase Order if this is a period contract), the Contractor shall produce a Final Implementation Plan showing the time schedule and sequence of events necessary for the provision of the Goods.

(b) the Final Implementation Plan shall be not be acceptable unless it meets the timelines and/or stipulated completion dates set out in the Requirement Specifications (and the Purchase Order concerned if this is a period contract).

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22.4 Progress Reports & Meetings

- (a) The Representative(s) shall have the right to regular written reports on progress and status of the delivery of the Goods in a format approved in writing by the Representative(s). The Representative(s) may, at the Representative's sole discretion, request for such reports in monthly, fortnightly or weekly intervals; and may change the intervals from time to time. The submission and receipt of these reports shall not in any way prejudice the rights of SAM to make any claims against the Contractor if the terms of this Contract are not met.
- (b) The Representative(s) shall have the right to call for progress meetings from time to time and/or on a regular weekly or other intervals as determined by the Representative(s). During such meetings, the Project Manager shall attend and report to the Representative(s) on the delivery of the Goods. The progress meetings shall be held at venues chosen by the Representative(s).
- (c) The Contractor shall notify the Representative(s) of any expected delay in the performance of this Contract. The Consultant shall refer immediately to the Representative(s) any matter likely to impede the provision of the Goods; provided that such notices shall not excuse the Contractor from meeting its obligations under this Contract.

23. CUMULATIVE REMEDIES

- 23.1 The provisions of this Contract, and each of the rights and remedies of SAM under this Contract are cumulative and are without prejudice to one another and are in addition to any rights or remedies SAM may have in law or in equity. No exercise by SAM of any one right or remedy shall operate so as to hinder or prevent the exercise by it of any other right or remedy.

24. WAIVER

- 24.1 No waiver of any breach of a provision of this Contract shall be deemed to be a waiver by SAM of any other provision or of any subsequent breach of the same provision. The failure of SAM to immediately enforce any of the provisions of this Contract shall in no way be interpreted as a waiver of such provision and waivers shall be binding on the SAM only if done in writing.

25. WARRANTY (APPLICABLE ONLY IF REQUIRED UNDER THE REQUIREMENT SPECIFICATIONS)

- 25.1 If a warranty is required for the Goods under the Requirement Specifications, the Warranty Period shall commence on the date of receipt of the Goods by SAM. The length of the Warranty Period shall be twelve (12) months unless another period is specified in the Requirement Specifications.

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25.2 Where during the Warranty Period, any Goods is found to be:

- (a) Defective in design, materials or workmanship; or
- (a) Not in accordance with this Contract or any specifications incorporated therein by reference or otherwise; or
- (b) Having been used, installed, operated, stored and maintained in accordance with the written instructions of the Contractor, fails to function properly or fails to meet any performance guarantees set forth in this Contract or specifications published by the Contractor as applicable to the Goods;

25.3 The Contractor shall, at its own expense (including transportation costs), at the written notification of SAM, replace, rectify or completely repair the damaged or defective Goods. The Contractor may, in lieu rectification or repair, elect to replace the damaged or defective Goods within 5 days of the notification.

26. TITLE AND RISK

26.1 Title to the Goods shall pass from the Contractor to SAM upon receipt by SAM in Singapore.

26.2 The risk of loss or damage to the Goods shall pass from the Contractor to SAM upon receipt by SAM in Singapore. Provided that risk of loss or damage to the Goods shall be borne by the Contractor from the time the Goods are received by the Contractor for the purpose of modification, replacement, repair or rectification until the same are delivered and received by SAM.

27. SEVERABILITY

27.1 The invalidity, illegality or unenforceability of any of the provisions of this Contract shall not affect the validity, legality and enforceability of the remaining provisions of this Contract.

28. RETURN OF DOCUMENTS AND OTHER ITEMS

28.1 Within 14 days of the termination or expiry of this Contract or upon written request by SAM on the completion of the provision of Goods under each Purchase Order, the Contractor shall return all records/documents and copies of the same; and all items under the Contractor's possession which:

- (a) belong to SAM;
- (b) were received from SAM; or
- (c) were produced pursuant to this Contract.

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- 28.2 In the case of softcopies, such records/documents shall be emailed to SAM's Representative or copied to CDRs/DVDs if the same are provided by SAM and any copies stored in the computer or other storage equipment or media used by the Contractor shall be securely deleted or erased.

29. SAMPLES TESTING

- 29.1 SAM shall, at its sole discretion, have the right to call for samples of the Goods to be supplied under this Contract for approval and for such further samples as are required until the samples submitted are in accordance with the requirements of this Contract. Upon the approval of SAM, the approved samples shall form the standards to be maintained for the duration of this Contract.
- 29.2 If any Goods supplied are not in accordance with this Contract or with any approved sample, then, SAM shall have the right to submit any such Goods to expert examination and/or test and all costs in connection with the same shall be borne by the Contractor unless such examination and/or test shows that the said Goods are in accordance with this Contract or with the approved samples.

30. OPTION TO PURCHASE

- 30.1 The Contractor grants SAM the option to purchase additional quantities of the Goods ("the Option to Purchase"). The Option to Purchase shall be exercisable by written notice given by SAM to the Contractor within a period of 30 days from the date of the Letter of Acceptance. If the Authority exercises the Option to Purchase, the additional quantities purchased shall form part of the Goods defined in this Contract and subject to the same terms; read with all necessary changes.
- 30.2 If there are/is:
- (a) unit rates for the Goods, the price for the additional quantities of the Goods purchased under this Clause 30 shall be based on the same unit rates; or
 - (b) only a lump sum price for the Goods, the price for the additional quantities of the Goods purchased under this Clause 30 shall be based on the lump sum price; prorated where necessary.

31. PAYMENT SCHEDULE

- 31.1 30 days from the receipt of invoice.

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