



# Supply Chain, Procurement & Third-Party Intelligence: Client Evidence Preparation Guide

ILLUSTRATIVE DIVISION CLIENT GUIDE | PUBLIC-SOURCE AND SERVICE METHODOLOGY

**No completed client matter is represented.** This document demonstrates questions, evidence requirements, limitations and possible deliverables. It contains no verified findings about a named buyer or company. A matter, source access, fixed fee and timing require separate written acceptance.

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## Why a buyer commissions this work

Can supplier identity, capability and country exposure be supported before award?

Typical instruction: Supplier onboarding, award decision or disruption. Buyer groups include Procurement directors, vendor-risk leaders and manufacturers.

## Documents and identifiers to assemble

- Exact company, counterparty, project or asset identity, aliases and known registration numbers.
- Current decision owner, written decision, jurisdiction and relevant deadline.
- Main client-supplied statement together with previous iterations or terms, where lawful.
- Original company registry, permit record and buyer-provided supplier proposal, or a list of unavailable originals.
- One account or public record likely to contradict the client's preferred explanation.

## The five questions a buyer should resolve first

- Can supplier identity, capability and country exposure be supported before award?
- Is the company registry properly dated and matched to the exact legal subject?
- Does the permit record have an independent issuer, or is it repeating a press statement?
- Might multiple names not matched or claimed capacity not sourced cause reliance to be misplaced?
- What precise record would resolve undisclosed affiliated bidder?

## Choose the smallest justified purchase

Immediate buyer problem; Evidence product; Starting point

Entry decision; Third-Party Reality Check;

</specialist-divisions/supply-chain-procurement-third-party-intelligence/offers/evidence-first-look/>

Identity decision; Identity & Source Map;

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Claim decision; Material Claims Verification;

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Timing decision; Independent Chronology Reconstruction;

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Counterparty decision; Counterparty & Relationship Check;

/specialist-divisions/supply-chain-procurement-third-party-intelligence/offers/counterparty-network-check/

Decision-pack review; Decision-Ready Evidence Dossier;

/specialist-divisions/supply-chain-procurement-third-party-intelligence/offers/decision-dossier/

Repeat-work pilot; Repeat-File Evidence Desk;

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Monitoring pilot; Supplier Evidence Watch;

/specialist-divisions/supply-chain-procurement-third-party-intelligence/offers/material-change-watch/

## Outputs and reliance

The outcome should contain supplier evidence card, risk escalation register and quarterly refresh brief as appropriate to the agreed scope, together with a dated source index, contrary evidence, remaining uncertainty and human review status.

## Source candidates and critical caveats

Ref; Primary source / comparator; Link; Evidence limitation and status

EBA-2026; European Banking Authority: 18 September 2026 final third-party risk guidelines; <https://www.eba.europa.eu/publications-and-media/press-releases/eba-publishes-its-final-guidelines-management-third-party-risk-delivering-more-proportionate-and>; WEB CHECKED 2026-10-12. Current official press release; focus on lifecycle for critical/important functions; final applicability must be checked separately

INTEGRITY; IntegrityNext: Supplier assessment collection and risk platform;

<https://helpdesk.integritynext.com/hc/en-us/articles/360018458320-What-is-IntegrityNext>; WEB CHECKED 2026-10-12. Self-reported questionnaires have distinct evidentiary limitations

S11; OECD Responsible Business Conduct guidance;

<https://www.oecd.org/en/topics/sub-issues/due-diligence-guidance-for-responsible-business-conduct.html>;

REGISTER STARTING POINT; NOT NEWLY RECHECKED. Source candidate; subject relevance, date and access must be verified case-by-case.

**Do not confuse source availability with proof of the individual case.** Data may be stale, incomplete or access-controlled. Initial portal research is not a mandate, accreditation or certification.

## Legal and professional boundary

No ISO certification, physical supplier audit certification or quality guarantee.

## Next step

Request a written, defined scope and commercially approved fee before instructing, paying or sharing confidential records.

- Confirm the appointing client, exact research question, relevant location, decision date, conflicts, privacy, sanctions and licensing.
- Check original source identity, authority, issue date, effective date, retrieval timestamp, version and lawful access.

- Reproduce important calculations and compare at least one plausible contrary explanation.
- Keep allegations, regulatory findings, historical claims and unresolved matches distinct.
- Mark each proposed finding supported, partially supported, contradicted, unresolved or outside mandate; include missing-source requests.
- Confirm that illustrations do not imply a real engagement, completed investigation, certified outcome or affiliation with named comparators.
- Obtain final human sign-off on accuracy, legal boundaries, confidentiality, claims and publication version before release.

**Professional boundaries:** Independent research support only. No legal, tax, investment, audit, valuation, brokerage, investigation requiring a specific professional licence or regulated opinion is implied. No confidential material should be sent before instructions.