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Request for information:

Shared Autonomous On-Demand Mobility in the Oslo Region





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INFORMATION AND ELABORATIONS FROM RUTER

1 Introduction and Purpose

Ruter, the public transport authority for Oslo and the Akershus region, is preparing for large-scale deployment of shared, on-demand autonomous mobility. Following an Industry Briefing on 12 January 2026¹ and a Dialogue Conference on 3 March 2026² this Request for Information (RFI) is the next step in Ruter's structured market engagement process.

The purpose of this RFI is to:

- Provide all interested parties with equal access to updated information about Ruter's intent, service parameters, and potential commercial, contractual, and delivery structures — including partnership, concession, phased models, procurement, and other viable approaches
- Invite high-level, non-binding responses across the full value chain
- Enable market actors to begin forming partnerships and consortia ahead of a formal procurement process
- Allow Ruter to refine its requirements and contract model based on market input

This Request for Information (RFI) is not a call for tender. It is a market consultation. It does not constitute a tender, an invitation to tender, or any form of pre-qualification. No contractual rights or obligations arise from participation, and Ruter is under no obligation to issue a subsequent procurement based on the responses received. All responses will be treated in accordance with Norwegian public procurement law and the Public Procurement Regulations, and the underlying principles of equal treatment, transparency, and non-discrimination derived from EU procurement directives.

Respondents bear all costs associated with preparing and submitting their response to this RFI. Ruter will not reimburse any expenses incurred in connection with this process, regardless of the outcome.

The assumptions in this document reflect our current thinking, not final decisions. We are genuinely open to challenge, and we would rather receive an honest "we don't know yet" than a polished answer built on unspoken disagreement.

¹ <https://ruter.no/anskaffelser/dialogkonferanser-og-forum/preparing-for-shared-autonomous-on-demand-service-in-the-oslo-region>

² <https://ruter.no/en/anskaffelser/dialogkonferanser-og-forum/dialogue-conference-preparing-for-shared-autonomous-on-demand-service-in-the-oslo-region>



2 Short Service Description

Ruter is establishing a shared, on-demand autonomous transport service operating 24/7 across a defined service area. Trips are booked in real-time through the Ruter app. The system automatically matches passengers travelling in the same direction. Pooling is a design requirement, not an aspiration. Dedicated non-shared vehicles will be available where accessibility needs make sharing impractical.

For more information, please see the described industry briefing above and dialogue conference, and also information and reports found on

- <https://ruter.no/en/projects-and-new-development/selvkjoringspiloten>
- <https://storymaps.arcgis.com/stories/67f751b5e5b54db092ea7af3f1837699>

3 Value Chain and Consortium Expectations

We expect responses to address how a consortium or partnership would be structured to cover the following capability areas:

- **Vehicle platform and ADS** — vehicle supply, AV system, homologation
- **Fleet operations and maintenance** — daily operations, depot, cleaning, sensor calibration, remote assistance
- **Mapping and validation** — HD mapping, Service Area maintenance, seasonal updates
- **Digital platform and dispatch** — ride-matching, fleet management software, API integration with Ruter systems
- **Customer support and supervision** — remote monitoring, first-line support, incident handling
- **Business and financial structuring** — investment capacity, bankability, risk-sharing mechanisms
- **City readiness and roll-out** — local implementation, regulatory engagement, community onboarding

Our strong preference is for responses that cover the full scope of the service. We encourage actors to explore partnerships and consortium arrangements. We are looking for responses based on operational experience and concrete delivery capability, not advisory perspectives.



Questions to the Market

4 Consortium Description, Roles and Interfaces

Ruter's role in this service goes beyond traditional contract authority. We act as orchestrator of an integrated mobility offering. This includes owning the customer interface, brand, journey planning, booking, and ticketing. Consortium partners we are seeking in this process integrate with Ruter's digital platform through defined APIs, not parallel customer channels.

Ruter will not own the vehicles. The consortium lead owns delivery risk, including technology performance and safety case ownership. Ruter bears demand risk. We recognize this allocation is demanding in an early-stage market, and we expect delivery risk to be structured and mitigated, not simply transferred to Ruter.

Questions:

- 1) Describe your consortium setup — current partners with their roles, or, if not yet formed, the gaps you are working to fill and the status of those discussions.
- 2) Where do you believe the boundary between Ruter's orchestration role and the operator's fleet management / fleet utilization should be drawn — and does your experience from other markets suggest this boundary works in practice?
- 3) Where do you see tensions or trade-offs in the model we describe — including areas where Ruter's intended role may be difficult to execute?

5 Service Area and ODD

Ruter's long-term vision is full coverage of Oslo municipality and Akershus county — approximately 447 km². For this RFI, respondents should base their estimates on a starting Service Area consisting of the metropolitan area including Oslo and neighbouring municipalities, approximately 220 km².

The size of the initial Service Area is intentional. Leading operators already run commercial services in areas comparable in scale and complexity to greater Oslo. We are not looking for a small-zone pilot — we are looking for partners capable of operating at meaningful urban scale from the outset, with a credible path to full coverage. Respondents should be explicit about which starting area they can commit to commercially, and what conditions must be met to expand further.

The vehicle/service ODD capabilities must cover the full complexity of a Northern European urban environment: mixed traffic, varied road types up to 90 km/h, tunnels, roundabouts, and Nordic winter conditions including snow, ice, and limited daylight. We welcome input



on which elements are feasible at launch, service mitigation approaches and which may need to be phased.

Questions:

- 4) What starting Service Area can your consortium commit to for commercial launch? And what are the specific technical or operational conditions that would need to be met before expanding to the full 220 km²?
- 5) Which elements of the Oslo service area do you consider most challenging — weather, road types, speed range, tunnels, or other factors — and how do you address these in your current operations, or plan to address these?
- 6) Is your primary constraint at launch the technical capability of your ADS (what conditions it can handle), or the time needed to map and validate a new geographic area — and how does that affect what starting scope you can commit to?

6 Ramp-Up Phase

Ruter's base case assumes a signed contract with a selected consortium in 2027 and start of scaled customer operations in 2029 — a ramp-up period of approximately 2–2.5 years. This period covers mapping and service area validation, test driving, and depot preparation.

Scaled customer service operations are expected to launch without a safety operator onboard. We anticipate starting with 100 vehicles, then adding 100 vehicles per quarter until reaching 500. These assumptions are based on observed robotaxi deployments and are intended as a concrete basis for respondents to react to — not as fixed requirements.

Questions:

- 7) Is a 2–2.5.-year ramp-up from contract signing to driverless scaled operation feasible? What are the key dependencies or risks that could affect this timeline? How do you anticipate mitigating these risks?
- 8) Is a rollout pace of 100 vehicles per quarter realistic for your consortium? What are the main constraints?

7 ADS System and Vehicle Platform

The most critical part in the solution Ruter envision is the ADS system. There is no option to start with hundreds of vehicles with a safety driver. Please describe the technological maturity of your current ADS system:



Questions:

- 9) What is your current SAE level in commercial (not test) operation, and in what cities/conditions?
- 10) How many vehicles do you currently have in driverless commercial operation (no safety operator onboard)?
- 11) What ODD elements can you handle today without a safety operator — tunnels, roundabouts, speeds above 60 km/h, snow/ice — versus what requires further development? And how is the roadmap for further development?
- 12) Describe your current remote operations setup and capability. Specifically: Do you have an operational Vehicle Control Centre (VCC) in commercial use today, or is this still in development?
- 13) What is your current ratio of remote operators to vehicles, and what is your target ratio at a fleet size of 500? How do you handle situations requiring human intervention — what triggers a remote takeover request, what is your response time target, and what happens if the vehicle cannot be reached or the intervention fails? Please also describe your approach to redundancy, cybersecurity, and data connectivity requirements for remote operations in a new geography.

8 Dispatch and Pooling Capability

Pooling is a design requirement of this service, not an aspiration. The consortium's dispatch and matching system ultimately decides if shared rides are effective, both for customers and for cost efficiency.

AV-based pooled operations at commercial scale do not yet exist anywhere in the market.

Question:

- 14) Describe how your consortium plans to bridge this gap — what relevant experience and technology you bring (pooled operations with drivers, single-passenger AV operations, matching algorithms, simulation work), how your dispatch architecture is designed to handle pooled trips in driverless operation, and what you see as the key technical and operational challenges that must be solved before high pooling rates are achievable in this service.

9 Commercial Model and Contract Structure

Ruter intends to reach an agreement with one counterparty, either a single legal entity or a consortium with a designated lead who are responsible for delivering and operating the



service end-to-end, including vehicles, ADS, fleet operations, digital platforms, operational risk, and regulatory compliance. Sub-contracting is expected and accepted.

The contract will be structured around a usage-based commercial model. No single metric fully captures the incentives we want to embed. We expect the right model to combine elements that reward both efficient utilization and the outcomes we value: pooling, availability, and service quality. The balance between these elements will likely shift between ramp-up and steady-state phases. We are open to challenge on this, and market input on what model best aligns operator incentives with these objectives is one of the key purposes of this RFI.

Ruter anticipates a contract duration of 7–10 years, structured through distinct phases rather than as a single linear commitment.

Questions:

- 15) What commercial and payment structure would best support your consortium's investment case, and how should it evolve from early service launch to steady-state operation? Please be specific about the components you see as essential — upfront cost, VOH, per-km, per-trip, or hybrid combinations — and the rationale behind your preferred approach.
- 16) Which contract or partner structure would best support a robust offer for a service of this complexity?
- 17) What contract duration and phasing would best support invest viability and operational scaling, and how should contractual mechanisms handle changes to regulatory or permit conditions?
- 18) If your consortium plans to operate a robotaxi service in parallel with your proposed collaboration with Ruter, what synergies, cost benefits, operational efficiencies, limitations, and trade-offs would this create — and how would these affect service quality, fleet prioritization, and delivery risk?
- 19) In December 2025, Ruter published a white paper with cost estimates for a 500-vehicle deployment in Oslo³. Based on your experience, are these estimates realistic — and where do you see the most significant differences?

³ <https://www.arcgis.com/home/item.html?id=26d2acb2d0d94078ac5c0a64bdda9d25>



10 Data, Cyber-Security and Integration Requirements

Ruter will require real-time access to operational and performance data necessary to orchestrate the service. Closed-box delivery models where essential operational data is withheld are not acceptable.

Question:

- 20) Please describe your overall approach to data governance, cybersecurity and system integration — including but not limited to how vehicle-generated data is stored and transferred, over-the-air update management, remote access capabilities, and relevant cybersecurity standards and certifications.

11 Risk Allocation and Mitigation

Our starting principle is controllability and shared risk. Ruter accepts demand risk; the supplier owns technology performance within the committed ODD. We recognize that risk allocation must evolve as the service moves from supervised to driverless operation, and that the pace of that transition is itself a commercial risk.

Question:

- 21) What contractual, regulatory, or commercial conditions would your consortium require to justify the investment needed to deliver this service — and how would you manage the risk that early-phase costs (safety operators, restricted scope, limited ridership) erode viability before scaled operation is reached?

12 Depots and Infrastructure

In Ruter's existing bus operations, Ruter secures depot access and includes a lease agreement in each contract. The rationale is to lower barriers to entry and ensure fair competition — access to a well-located depot should not be a competitive advantage. Our working assumption is to apply the same model here.

For the ramp-up phase, Ruter has one depot available. Full-scale operation of 500 vehicles will require at least one additional major depot, supplemented by a distributed network of satellite locations for charging and basic cleaning.

Questions:

- 22) Does Ruter's depot accessibility and leasing model work for your consortium, or would you propose an alternative?
- 23) What are the critical infrastructure requirements for a depot servicing your specific vehicles — power capacity, data connectivity, physical layout?



Response Format and Process

Submit responses in English, in writing. No template is needed—organize your response as you prefer, as long as you answer the questions.

We do not expect exhaustive answers to every question. Where your consortium does not yet have a position, or where a question falls outside your part of the value chain, a brief explanation is sufficient.

Submission deadline: 1 September 2026

Submit responses to:

EU-Supply (www.eu-supply.com), or by e-mail steffen.ringstad@ruter.no.

Ruter uses EU-Supply as the tool for this process. We will publish clarifications, updates and further information related to this RFI through EU-Supply. We encourage all interested parties to register on EU-Supply and sign up to this RFI, so that you receive relevant information directly. This is the most reliable way to stay informed as the process develops.

1-to-1 meetings are part of how we engage with the market in this RFI, available throughout the process — both before and after submission. Either party may initiate, and we encourage respondents to reach out. As a rule, these meetings will be documented, and equivalent non-confidential information will be shared with all respondents.

Where discussions involve confidential or commercially sensitive information, Ruter will respect such confidentiality. In such cases, the meeting may be subject to a Non-Disclosure Agreement (NDA). Ruter has standard NDA templates that can be used if required.

Process going forward

The RFI is one step in a structured process. After the submission deadline, we will consolidate the insights — structuring what we have learned, clarifying the strategic choices ahead, and defining the framework for the pathway we select. This involves internal alignment within Ruter and with our owners.

Once those choices are made, we will take structured steps toward the market. The exact format of the next phase is not defined today, but the direction is: from exploration, to consolidation, to execution. We will move deliberately, and we expect the market to evolve in parallel.

As a public body, Ruter operates under transparency and equal treatment requirements. We will keep the market informed on our progress through appropriate public channels, in line with Norwegian procurement law.

This RFI will be publicly referenced on Doffin/TED in line with transparency requirements under Norwegian procurement law.