15 September 2025

Request for quotation (RFQ) – UK PACT Expert Deployment

RFQ title	Feasibility study and Roadmap Development for the Global Renewable Energy Expansion and Network Laboratory (Green Lab)
RFQ issue date	15 September 2025
Terms of reference	The services to be delivered are detailed in the attached Schedule.
Project title	UK PACT Vietnam Energy – Green Lab Development
Close date and time	30 October 2025 (12:00 BST)
Details for submission	Expertdeployments@ukpact.co.uk

Palladium as the delivery partner for the Foreign, Commonwealth and Development Office (FCDO) funded UK Partnering for Accelerate Climate Transitions (UK PACT) programme invites you to submit a quotation for the services detailed in this RFQ.

Please forward your quote in accordance with the Details for Submission above by the Close Date and Time. This RFQ includes the following materials:

Schedule 1 – Terms of Reference

Schedule 2 – Instructions for submission

Schedule 3 – Terms and Conditions

Annex I – RFQ Response Form

Annex II – Budget and workplan template

I look forward to your response. If you have any questions, please do not hesitate to expertdeployments@ukpact.co.uk

UK PACT

Schedule 1 - Terms of Reference

1.1. Overview of requirements	
Name of project	Feasibility Study and Roadmap Development for the Global Renewable Energy Expansion and Network Laboratory (Green Lab)
Country/region	Viet Nam
Proposed start date	05 January 2026
Proposed end date	31 December 2026

1.2 Context and scope of work

Vietnam aims for a GDP growth of around 10% from 2026 to 2030 and about 7.5% from 2031 to 2035, as outlined in the Revised National Power Development Plan (Revised PDP VIII). The country also has a strong commitment to achieving Net-Zero emissions by 2050, as announced by Prime Minister Pham Minh Chinh during COP26. To support this rapid economic growth, Vietnam plans to increase renewable energy (RE) penetration to 36% by 2030 and 75% by 2050. The quick integration of RE sources and restrictions on traditional energy, along with rising load demands, show the urgent need for flexible and optimized operation of the power transmission system.

At the end of 2024, the installed solar PV and wind power capacity was very high, accounting for 26% of the total national power capacity within a short period. The national grid operation faces various significant challenges, including the rapid growth of grid sizing and complexity, the replacement of synchronous generation with non-synchronous generation, high demand for power transfer, reduced inertia, and a more sensitive and weaker grid with an increasing number of intensive electronic devices. Additional advanced technologies and solutions are being installed and will be installed in the national grid, which will exceed the system and market operators' expertise and create a cybersecurity gap. This skills gap hinders practical implementation and slows efforts to improve power system efficiency and stability.

The National Electricity System and Market Operator (NSMO), originally the National Power System Dispatch Center under Vietnam Electricity (EVN), is one of the most important organizations to involve in managing the national power system and has a mandate to establish the dispatching and operating procedures for the national power system to ensure safety, stability, and reliability. To boost NSMO's readiness for energy transitions and ensure safe, reliable, and efficient operations, the Laboratory Division was formed in 2022. Operating part-time with experienced engineers from various NSMO departments, the division's achievements have been limited due to the lack of a dedicated lab, limited testing equipment, outdated SCADA systems, and funding challenges within the current company framework. NSMO also lacks international experience in developing complex infrastructure, such as a fully equipped laboratory.

In June 2025, the UK Government, through the British Embassy in Hanoi, confirmed its support for NSMO in developing the Green Lab through UK PACT funding. The Green Lab is an approved JETP-aligned project, expected to perform the following functions: research and development (R&D), testing and validation, training and capacity building, technical services, and policy and

advisory support. The Green Lab plays a crucial role in supporting operational units responsible for Vietnam's power system and electricity market, securing and efficiently operating transmission systems, and promoting the deployment of advanced technologies, such as BESS and HVDC, contributing to national energy security, innovative technologies, and the future of renewable energy use.

UK PACT's funding for this project will be channelled to provide technical assistance to develop the Green Lab Roadmap and design, as well as to conduct a feasibility study for Green Lab development. In the long term, the project will strengthen NSMO's institutional and technical capabilities for the secure, stable, and reliable operation of the national power system with high levels of renewable energy integration.

The scope will be completed in three sequential phases as follows.

Phase 1 – Development of an initial Green Lab concept

The supplier will complete the following activities:

- Assess current legal framework, policies, mechanisms, and regulations related to Green Lab, power system operation, national energy, and power development to understand the current power status and development plan in Viet Nam. The assessment will cover the National Energy Development Strategy (Resolution 55), the Revised National Power Development Plan (Revised PDP8), the National Green Growth Strategy, the Nationally Determined Contribution (NDC), and other relevant documents.
- Prepare a stakeholder map with relevant stakeholders, such as the Ministry of Industry and Trade (MOIT), the Ministry of Finance (MOF), the Institute of Energy (IE), Viet Nam Electricity (EVN), the JETP Secretariat, ADB, WB, UNDP, GIZ, AfD, DEA, etc. Ensure that the stakeholder mapping and consultation process also actively includes technical professionals and decision-makers from relevant institutions who represent diverse backgrounds, including female/ young engineers, professionals with disabilities, and from ethnic minorities, where possible.
- Review UK and wider international experience on legal framework, policies, mechanisms, regulations, and case studies for similar Green Labs in the world, and provide recommendations for the Green Lab. Some international laboratory models will be assessed in the study, including Brazil's Centro de Pesquisas de Energia Eletrica (CEPEL) and the UK's Catapult. The supplier will propose other international laboratory models for the assessment. The case studies need to be linked to the implementation of advanced technological solutions, such as battery energy storage systems (BESS), distributed energy resource management systems (DERMs), Wide Area Monitoring, Protection, and Control (WAMPAC) systems, and others.
- Access the international experience and requirements for cybersecurity in the power system.
- Prepare an Inception Report and conduct an Inception Mission in Viet Nam by the Supplier with participants from the UK Embassy and Arup Company, with consultation meetings with relevant stakeholders (e.g NSMO, MOIT, MOF, IE, EVN and its utilities, UNDP, GIZ, ADB, WB, AfD, DEA, and others).

- Assess the current NSMO infrastructure at the EVN Building, three regional dispatch centers (e.g., available space, equipment, software, facilities), and the planned NSMO infrastructure at the new office, including an assessment of accessibility and inclusiveness of facilities for diverse users, such as persons with disabilities.
- Assess the existing NSMO Lab division performance and objectives, which were established in 2022.
- Assess the feasibility of the Green Lab project with a gap analysis.
- Mapping and identifying potential UK partners for NSMO on this and broader related topics.
- Conduct a study tour in the UK with the main topic on green lab and other issues, such as HVDC, BESS, and OSW. The study tour can include a short-term training and the development of a peer-to-peer partnership between NSMO and a suitable UK partner (based on the mapping above) with a strong research system, potentially a system operator (SO)/Lab/ research institute/academy. There are some recommended UK labs for the Study Tour: National Energy System Operator (NESO), Catapult, National HVDC Centre (SP Energy Networks), Power Networks Demonstration Centre (University of Strathclyde), University of Manchester/ UCL — world leader in system stability modelling, Imperial College London — expertise on renewable integration and frequency control, Energy Systems Catapult on digital. The supplier will propose other labs for the Study Tour. Ensure that at least 30% of study tour participants are women or young professionals, where feasible, to promote inclusive capacity building and leadership development.
- Prepare an initial Green Lab Concept with the pre-feasibility, visions, goals, objectives, scope, legal framework and regulations, institutional models, tasks, functions, investment cost, financing sources (government budget, domestic loans, offshore loans, grants, bonds, etc.), and others. A needs assessment is required.
- Finalize the initial Green Lab Concept for acceptance/clearance by competent authorities (e.g., NSMO manager, or MOIT).
- Prepare a gender equality, disability equity, and social inclusion (GEDSI) action plan.
- Develop/refine, with the UK PACT delivery partner, a project monitoring and learning plan.

Phase 2 – Development of a Green Lab Design and Roadmap

The supplier will conduct a feasibility study and develop a Design and Roadmap for the Green Lab at NSMO headquarters in Ha Noi and three regional sub-NSMO, including the following activities:

- Conduct an Interim Mission in Viet Nam by the Supplier with participants from the UK Embassy and Arup Company, with consultation meetings with relevant stakeholders (e.g, NSMO, MOIT, MOF, IE, EVN and its utilities, UNDP, GIZ, ADB, WB, AfD, DEA, and others), and prepare an Interim Report.
- Roadmap Development: Develop a phased Green Lab development roadmap (for example: strategic planning, core lab establishment, lab operation, and lab upgrade and expansion). The Green Lab roadmap can consider delivering a Green Lab Minimum Viable Product (MVP) within 18 months: (i) Real-time simulation and

hardware-in-the-loop testing (HVDC, BESS, protection, WAMPAC); (ii) Control-room training simulators for NSMO and DSOs; (iii) A basic cyber-physical testbed. Later phases can expand to DERMS, and digital twin applications.

- Laboratory design: Provide a comprehensive design for the laboratory for NSMO and three regional dispatch centers (including functional zones, spatial layout, and drawings). The design should apply design principles to ensure accessibility for persons with disabilities (e.g., accessible entrances, signage, restrooms, and digital interfaces).
- Operational Model, Process, Governance, and Partnership: Develop an operational model, process, governance, and partnership for the laboratory. The model should incorporate diversity and inclusion principles, including equitable hiring, an inclusive and safe work environment, and professional development opportunities for underrepresented groups, such as women, persons with disabilities, ethnic minorities, and youth in technical roles. The Lab is initially proposed to be under NSMO without any externally engaged stakeholders. For comprehensive assignments, the Lab is suggested to partner with external stakeholders (e.g., industrial enterprises, universities, government authorities, and others) for successful implementation. The supplier will assess the good governance structures, KPIs, and commercialization incentives to ensure the labs are both technically credible and industry-facing, and recommend a suitable governance and partnership model for the Lab.
- Infrastructure, Simulation Tools and Solutions: Propose physical facilities, software platforms, digital twin model, IED and controller, data infrastructure, auxiliary equipment, detailed configurations, and technical requirements for an advanced Real-Time Digital Simulator to simulate a power system in the laboratory environment. These tools will enhance capabilities for in-depth analysis and problem-solving, aligning with the roles and responsibilities of the national power dispatch system, enabling NSMO to implement advanced technological solutions in the Power System (Relay protection, WAMPAC, AVC, DERMs, BESS, HVDC, Back-to-Back…). Where feasible, designs should consider basic accessibility and user-friendliness, including for persons with disabilities and staff with diverse backgrounds and needs.
- Cyber security: Propose physical facilities, software platforms for researching the cyber security application for power systems.
- Technical Specifications: Develop detailed configurations and technical specifications for the laboratory systems, tailored to individual technical categories, ensuring that they meet current needs and are scalable to address future demands.
- Organizational Structure: Develop an organizational structure of the laboratory, including divisions and units, requirements for workforce scope and qualifications, and propose a collaboration model between the laboratory and both internal and external entities.
- Operational Procedure: Develop procedures and regulations related to laboratory operations.
- Workforce Development: Develop strategies and timelines for workforce development, abroad training to ensure the effective utilization of the laboratory

facilities, while also promoting a diverse and inclusive pipeline of technical professionals.

- Investment Plan: Develop an estimated investment cost, O&M costs, and proposed financing sources.

Phase 3 – Preparation for the Green Lab development and utilization

The supplier will be expected to complete the following activities:

- Propose different simulation scenarios to utilize the Green Lab for analyzing and solving issues in the power system, such as system stability, new operations in the power system (such as the utilization of HVDC, offshore wind, BESS, FACT, AVC, WAMPAC). The Green Lab model design is proven to be fully capable of analyzing and addressing anticipated issues.
- Recommend regulations, policies, and mechanisms for the Green Lab operation and power system dispatching, such as new technology devices, grid codes, and market services, should be tested at the Green Lab before official operations (optional)
- Prepare a draft bidding document to procure and construct the Green Lab (optional).
- Organize the final workshop on the deliverables and training on the utilization of the Green Lab. Ensure that at least 30% of participants are from underrepresented groups, including women, youth, ethnic minorities, and persons with disabilities, where feasible. Participation should reflect a diverse mix of technical professionals. Training content should be delivered using accessible formats and inclusive facilitation methods. The training should be held in Ha Noi City.
- Prepare the Final Report. The report should include a short reflection on how GEDSI considerations, as outlined in the GEDSI Action Plan developed in Phase 1, were integrated across project phases including any challenges faced, lessons learned, plan changed (if any) and recommendations for future inclusive energy-sector programming.

1.3 Outputs and timelines

Output	Description	Deliverables	Deliverable due
1.1.	Inception Report	- Inception Report with initial research on local context and lessons for Green Lab globally, including mapping of potential UK partners for NSMO on this and broader related topics - Inception Mission document with meeting minutes with key stakeholders, including GEDSI reflections from consultations that identify initial barriers and opportunities. The document	End of January 2026

			will also include the identification of monitoring and learning activities relevant to the intervention	
1.2	Study Tour to the UK		- Analysis of the current NSMO Lab Division with NSMO and how it can be improved - In collaboration with FCDO and UK PACT Delivery Partner, plan and organise a Study Tour to the UK for 08-10 staff from NSMO, EVN, MOIT to visit UK's similar labs, UK system operator office, and other related facilities (equipped with advanced technological solutions) - NSMO is introduced to a UK partner with a strong research system, and supports the development of actionable next steps. - Meetings/workshops on operating lab experience and advanced technological solutions are delivered - A field visit to one or two System Operators (e.g., NESO, etc.) to understand the system inertia monitoring facility (solution of GE). - A study tour report includes participant demographics and reflections on inclusive participation (e.g., gender, youth), training accessibility, and whether the minimum target of 30% women or youth professionals was met, where feasible.to provided	Late January 2026 to early Feb- TBC with UK counterparts Vietnam Lunar New Year on 17-21 February 2026
1.3.	Green Lab Concept		- A gap analysis for a proposed Green Lab in VN is delivered before the Study Tour. - An initial Green Lab Concept is delivered with the pre-feasibility, visions, goals, objectives, scope, institutional models, tasks,	February 2026 Vietnam Lunar New Year on 17-21 February 2026

		functions, investment cost, financing sources, and others. The initial Green Lab Concept is available before the Study Tour. - Final Green Lab Concept is assessed and finalized after the Study Tour - A GEDSI Action Plan is developed and used to inform the Green Lab Concept, ensuring that GEDSI considerations (e.g., inclusive workforce development, lab accessibility) are integrated throughout the process.	
2.1.	Green Lab Road Map	- Interim report to submit after a visit to Vietnam - A Roadmap for Green Lab development is delivered with focus on Strategy, Operational Model, Process, Governance, and Partnership - GEDSI considerations are reflected in the Roadmap, including inclusive governance, workforce development strategies, and accessible infrastructure planning	May 2026
2.2	Green Lab Design	- A detailed design for Green Lab is delivered, including Technical Specifications, comprehensive design, Investment Plan, proposed infrastructure, Simulation Tools, and Solutions - Technical design reflects universal design principles for accessibility.	August 2026
3.1.	Final Workshop and Training	- Propose different simulation scenarios to utilize the Green Lab for analysing and solving issues in the power system. - The Green Lab model design is proven to be fully capable of analysing and addressing anticipated issues.	October 2026

		- Training on the utilization of the Green Lab is delivered - Ensure at least 30% of participants are women or young professionals, where feasible - Training materials delivered in accessible and inclusive formats. - Final workshop delivered with participation of high-level leaders from NSMO, BE, representatives of MOIT, and others	
3.2.	Final Report	- Draft bidding documents to procure and construct the Green Lab are delivered - Recommendations on regulations, policies, and mechanisms for the Green Lab operation and power system dispatching - Final report includes a summary of GEDSI actions implemented, challenges faced, lessons learned, and recommendations for future projects	31 December 2026

All outputs (reports, presentations, and others) will be available in both English and Vietnamese.

1.4 Required expert qualifications and experience

Proposals should include a suggested team of technical experts and project management support, along with their CVs (maximum two pages per CV).

The proposed team should be outlined in proposals and is expected to include:

Team Leader/Project Director – who takes overall accountability for delivery of this project. They must have a proven track record of overseeing projects of similar complexity in the energy sector.

Sufficient **programme management** resources to cover work-planning, reporting, monitoring evaluation and learning, financial management, risk management and logistics

The technical team should include experts in Power System, Power Laboratory, Power System Operation, Renewable Energy, Information Technology (IT), Lab Building, Institutional/Policy, and the Vietnamese legal system.

Bidders are welcome to propose alternative structures, but the proposed team must cover, at a minimum, the following criteria.

Lead Expert (Power System)

- Master's degree or PhD in electrical engineering or related fields
- At least 15-20 years of experience in the energy sector, preferably with Green Lab
- Intensive working experience in power systems, especially a deep understanding of Power system operation and the development of the power system in Vietnam.
- In-depth knowledge in renewable energy (including solar PV and wind power)

Expert (Power System Operation)

- At least 15 years of experience in the Protection, Control, and System stability field (including stability relating to solar PV and wind power).
- Deep understanding of the power sector in Vietnam and in the international context is an asset

Other team criteria

- At least one key member of the project team should be based in the UK to ensure effective coordination with UK counterparts to plan and implement the study tour and to facilitate peer-to-peer learning between UK experts and NSMO.
- At least one key member of a project has working experience with the power lab project, or has worked at a power lab, lab access, cloud-based simulation tools, lab management software, digital grid platforms, or cybersecurity.
- Strong knowledge of SCADA, EMS/DMS, load flow, transient stability, power electronics, and renewables integration, EMT simulation, RTDS system, Relay Protection, telecommunications for power systems, RAS, and WAMPAC application
- Experience in power systems and market operators (SMOs): modelling, software platforms, data infrastructure, simulation, and others.
- Experience in power smart grid, high-voltage power system, and cross-border transmission grid.
- Experience in building technical labs, including proven experience designing R&D or technical labs, and familiar with lab facilities, zoning, ventilation, and modular infrastructure
- Experience in designing institutional frameworks for labs
- Good project management and coordination skills.
- Hand-on experience in working with government officials, and stakeholders.
- Previous experience of working with NSMO is desirable, not mandatory.
- Experience with training and capacity building for government officials
- Excellent Vietnamese and English language skills and the ability to translate technical language from English to Vietnamese.
- All experts are expected to demonstrate a commitment to Gender Equality, Disability, and Social Inclusion (GEDSI), including the ability to integrate these considerations into their technical work and stakeholder engagement. Prior experience in applying GEDSI approaches in infrastructure and energy is a strong asset.

1.5 Reporting

Alongside the project-specific reporting outlined in the output section and below, the supplier will also be required to align with the UK PACT monitoring and reporting governance framework, which includes:

- Monthly submission of invoices and forecast
- Monthly progress updates on outputs and activities linked to the achievement of outputs
- Completion of a GEDSI training
- Development of a GEDSI Action Plan (with support from the UK PACT GEDSI Expert)
- Regular check-ins with Fund Manager
- A full project completion report, summarising project achievements, any lessons learned through delivery, and any recommendations for future action.

Outputs will be evaluated in line with the MEL reporting framework. Deliverables include:

- Project completion report to feed into case study
- Counterpart surveys
- Outcome projections (where possible)

Learnings from the Expert Deployment and project will need to be captured in the form of:

- Case study inputs
- Project closure sessions
- GEDSI reflections

Reports will be presented and sent to the UK PACT Country Fund team in Vietnam.

To report against standard UK PACT indicators, the supplier will also need to collect, and report disaggregated data on the organisations and individuals participating in workshops and training. Disaggregation should cover gender as a minimum and include age and disability where feasible.

1.6 Budget and contracting

The maximum budget is **GBP800,000,** which must include personnel and expenses and be inclusive of all applicable local taxes. The budget will be divided into three phases, with Phase 1 to be completed by the end of March 2026 at the latest, within this financial year. The remaining two phases are to be implemented in the next financial year, FY26/27, with a deadline of the end of December 2026. The budget for Phase 1 is estimated to be at maximum of GBP300,000.

The supplier must provide a breakdown of budgeted personnel and expenses using Annex II.

Expenses should cover workshop and conference logistics, venue, any interpretation & translation services, travel & accommodations of the delivery team, as well as participants. Cost norms for travel expense for NSMO delegation participating in Study Tour in UK must follow FCDO's travel guide.

Please note that the selected supplier will also be responsible for arranging and organising the travel and accommodation, venues, and packages for all workshops and stakeholder

engagement sessions. Managing these logistical aspects is a component of the service expected.

The successful supplier, having passed the requisite due diligence checks, will enter into a subcontractor agreement with Palladium for the delivery of these services on a time-and-materials basis. The agreement will include a milestone payment structure with 30% of personnel fees withheld against agreed deliverables. The exact milestone structure will be agreed between both parties during contract mobilisation.

The supplier will submit a monthly invoice, forecast, and progress update.

Schedule 2 – Instructions for submission

2.1 Submission process

Timeline

Stage	Date
1. Terms of Reference (ToR) and application process launched	15/09/2025
2. Date for confirmation of intention to bid	07/10/2025
3. Deadline for receipt of clarification questions	06/10/2025
4. Deadline for submission of applications	30/10/2025
5. Applicants notified of project selection	20/11/2025
6. Due diligence complete	20/12/2025
7. Agreement signature	05/01/2026

Applicant guidance

Interested suppliers should complete and submit the below documents to expertdeployments@ukpact.co.uk with the subject line: **RFQ Submission – [Supplier name]- UK PACT Vietnam Energy - Green Lab Development**

- **RFQ Response form**
- **Budget and Workplan Template**
- **CVs of key experts or personnel** (max two pages per CV)

Please note the following key dates:

- **Expression of interest**: 07/10/2025 (12:00 BST) – express your (non-binding) interest in bidding and receiving tender updates by emailing expertdeployments@ukpact.co.uk
- **Deadline for Queries:** 06/10/2025 (12:00 BST)
- **Submission Deadline:** 30/10/2025 (12:00 BST)

2.2 Evaluation criteria

Criteria	Category	Weighting
Technical	Approach and methodology	30%
	Personnel	50%
Commercial	Competitiveness of the supplier's personnel cost	20%
Total		**100%**

2.2.1 Technical evaluation

The technical criteria will be evaluated by the procurement panel using the scale detailed below:

Score	Description
5 (Excellent)	Demonstrates an expert understanding of the project and proposes excellent and accurate solutions which address all requirements, and which are innovative where appropriate. Responses are excellently tailored to the context in all aspects. The level of detail and quality of information provides the highest degree of confidence in the ability to deliver.
4 (Very Good)	Demonstrates a very good understanding of the topic relating to delivery of the project. Responses are relevantly tailored to the context in the majority of aspects. There is sufficient detail and quality of information to give a strong level of confidence that they will deliver.
3 (Good)	Demonstrates a good understanding of the topic relating to the delivery of the project. Responses are reasonably tailored to the context for many of the aspects. There is a good level of detail and quality to give a good level of confidence that they will deliver.
2 (Satisfactory)	Demonstrates a satisfactory understanding of the topic relating to delivery of the project. Some appetite to tailor to context where required. Provides a limited level of detail and the quality of information provided gives only some level of confidence that they will be able to deliver satisfactorily.
1 (Unsatisfactory)	Demonstrates a poor understanding of the topic relating to delivery of the project. Poor tailoring to the context where this is required. Generally, an unsatisfactory and a low level of quality information and detail, leading to a low level of confidence that they will deliver.
0 (Fail)	Failure to address the material requirements of the project. No tailoring of responses to meet the context. No quality responses providing no confidence that they will deliver.

2.2.2 Commercial evaluation

The commercial evaluation will be conducted using the total personnel cost quoted in the Schedule III - Budget and Workplan (Cell W15 of "Budget Summary" sheet).

Supplier scores will be calculated relative to the lowest price supplier using the formula below:

*((Personnel cost of lowest price supplier/personnel cost of supplier) *price weighting 20%)*

Where required, a Best and Final Offer process may be used to differentiate between suppliers of equal scoring.

Terms and Conditions

1. **Quote conditions**
   By submitting a quote, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in GBP.
2. **Quote Lodgement**
   The Company may grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFQ unless the Company determines to do so otherwise at its sole discretion.
3. **Evaluation**
   The Company may review all quotes to confirm compliance with this RFQ and to determine the best quote in the circumstances.
4. **Alterations**
   The Company may decline to consider a quote in which there are alterations, erasures, illegibility, ambiguity or incomplete details.
5. **The Company's Rights**
   The Company may, at its discretion, discontinue the RFQ; decline to accept any quote; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a Quote; satisfy its requirement separately from the RFQ process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate quotes as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers
6. **Amendments and Queries**
   The Company may amend, or clarify any aspect of the RFQ prior to the RFQ Closing Time by issuing an amendment to the RFQ in the same manner as the original RFQ was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties. Any queries regarding this RFQ should be directed to the Contact Person identified on the cover page of this RFQ.
7. **Clarification**
   The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their quotes. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their quote.
8. **Confidentiality**
   In their quote, potential suppliers must identify any aspects of their quote that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their quote. The potential supplier acknowledges that in the course of this RFQ, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFQ and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFQ and after the completion of the process
9. **Alternatives**
   Potential suppliers may submit quotes for alternative methods of addressing the Company's requirement described in the RFQ where the option to do so was stated in the RFQ or agreed in writing with the Company prior to the RFQ Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.
10. **Reference Material**
    If the RFQ references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their quote. And provide it to the Company upon request.
11. **Price Basis**
    Prices quoted must be provided as a fixed maximum price and show the tax exclusive price, the tax component and the tax inclusive price. The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for Services.
12. **Financial Information**
    If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Services over the term of any agreement. If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.
13. **Referees**
    The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.
14. **Conflict of interest**
    Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).
15. **Inconsistencies**
    If there is inconsistency between any of the parts of the RFQ the following order of precedence shall apply:
    (a) these Terms and Conditions;
    (b) the first page of this RFQ; and
    (c) the Schedule so that the provision in the higher ranked document will prevail to the extent of the inconsistency.
16. **Collusion and Unlawful Inducements**
    Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their quote or the RFQ process. Potential suppliers must disclose where quotes have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their quote from consideration. Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFQ) which could give arise to a perception of bribery or corruption in relation to the RFQ or any other dealings between the parties.
17. **Jurisdiction**
    This Agreement shall be subject to the laws of the Jurisdiction. The Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this Agreement or the breach, termination, or invalidity thereof. If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this Agreement or the breach, termination, or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules in effect on the date of this Agreement. The appointing authority shall be the Secretary-General of the Permanent Court of Arbitration. The Parties will be bound by any arbitration award

rendered as a result of such arbitration as the final adjudication of any such dispute. The place of arbitration shall be the headquarters location of Company at the time the claim is filed and the language of the arbitration will be English. The relevant laws shall be the laws of the Jurisdiction.

If your quote is successful, you will be required to enter into the Company's standard contract for the types of services being provided. In the provision of the Services, you will be required to comply with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant Project Manual. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any quotes pursuant to this RFQ. If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process.