26 September 2025

Request for quotation (RFQ) – UK PACT Expert Deployment

RFQ title	Training on the New Grid Stability Phenomenon for the National Power System with High Renewable Penetration
RFQ issue date	26 September 2025
Project title	Training on the New Grid Stability Phenomenon for the National Power System with High Renewable Penetration
Close date and time	17 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

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

Schedule 1 - Terms of Reference

1.1. Overview of requirements	
Name of project	Training on the New Grid Stability Phenomenon for the National Power System with High Renewable Penetration
Country/region	Vietnam
Proposed start date	01/12/2025
Proposed end date	31/03/2026

1.2 Context and scope of work

The Vietnamese Power System is currently ranked among the top 20 largest power systems in the world in terms of installed capacity—leading among Southeast Asian nations. However, it is increasingly confronted with new challenges and operational complexities due to the high penetration of Renewable Energy Sources (RES), which presently account for approximately 27% (23,000 MW) of the total installed capacity in 2024. The Revised National Power Development Planning (PDP8) indicates that the share of renewable energy in installed capacity will reach 28–36% by 2030 and 74–75% by 2050. The operation of the power system in general and the transmission system in the coming years will face some notable challenges as follows:

- Reduction in system inertia: As the penetration of RES increases, the inertia of the power system tends to decline—particularly during off-peak midday hours or public holidays, when system inertia can drop to nearly half of its typical level. This reduction significantly raises the risk of system instability under both normal operating conditions and contingency events.
- Transmission capacity constraints on inter-regional and intra-regional lines: The current 500 kV transmission lines (linking the North–Central–South regions) frequently operate near their thermal transfer limits to deliver renewable generation from the Central and Southern regions to the North. Additionally, many intra-regional 220 kV and 500 kV lines and transformers are often fully loaded, failing to meet the N-1 reliability criteria commonly applied in European power systems. Continuous operation near these transfer/load limits increases the system's susceptibility to instability—including angular, voltage, and other forms of dynamic instability, particularly small-signal oscillations—when disturbances occur, especially due to the uncertainty of renewable energy sources.
- Other stability issues: The direct connection of large-scale renewable power plants (exceeding 400 MW) to 500 kV substations and/or weakly integrated 220 kV or 110 kV lines can exacerbate the risk of various instability phenomena. These include sub-synchronous resonance, control system interactions, and oscillations arising from weak grid conditions in areas with a high concentration of renewable energy sources. Such conditions not only threaten equipment safety but may also lead to widespread outages due to the unintended behaviours of renewable energy control systems during fault conditions.

The presence of power electronic converters and their controllers (devices such as high voltage direct current (HVDC), flexible alternating current transmission systems (FACTs), and renewable generation) has recently introduced sub synchronous oscillation issues to the grid. Recognizing this, the Institute of Electrical and Electronics Engineers (IEEE) proposed a revised classification of power system stability, introducing two new categories related to these developments.

In supporting the grid management to enable the scaling up of renewable energy, The National Electricity System and Market Operator (NSMO) has requested technical assistance support for a Training on New Grid Stability phenomenon for system with high renewable penetration to help NSMO engineers understand the emerging stability challenges in the power system due to high levels

of renewable energy integration, and to learn and use research methods and calculations of new types of stability.

The proposed scope of **this training on** the **New Grid Stability Phenomenon for the National Power System with High Renewable Penetration** will cover the following topics:

1. Stability Classification and Definition: Providing (i) a systematic classification and definition framework for power system stability types, with a particular focus on challenges introduced by the integration of RES; (ii) documentation templates and lists of documents to be provided by the RE investor to the System Operator for the system stability. This framework will be tailored to the Vietnamese context while aligning with international standards and best practices (e.g., CIGRE, IEC, IEEE, NERC).
2. Methodology training: providing a comprehensive methodology for identifying and analysing emerging stability issues associated with the integration of new RE projects throughout the project lifecycle—from pre-commissioning to operational stages (including timing and frequency of stability assessments, scope and content of screening and detailed analysis, applying real-time data (e.g., from Phasor Measurement Unit (PMU) and Supervisory Control and Data Acquisition (SCADA) for detection and post-event validation).
3. Case Study Training: Deliver hands-on training using simulation tools, including Electromagnetic Transient (EMT) analysis via **EMTP software** (ver 4.5 or above); Root Mean Square (RMS) analysis via PSSE (ver 35 or above) and/or SINCAL software, focusing on the items described in Task ii (such as Electrical Resonance Sensitive to Controller Gains (W-SSCI), Torsional Interaction Against Devices (TI-D), Power Electronic Device Interactions (PEDI)).
4. Mitigation and prevention solution: Provide technical recommendations regarding the necessary hardware and software systems to enable NSMO to detect, monitor, analyse, mitigate, and prevent stability issues related to RE integration. This includes both field-deployed equipment and laboratory-based research tools.
5. Preliminary assessments of the necessary contents that should be included in the regulations/grid code to ensure that RESs do not cause stability problems for the power system when connecting to the power system (optional).
6. Preliminary assessments of RE impacts on traditional protection schemes and wide-area protection systems (e.g., F81, F27 load/generation shedding schemes) (optional).

The scope will be completed in four phases:

Phase 1 – Establish Training Delivery Plan

During the first month of delivery, the supplier will complete the following activities:

- Conduct a kick-off meeting with participation from NSMO and UK PACT team, which shall include the following:
  - Project objectives and expected outcomes
  - Approach and methodology
  - Deliverables and workplan
  - Team composition.
- Conduct international standards and technical guidelines (CIGRE, IEC, IEEE, NERC) about the Stability Classification and Definition, focusing on the stability because of the RE integration.
- Potential engagement with the UK National Energy System Model (NESO) for best practice of New Grid Stability phenomena.
- Conduct a needs assessment to identify specific training requirements and engage with NSMO officials to tailor the training program. This will cover:
  - Identify target training audience (up to 20 participants)
  - Identify training objectives
  - Conduct pre-training baseline assessment
  - Establishing the training format
  - Develop training curriculum and schedule in consultation with NSMO.

- Develop a GEDSI Action Plan outlining strategies for inclusive participation, accessibility in training delivery (e.g., materials, venue, format), and engagement of diverse stakeholders.
- Develop a detailed delivery plan, including a logistics plan that incorporates GEDSI considerations such as accessible venues, communication methods, and accommodation of participant needs. The training should employ a blended approach: online primers to cover theory within 1-2 days, followed by in-person workshops that focus on practical simulation and data exercises, which can be conducted within 3-4 days after the initial training session, typically spanning 2-3 weeks.

A Detailed Delivery Plan will be prepared, and a review meeting will occur to confirm the implementation structure and adjust the activity's scale as needed. The review will also assess whether GEDSI measures are adequately embedded for subsequent stages.

Phase 2 – Develop the Training Materials

Based on Phase 1, the training modules and materials will be developed, as well as all other supporting documents needed for the training workshop. GEDSI principles will be embedded throughout the development process to ensure that the training is inclusive, accessible, and responsive to the needs of all participants. Some of the main elements may include:

- Development of the materials for each module, which may include pre-learning preparation references.
- Training Presentations: Presentations will be used for the curriculum.
- The trainer will propose some training topics for the Vietnamese power system to select one and develop a modelling/simulation of the selected topic to exercise during the training.
- Training Exercises: to be conducted by the attendees to cement their understanding of key concepts and models. These might take the form of models to use or case studies. These exercises can be conducted in groups and/or individually. The training will include practical simulations and data exercises for the Vietnamese power grid, as well as challenges such as oscillations, BESS, HVDC interaction, and others.
- Expert Interventions: Key speaking engagement from speakers that might highlight a point of training in further detail. The trainers will draw more on the UK power system operation and engineering expertise, such as NESO's work on "Stability Pathfinders", Ofgem's ancillary services regime, Energy Systems Catapult's work on grid stability with new devices and technologies, etc.,
- Discussion: to be conducted at the end of each section to assess the applicability and relevance of the proposed recommendations to the Vietnamese power system.
- Exam / Quizzes: to be conducted at the end of each section to ensure that the content has been properly assimilated. Participants are expected to present findings to peers to reinforce learning.

Phase 3 – Training Delivery

The 5 day in-person training will be delivered in Hanoi for 20 participants (with the possibility of up to 10 virtual participants), subject to confirmation during Phase 1. NSMO has requested that this training to be conducted in February or March 2026.

NSMO will provide the training facility (at NSMO headquarter in EVN Tower A, Ha Noi).

Any software license, if required, will be provided by the Supplier.

Phase 4 – Evaluation and Feedback

- Evaluate the effectiveness of the training using a combination of several mechanisms:
  - Pre-training assessment (Phase 1) to gauge participants' initial knowledge and skills, using surveys or quizzes.
  - In-training evaluation (Phase 3) involving practical exercises, group discussions, and quizzes to monitor engagement and understanding throughout the training sessions.

- Post-training assessment by gathering feedback from participants using surveys and informal feedback.

- Prepare a report summarising the above evaluation findings and recommendations for future engagement, and continued knowledge transfer. The report should also include a short reflection on GEDSI outcomes, such as participant diversity, inclusive facilitation practices, and any recommended actions to improve accessibility and representation in future trainings.

1.3 Outputs and timelines

Output	Description	Deliverable due	Acceptance criteria/sign-off
Output 1: Detailed Training Delivery Plan	• Initial review of current and future stability issues of the Vietnam Power System. • Engage with key NSMO stakeholders. • Conduct a needs assessment to identify specific training requirements. • Conduct baseline assessment of participants • Develop a training delivery plan, including a logistics plan, and monitoring plan incorporating GEDSI considerations (e.g. accessible venue, inclusive materials, reasonable accommodations). • Develop a GEDSI Action Plan outlining strategies for inclusive participation, accessibility in training delivery, and engagement of diverse stakeholders, supported by a	January 2026	Delivery of a full Detailed Delivery Plan, including Monitoring Plan, GEDSI Action Plan and Logistics Plan checklist to guide inclusive implementation across all training stages.

	practical checklist to guide implementation throughout all training phases.		
Output 2: Training Material Preparation	• Develop pre-learning preparation references. • Develop training presentations and exercises (including the modelling/simulation for a selected topic for the Vietnamese power system). • Develop quizzes	End of January 2026	Delivery of full training material as detailed in the Detailed Training Delivery Plan, ensuring content is inclusive, accessible, and responsive to diverse learning needs as per the GEDSI checklist.
Output 3: Training Delivery	• Deliver training course in Hanoi (including an exercise for a modelling/simulation of the selected topic for the Vietnamese power system) • Ensure at least 30% of participants are women or youth professionals, where feasible • Training materials delivered in accessible and inclusive formats.	February – March 2026	Deliver all activities as developed in the Detailed Delivery Plan ensuring inclusive participation, accessibility of training delivery, and application of GEDSI principles in facilitation and logistics.
Output 4: Evaluation and Feedback	• Evaluate the effectiveness of the training. • Summarise evaluation findings and recommendations for follow-up and future engagement.	March 2026	Delivery of full Evaluation and Feedback Report, including analysis of training effectiveness, disaggregated participant feedback (e.g. gender, disability, role), identification of

	• Identify barriers experienced by underrepresented participants. • Final report includes a summary of GEDSI actions implemented, challenges faced, lessons learned, and recommendations for future projects		inclusion barriers, and reflections on GEDSI outcomes with recommendations for strengthening future trainings.

All documents and reports are in English.

1.4 Required expert qualifications and experience

A team of technical experts and project management support should be suggested in proposals, with CVs provided (max two-pages per CV). The technical team should consist of international and national experts with expertise on Power System Stability (EMT and RMS simulation), Power System Protection, RE, WAMs/SCADA/WAMPAC application.

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.

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

- Strong academic foundations in electrical engineering or related fields
- Extensive experience in power systems, especially a deep understanding on Power system operation.
- Strong knowledge of load flow, transient stability, RMS simulation (on PSSE software ver 35 or above), power electronics, and renewables integration, EMT simulation (on EMTP software ver 4.5 or above), RTDS system (NOVACors 2.0 solutions or equivalent), relay protection, RAS, and WAMPAC application.
- At least 15 years of experience in Protection, Control and System stability field (including stability relating to solar PV and wind power).
- At least 10 years of experience in renewable energy (including solar PV and wind power)
- Experience in power smart grid, high-voltage power system, and cross-border transmission grid with voltage level from 220kV and above.
- 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 energy is a strong asset.

1.5 Reporting

Alongside the project specific reporting outlined in the output section, the supplier will be required to prepare the following in alignment with the UK PACT monitoring, evaluation, and learning (MEL) and reporting governance framework:

- Monthly submission of invoices and forecast
- Monthly progress on outputs and activities, including on updates to the monitoring plan and GEDSI Action Plan
- Development of a GEDSI Action Plan (with support from the UK PACT GEDSI Expert)
- A full project completion report, summarising project achievements, lessons learned through delivery, possible case study features, including progress and learnings on GEDSI, and recommendations for future action.

They are also required to participate in the following:

- Regular check-ins with Fund Manager
- Completion of a GEDSI training
- Participation in fund-wide communities of practice for results and lessons sharing, including provision of input for possible case studies.
- Project closure session
- Counterpart surveys

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 trainings. Disaggregation should cover gender as a minimum and include age, disability, geography and other social characteristics where feasible. As applicable, the supplier may also be asked to accomplish indicator-specific baseline and reporting tools, contingent on the monitoring plan to be agreed on.
Reports will be presented and sent to UK PACT Country Fund team in Vietnam.

1.6 Budget and contracting

The maximum budget is GBP 100,000 which must include personnel and expenses and be inclusive of all applicable local taxes, insurances, superannuation, non-working days and all other overheads and expenses of whatsoever nature that may be incurred. UK VAT may be charged by the supplier in addition to the Total Agreement Sum."

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 delivery team, as well as participants.

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	26/09/2025
2. Date for confirmation of intention to bid	08/10/2025
3. Deadline for receipt of clarification questions	08/10/2025
4. Deadline for submission of applications	17/10/2025
5. Applicants notified of project selection	24/10/2025
6. Due diligence complete	30/11/2025
7. Agreement signature	01/12/2025

Applicant guidance

Interested suppliers should complete and submit the below documents to expertdeployments@ukpact.co.uk with the subject line: **RFQ Submission – [Supplier name]- Training on the New Grid Stability for NSMO**

- **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: 08/10/2025 (12:00 BST) – express your (non-binding) interest in bidding and receiving tender updates by emailing expertdeployments@ukpact.co.uk
- **Deadline for Queries:** 08/10/2025 (12:00 BST)
- **Submission Deadline:** 17/10/2025 (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.