

01/09/2026

Dear Sir/Madam,

Invitation to Tender for the Wind farm security project for the Carbon Trust's OWA Programme

You are invited to submit a Tender for the Wind farm security project (the "WindSec project" or "Project") which is part of the Offshore Wind Accelerator (OWA) programme. The key objective of the Project is develop a coordinated industry approach to strengthening the resilience of operational offshore wind farms against security threats.

The Invitation to Tender (ITT) consists of the following documents:

- Description of Tender (this document);
- OWA Stage IV Contractors' Conditions;
- Tender Certificate (Word template);
- Bid Price Calculation Sheet (Excel template);
- Clarification Document (if applicable¹);
- Project Closeout Form (for information purposes only – no need to complete now); and
- OWA Cost Model Input Sheet (for information purposes only – no need to complete now).

Unless informed to the contrary, tenders and communications shall be sent by e-mail to the following e-mail address: Arturo.andersen@carbontrust.com

Tenders must be submitted before 05/10/2026. Any tenders received after this date and time will be deemed non-compliant.

Your Tender must consist of the following, the contents of which are described further below:

- Main Bid Document (pdf) – template not provided;
- Signed Tender Certificate (pdf) – template provided; and
- Bid Price Calculation Sheet (xls) – template provided.

The timeline of this procurement process is as follows:

Deadline for clarification questions	14/09/2026
Clarification Document published ¹	21/09/2026
Submission of full Tender	05/10/2026
Bidder interviews	w/c 26th October 2026
Successful Contractor announcement	w/c 2nd November 2026
Envisaged Contract award date	10/11/2026

Please e-mail any clarification questions, including questions about the timing of this ITT, to Arturo.andersen@carbontrust.com any time before 14/09/2026. The complete set of clarification questions and all answers to clarification questions will be published in the Clarification Document on our

¹ A Clarification Document will not be published if no clarification questions are received in relation to this ITT.

website by 21/09/2026 and will hence be visible to all potential Bidders:
<https://www.carbontrust.com/news-and-events/tenders>

For information about the OWA programme, please see the Carbon Trust's website:
<https://www.carbontrust.com/our-projects/offshore-wind-accelerator-owa>

We look forward to receiving your Tender.

Yours sincerely,

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Arturo Andersen Chinbuah
For and on behalf of THE CARBON TRUST

THE CARBON TRUST OFFSHORE WIND ACCELERATOR

Invitation to Tender for the “Wind farm security” Project

Description of Tender

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IMPORTANT INFORMATION FOR BIDDERS

Publishing

Neither this document, nor any part of it nor any other information supplied in connection with it may, except with the prior written consent of the Carbon Trust, be republished, reproduced, copied, distributed or disclosed to any person for any purpose other than consideration by the recipient of whether or not to submit a Tender.

Tender evaluation

The received tenders will be evaluated by the Carbon Trust and the OWA Partners against the criteria provided in section 7 and the Bidder authorises the Carbon Trust to share its submitted Tender with the OWA Partners for this purpose. A shortlist of Bidders will be created and invited for interview. Carbon Trust will do a vetting of the shortlisted bidders. Carbon Trust may request shortlisted bidders to fill-in a Due Diligence Questionnaire to supply additional information prior to being invited for an interview.

Contracting

Bidders should note that the Scope of Work contained in section 4 of this document does not constitute an offer to contract with the Carbon Trust. It only represents a definition of specific requirements and an invitation to submit a Tender addressing these requirements.

Issuance of this Invitation to Tender and the subsequent receipt and evaluation of the tenders by the Carbon Trust does not commit the Carbon Trust to enter into a Contract with any Bidder.

Should Your Tender be successful, a Final Scope of Work that builds upon the Scope of Work contained in section 4 of this document and Your Approach to Work will be mutually agreed between You and the Carbon Trust. Once the Final Scope of Work is agreed, Your offer will be formally accepted by the Carbon Trust issuing an Award Letter, the Final Scope of Work, the OWA Stage IV Contractors' Conditions, and any clarifications agreed in writing. The Award Letter, the Final Scope of Work, the OWA Stage IV Contractors' Conditions, and any clarifications agreed in writing will establish the Contract for the Wind farm security project (the "Contract") between You and the Carbon Trust. With the exception of any minor amendments to the OWA Stage IV Contractors' Conditions which may be requested by the Bidder, the submission of a Tender shall constitute unqualified acceptance of the OWA Stage IV Contractors' Conditions. In the event that minor amendments to the OWA Stage IV Contractors' Conditions are requested, such amendments must be clearly stated and the exact alternative wording must be provided in Annex A of the Tender Certificate. Please note that it is at the sole discretion of the Carbon Trust to accept any of the proposed amendments and that the Carbon Trust reserves the right to require the provision of further information in relation to any such request. No minor changes other than those contained in Annex A of the Tender Certificate at the time of submitting the Tender will be considered. No material changes will be considered at any time.

Mechanics of the Tender process

Bidders should note that:

- it is at the discretion of the Carbon Trust whether to accept any non-compliant Tender or whether to reject any non-compliant tenders without progressing such tenders through the evaluation phase;

- the Carbon Trust reserves the right not to accept the lowest priced Tender or any Tender whatsoever;
- the Carbon Trust reserves the right to accept more than one Tender;
- unless a Bidder makes a formal statement to the contrary, the Carbon Trust reserves the right to accept any part of a Bidder's Tender without accepting the remainder;
- formal notification that a tender has been successful will be communicated in writing by the Carbon Trust;
- the costs of tendering are the full responsibility of the Bidder; and
- the pricing set by Bidders shall be valid for a minimum of 90 days.

Bids may be submitted by individuals, companies, organisations or consortia.

Bidders should be aware that dates referred to in this Invitation to Tender may be subject to change where this is necessary in the interests of the Project (such changes will be notified in advance).

The Tender Certificate, Main Bid Document and any correspondence must be written in English. This Invitation to Tender, the Contract, its formation, interpretation and performance is subject to and in accordance with the law of England and Wales.

Conflicts of interest

Bidders should be free of any commercial interests, partnership arrangements or contracts underway or other matters which may present a conflict or potential conflict of interest in respect of the provision of these services. As set out in section 3, if a Bidder thinks that it may have any conflict or potential conflict of interest, the Bidder shall describe the details of this conflict and provide details of whether and how it would propose to manage such a conflict in a satisfactory and robust manner in Annex B of the Tender Certificate. The Carbon Trust reserves the right to require the provision of further information in relation to any conflict or potential conflict of interest.

Disclaimer

The information contained in this Description of Tender document and in any documents or information it refers to or incorporates (the "Disclosed Information") has been prepared to assist interested parties in deciding whether to submit a Tender. The Disclosed Information is not a recommendation by the Carbon Trust. It does not purport to be all inclusive or include all the information that a Bidder may require.

Neither the Carbon Trust nor any of its directors, employees, agents or advisers makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the Disclosed Information. All such persons or entities expressly disclaim any and all liability (other than in respect of fraudulent misrepresentation) based on or relating to the Disclosed Information or any subsequent communication. The Bidder should conduct its own due diligence and seek its own professional, legal, financial and other advice as appropriate. The only information which will have any legal effect and/or upon which any person may rely will be such information (if any) as has been specifically and expressly represented and/or warranted in writing to the successful Bidder in any written contract that may be entered into with the Carbon Trust.

1. Introduction to the Offshore Wind Accelerator

- 1.1 The Offshore Wind Accelerator (“OWA”) is an industry-driven collaborative research, development and demonstration programme which was initially launched by the Carbon Trust in 2008 in collaboration with five offshore wind developers. The programme has since expanded during OWA Stages I, II, III and IV to include currently nine offshore wind developers from various countries within the European Economic Area (the “OWA Partners”). At the time of issue of this Invitation to Tender the OWA Partners are: Ørsted Wind Power A/S, RWE Offshore Wind GmbH, ScottishPower Renewables (UK) Limited, Equinor ASA, Vattenfall Vindkraft A/S, EnBW Energie Baden-Württemberg AG, Shell Global Solutions International B.V., TotalEnergies OneTech and bp Low Carbon Development Company Limited.
- 1.2 OWA Stage IV aims to continue the cost reduction of offshore wind to make it cost competitive with other sources of energy generation, overcome market barriers, develop industry best practice, trigger the development of new industry standards and support the international expansion of offshore wind.
- 1.3 Research under the OWA currently falls into five research areas: Cables, Electricals, Foundations, Logistics and O&M, and Energy Yield & Performance. Research, development and demonstration projects are carried out in each of the five research areas to address technology challenges. This Invitation to Tender is related to the OWA research area Logistics O&M.
- 1.4 Each of the five research areas is managed by the Carbon Trust and governed by a Technical Working Group (“TWG”) consisting of technical experts appointed by the OWA Partners. The TWG Logistics O&M will supervise the Project, provide technical direction and guidance to the Contractor (where needed) and review the Project Deliverables, findings and other outcomes.
- 1.5 Please note, the term “Contractor”, where used within this document, refers only to the successful Bidder or, in the event that the Contract is awarded to a consortium, the successful Bidders.

2. Background and objective of the WindSec project

The security threat landscape for offshore wind (OSW) projects has changed significantly amid heightened geopolitical uncertainty and the growing strategic importance of offshore energy infrastructure. OSW farms (OSWF) are increasingly recognised as critical energy security assets in Europe and the UK, requiring enhanced resilience against malicious acts through a combination of technologies, operational protocols and clearer coordination between developers and public authorities (including Energy, Security (and Safety), Defence, Resilience departments and agencies, as well as at equivalent European Government Directorates and Agencies and Ministries of Defence, organisations such as NATO etc). Recent developments have also increased the risk profile of OSW assets in strategically important sea basins, such as the North Sea and Baltic Sea, where offshore infrastructure may be exposed to potentially hostile reconnaissance, disruption, or sabotage.

These risks highlight the need for a coordinated pan-European good practice guide to industry strategy and implementation to detect, deter, and respond to security threats affecting operational wind farms. Improved collaboration between OSW developers, government bodies and relevant intergovernmental organisations could help clarify roles and responsibilities, promote greater standardisation in the governance of nationally significant OSWFs, and support the development of financially feasible approaches to security-related CAPEX and OPEX requirements

- 2.1 The OWA TWG Logistics O&M would like to like to support the development of a coordinated industry approach to strengthening the resilience of operational offshore wind farms against security threats, including malicious acts such as sabotage or espionage, while maintaining security of energy supply, improving coordination between industry, government and defence, and reducing exposure to reputational, production and insurance-related risks.
- 2.2 The main objectives of this work are to:
 - Recommended baseline systems requirements for physical security needed for all windfarms - as a minimum (Europe/UK).
 - Define boundaries between developers and authorities, including the budget that needs to be allocated to tackle security.
 - Identify existing offshore wind farm assets and systems that could be used or adapted to support threat monitoring.
 - Creation of emergency response protocols related to incidents, reporting and escalation – communication protocols between developers and authorities/stakeholders.
- 2.3 The expected benefits of this work are minimise the risk of sabotage or espionage leading to loss of production or reputation damage. Maintaining the security of energy supply to prevent adverse societal impact. Improved co-operation and coordination between industry, government and defence. Lower risk premiums, as most insurance frameworks exclude losses from sabotage or hostile acts. Increase resilience standards in the industry in line with new global dynamics, with a focus on Europe/UK.

3. Tender documents for submission

3.1 In response to this Invitation to Tender, Bidders are required to submit

- i. A Main Bid Document (pdf) – no template provided;
- ii. The signed Tender Certificate (pdf) – template provided; and
- iii. The filled-in Bid Price Calculation Sheet (xls) – template provided.

3.2 The Main Bid Document should be no more than 20 pages excluding appendices and no more than 40 pages including appendices. Font should be clearly legible, and be at least font size 11. The Main Bid Document shall as a minimum include the following information:

- i. The Bidder's proposed detailed Approach to Work (see section 4 and criterion 1 for more details). The Approach to Work should:
 - include a Gantt chart which describes the timeline for the Project, showing when each Work Package will start and finish;
 - outline how the Bidder will deliver the Scope of Work and do so on budget and within the allocated time;
 - specify any input data, background IP, hardware or other inputs that the Bidder requires the Carbon Trust and/or the OWA Partners to provide;
 - specify any Alternative Work (i.e. substitute activities to take place instead of certain activities outlined in the Scope of Work in section 4). If Alternative Work forms part of the Approach to Work, the Bidder is expected to highlight, explain and justify the intended deviation from the Scope of Work. Alternative Work will be considered as non-optional when the Tender is evaluated; and
 - specify any Additional Work (i.e. activities to take place in addition to the activities outlined in the Scope of Work in section 4). If Additional Work forms part of the Approach to Work, the Bidder is expected to explain and justify why the Additional Work would be beneficial and to provide a separate quotation for these activities. It is at the discretion of the Carbon Trust to consider Additional Work in the evaluation of the Tender.
- ii. a pdf copy of the filled-in Bid Price Calculation Sheet;
- iii. the offered Bid Price, including any cost assumptions deemed relevant by the Bidder – see section 6 and criterion 4 for more details;
- iv. an explanation of experience and staff skills, and how these are relevant to the Approach to Work – see criteria 2 and 3 for more details; and
- v. supplementary information to provide experience evidence and skills evidence (e.g. CVs) – see criteria 2 and 3 for more details. This information should be provided as appendices to the Main Bid Document.

3.3 The Tender Certificate must be signed by an authorised signatory. Bidders must fill in the provided template.

3.4 The filled-in Bid Price Calculation Sheet must be provided in Excel format in addition to the information provided in the Main Bid Document. See Section 6 and Criterion 4 for more details.

3.5 The failure by a bidder to submit either the Main Bid Document, the signed Tender Certificate or the filled-in Bid Price Calculation Sheet shall mean that such Tender is a non-compliant Tender.

4. Scope of Work

- 4.1 The Scope of Work is provided in this section 4.
- 4.2 The Scope of Work comprises 7 Work Packages. The Scope of Work sets out the initial ideas on the key activities that the Contractor is expected to deliver for the Project.
- 4.3 It is expected that the Contractor will report on Project Deliverables to the TWG. The Carbon Trust and TWG shall review and provide feedback on each Project Deliverable. There will be at least one round of review comments to be accommodated by the Contractor for each Project Deliverable.
- 4.4 The Final Scope of Work will be agreed between the Carbon Trust and the Contractor when entering into the Contract. The Final Scope of Work may reflect any updates, changes or improvements to the Scope of Work as proposed by the Contractor in its Alternative Work or Additional Work and as agreed by the Carbon Trust.
- 4.5 Due to the breadth of skills and experience required for the Project bidders may decide to build a consortium to successfully meet the objectives of the Project. If a Tender is submitted by a consortium it is expected that, in the case that the consortium is selected as the preferred Bidder, Carbon Trust will only enter into a Contract with the Project Coordinator, and that the Project Coordinator will subcontract the other members of the consortium.
- 4.6 The Carbon Trust appreciates that it will take team of mixed seniority approximately 8 months to complete the Project.
- 4.7 Bidders should use the Scope of Work as set out below to create the Approach to Work. Any Alternative Work or Additional Work shall be stated in the Approach to Work at the end of the relevant Work Package description.
- 4.8 It is expected that simplifying assumptions will be required to complete the work in the given timeframe. These assumptions should, to the extent possible at the time of Tender submission, be clearly stated in the Approach to Work. It is expected that during the execution of the WindSec Project, any assumptions will be discussed with the TWG prior to the start of each Work Package.

WORK PACKAGES

Work Package	Description of work
WP1 Mapping of main security risks common to EU/UK windfarms	The aim of this work package is to identify common threats to OSWFs in Europe, and the response mechanisms in place in operational projects. - Review and map common threats for OSWF security. This should include a review of general security risks to OSWF's and those more specific to wind farms located in the North Sea and the Baltic Sea. - The contractors would be expected to collaborate with Wind Europe's Defence task force² and other groups working on OSW defence and security, to build on their work and provide further value to the industry. - Assess current mechanisms for threat intelligence sharing and situational awareness across OSW stakeholders, and identify options for establishing regular threat awareness reporting and information-sharing arrangements between developers, relevant authorities, and security stakeholders. - Review recent incidents and publicly reported security events affecting OSW infrastructure, to identify relevant lessons learned for OSWF security preparedness. - Engage with OSW developers, OWA partners and wider OSW developers, to review their Emergency Response Plan with a focus on security, such as, but not limited to, drone impacts, signal and comms jamming for drones and OSWF communications, potential damaging or cutting of cables, and early sighting of military-grade vessels, USVs and suspicious vessel activity close to OSWFs. This review should include: - Identification - Communication protocol – internal and external - Boundary identification: which systems are monitored and controlled/coordinated by OSW developers, which systems are coordinated by transmission system operators (TSOs), and those by state authorities (such as the Ministries of Defence (MoDs)). - Vulnerabilities in supply chains related to sabotage/disruption and the importing of security threats. - Identify potential areas for improvement and key knowledge gaps in current offshore wind farm security preparedness.
Project Deliverables: - D1.1: Report summarising OSWF threats and emergency response plans - D1.2: Recommendations on establishing intelligence feeds to industry stakeholders	

² Build on their WindEurope Policy Paper on Physical Security & Situational Awareness as baseline of key policy positions of the collective offshore wind industry in Europe

WP2: Review of current legislation and directives in place	This work package will review existing EU and UK regulations, directives, standards, and guidance relevant to offshore wind farm security and resilience, assess the degree of alignment across jurisdictions, and identify the requirements that should inform security assessments, incident reporting, communication protocols, and coordination arrangements for offshore wind assets. - Activities should include: - Review relevant EU and UK legislation, directives, strategies and guidance affecting offshore wind security and critical infrastructure resilience, including but not limited to the Critical Entities Resilience (CER) Directive, NIS2 Directive, EU Maritime Security Strategy and associated action plans, and relevant UK frameworks. - Identify and present the minimum security, resilience, monitoring, reporting and incident management requirements established by existing regulations and guidance. - Assess the implementation and enforcement of European wide legislation within key offshore wind markets, including countries bordering the North Sea and Baltic Sea, highlighting areas of alignment and divergence. - Identify common requirements and country specific differences that may affect offshore wind security assessments, incident reporting obligations, communication protocols and coordination with public authorities. - Review the applicability of the UK Operators of Essential Services (OES) framework to offshore wind developers and assess how new market entrants and developers with less than 2 GW of installed capacity could be captured within the framework. - Assess the potential pathways, implications and security-related benefits of extending OES-type obligations to developers below the current capacity threshold. - Identify regulatory gaps, inconsistencies or areas where additional guidance may be required to support a coordinated and proportionate approach to offshore wind security across EU and UK markets.
Project Deliverables: D2.1: Regulatory review report summarising applicable legislation, implementation approaches, minimum requirements, regulatory gaps and recommendations relevant to offshore wind security and resilience.	
WP3: Stakeholder engagement (MoD, NATO rep., etc.)	Initial Engagement with the wider industry is likely to start as part of WP1, however, given the nature of the topic, it is envisaged that this will be an ongoing task throughout the project. Engage with relevant stakeholders, firstly with OSW developers and owner/operators, TSOs, Ministries of Defence, maritime

	security bodies, NATO³ or relevant defence representatives, regulators and industry groups, to: ○ clarify roles and responsibilities between developers, authorities and defence/security organisations; ○ understand existing communication, reporting and escalation processes for security-related threats and incidents; ○ identify gaps or inconsistencies in current coordination arrangements across EU/UK markets; ○ inform the development of standardised emergency response and communication protocols for offshore wind farm security incidents; and ○ support wider industry alignment on practical and proportionate approaches to detecting, deterring and responding to threats to operational wind farms.
Project Deliverables: - D3.1: Map of stakeholders including roles and responsibilities	
WP4: Surveillance Systems	This work package aims to evaluate the extent to which existing offshore wind farm monitoring and surveillance systems can be leveraged to support security monitoring, situational awareness and threat detection. It will identify capability gaps and assess whether additional systems, technologies, or services are required to address residual security risks that are not adequately covered by existing assets. • Map and define the existing surveillance needs of the wind farm. Including threats posed by⁴: ○ Manned and unmanned surface vessels ○ Underwater vessels ○ Drones • Based on mapped threats, review existing systems within wind farms that could be repurposed (dual/multi use) to monitor and detect risks and differentiate between “friend or foe” systems. These should, as a minimum, include: ○ Wind Farm and vessel CCTV and radar systems ○ Cable DAS sensor systems ○ Cargo drone camera and radio systems ○ Vessel Systems (radar, cameras etc.) ○ Other systems used for condition and asset monitoring ○ Safety monitoring detection systems such as Man Overboard Detection systems ○ The potential use of AI and/or Machine learning algorithms to sift through the information and data provided by existing systems for threat detection • Review the security and defence systems market to identify technologies currently available or under development that could

³ Staff working on the project and engaging with parties such as NATO and MoDs, should have experience dealing and storing sensitive information.

⁴ Reference to existing work by Wind Europe Defense Task Force, OWIC, and published literature such as Terma (2026) ([Link](#)) should be included in threat identification

	address the surveillance and detection needs identified through the threat mapping exercise. • Develop an estimate of the indicative costs of setting and running OSFW security systems: ○ CAPEX and OPEX requirements for a range of wind farm security system options, from basic monitoring to advanced surveillance solutions. ○ Cost should include required equipment, system operation and maintenance (running costs), secure handling and storage of produced data, and any additional personnel or specialist roles needed to use the systems effectively (reviewing identified threats, logging these, reporting etc).
Project Deliverables: - D4.1: Report on surveillance needs and solutions and market technology review - D4.2: Report on costs of running security systems with an agreed number of case studies	
WP5: Boundary standards between developers and authorities.	The aim is to define the boundaries of monitoring areas, reporting, and budgetary responsibilities from different actors, from the windfarm to the shore landing point, including O&M ports. • Define security zones across the offshore wind farm, including O&M ports, offshore substations, export cables and cable landing points, and clarify stakeholder responsibilities within each zone. ○ Developers, ○ OFTO/TSO, ○ MoDs ○ Other stakeholders involved in security of critical infrastructure ○ Port Authorities • Define how threats should be identified, reported and shared between developers operating within the same offshore wind farm cluster. • Develop a multi-stakeholder responsibility matrix that assigns monitoring, reporting and budget ownership to the relevant stakeholder for each security zone, including developers, OFTOs/TSOs, port authorities and defence or security bodies. • Assess how the boundary and budgetary responsibility should differ between new-build and operational wind farms.
Project Deliverables: - D5.1: report defining boundaries between developers and authorities, including the budget that is needed to be allocated to tackle security.	
WP6. Development of standard incident reporting and communications protocols.	This work package will develop practical incident reporting and communication protocols for offshore wind farm security incidents. It should use the outputs from previous work packages as inputs, including the threat categories, security zones, regulatory requirements, stakeholder roles etc. • Define the operational requirements for incident recording, reporting, and escalation. • Specify what incident information should be recorded and shared, including minimum data fields, evidence requirements,

	reporting formats, timelines and secure data-handling procedures. • Develop an incident classification and severity matrix, using the threat categories from WP1, to support consistent triage, prioritisation and escalation across developers and wind farm clusters. • Define notification and escalation pathways between developers, OFTOs/TSOs, port authorities, defence bodies and other relevant stakeholders, drawing on the stakeholder mapping in WP3 and the security zones defined in WP5. • Design a standard incident report template covering event type, location or zone, time, evidence captured, systems involved, actions taken and follow-up requirements. • Align reporting thresholds, timeframes and information-sharing requirements with the relevant EU and UK legislation reviewed in WP2. • Test and refine the proposed protocols through a webinar/workshop exercise or scenario walkthrough with OWA partners, using representative incidents and data sources identified in earlier work packages. • Develop an Incident Response Plan for offshore wind farm security incidents, setting out roles and responsibilities, response actions, decision-making authority, coordination with relevant authorities, recovery processes and lessons-learned procedures. The plan should draw on the threat categories, stakeholder mapping, regulatory requirements and security zones developed in previous work packages ◦ Review existing incident reporting frameworks used across offshore energy sectors and engage with relevant organisations to identify opportunities to adapt and standardise proven approaches for offshore wind security incidents.
Project Deliverables: • D6.1: Standardised incident reporting and communication protocol, including classification matrix, escalation pathways and report template • D6.2: Incident Response Plan that outlines protocols and procedures for handling security incidents, including communication channels, escalation processes and coordination with relevant authorities.	
WP7: Further work recommendations – Implementation strategy	Aim is to use the project learnings to develop an implementation strategy for baseline and enhance OSW security as response in OSWF • Based on the findings and outputs from WP1-WP6, develop an implementation strategy for a coordinated offshore wind farm security framework across EU and UK markets. ◦ The implantation strategy should draw specific reference to the identified threats, regulatory requirements, stakeholder responsibilities, surveillance needs, security zones, and incident response protocols developed throughout the project and assess their practical feasibility and potential pathways for implementation. ◦ Define a phased approach for strengthening offshore wind farm resilience, including recommended actions for developers, governments, defence organisations, transmission operators and other relevant stakeholders.

	○ Identify priority areas for future industry collaboration, standardisation activity, policy development, and regulatory engagement required to establish a common baseline level of security across operational offshore wind farms. ○ Outline how implementation of the recommended measures could improve threat detection, incident response, coordination between industry and public authorities, and the overall resilience of offshore wind farms as critical national infrastructure. • The implementation strategy should also provide guidance for future discussions with governments, Ministries of Defence, and relevant security authorities regarding roles, responsibilities, information-sharing arrangements and funding mechanisms for offshore wind security.
Project Deliverables: • D7.1:OSW security implementation strategy and governance framework	
WPA. Project Management	The Bidder should stipulate how it will manage the Project efficiently and effectively. In particular, the following activities should be included (and hence budgeted for) • project management time (including sufficient time for review processes); • regular update calls with the Carbon Trust Project Manager and/or Technical Working Group as required; • the preparation of monthly flash reports (Carbon Trust template) containing key financial data and information of the delivery status of the Project; and • towards the end of the Project ○ the production of a 3-10 pages Executive Summary Report for the entire Project (for dissemination within the OWA); ○ the preparation of a Project Closeout Form (Carbon Trust template) which includes a short summary of areas for future research and a documentation of all Project Deliverables; ○ the preparation of a final presentation to the TWG; ○ time dedicated to presenting the main results, findings and outcomes of the Project in the form of a 1-hour webinar to OWA Partners; and ○ the provision of inputs for the OWA Cost Model by completing the OWA Cost Model Input Sheet (Carbon Trust template). Bidders should be aware that the Carbon Trust and TWG usually require 2-3 weeks to review and provide feedback on each Project Deliverable, with at least one round of review comments to be accommodated. This should be considered when calculating Your Bid Price.
Project Deliverables: - DA.1: Monthly flash reports - DA.2: Executive Summary Report	

	- DA.3: Final presentation - DA.4: Delivery of webinar - DA.5: Project Closeout Form - DA.6: Input sheet for OWA Cost Model
Expenses	The Bidder should detail the amount of expenses it expects to incur throughout the Project. Expenses will be paid as incurred up to the amount specified and any unused balance will not be paid.

5. Intellectual Property, Knowledge and Input Data

- 5.1 Full details of the intellectual property requirements and conditions can be found in the attached OWA Stage IV Contractors' Conditions.
- 5.2 The Carbon Trust and/or the OWA Partners are able to make available the following input data, background IP or other resources to the successful Bidder for the purposes of the completing the Project, subject to the confidentiality conditions in the OWA Stage IV Contractors' Conditions:
 - a. Documents shared by partner security and defence OSW forums from organisations such as Wind Europe and its Defence Task Force, OWIC Aviation and Radar Workstream and its Security@Sea Working Group, as well as other industry groups working on the topic (eg from Denmark, Germany, Netherlands, Belgium etc). There may be requirements for NDA's between the contractor and these groups, including certain level of experience handling security-sensitive information, and being adept at handling such information up to TLP – Amber+ (plus).

6. Bid Pricing

- 6.1 To provide Bidders with greater clarity on the nature, level and type of work involved in the various Work Packages, the Total Budget for the delivery of this Project is expected to range between £90k and £130k.
- 6.2 The Bid Price submitted with the Tender must be derived from the cost breakdown in the Bid Price Calculation Sheet, and must include all expenses. The Bid Price is the price for the activities that will address the Scope of Work (and any Alternative Work proposed by the Bidder). The Bid Price Calculation Sheet and the Bid Price shall not include the price of any Additional Work suggested by the Bidder. Instead, the price for such Additional Work Packages shall be stated separately to the Bid Price in the Main Bid Document.
- 6.3 If the Bid Price exceeds the expected range of the Total Budget as stated under section 6.1, to avoid receiving a lower score for criterion 4, in the Main Bid Document the Bidder should provide a clear and justified reason why the Bid Price exceeds the expected budget.
- 6.4 All costs and rates quoted in the Main Bid Document and Bid Price Calculation Sheet must be in GBP (£) and all staff rates quoted in the Tender must represent the **Day Rate** for employment of staff members.
- 6.5 Any expenses must be separately included under Expenses.

7. Tender Evaluation Criteria

7.1. Technical & Financial Evaluation

Bidders should take the following evaluation criteria into account when preparing and submitting their tenders. In the event of equivalent scores of two or more received Tenders, suppliers and sub-contractors who have committed to decarbonisation targets (see end of this section) will be preferred.

CRITERION 1: APPROACH TO WORK (WEIGHTING: 35%)

Description	Information required from Bidders
Proposed Approach	In the Main Bid Document, Bidders are required to provide a clear and detailed description on how they plan to deliver the work for this Project. The description should include an initial overview on the approach followed by a description on how each Work Package and task will be delivered. Also, Bidders need to justify how their proposed approach meets the objectives of the Project.
Additional Work	If there is any Additional Work proposed by the Bidder, these aspects will be evaluated separately. The suggestion of Additional Work by the Bidder will not have a negative impact on the evaluation of the Tender.
Project management	Bidders are required to describe how they will manage the Project utilising appropriate resources and describe how they will work with the various stakeholders, such as the relevant OWA TWG, to get information and manage potentially conflicting relationships.

CRITERION 2: EXPERIENCE (WEIGHTING: 35%)

Description	Information required from Bidders
Experience in offshore wind farm security, resilience, and critical infrastructure protection	In the Main Bid Document, Bidders should elaborate on experience of the criteria described to the left and explain how these past experiences are relevant for this Tender. In addition, Bidders should provide at least two examples (with reference to specific roles, responsibilities and activities the Bidder undertook) of previous work which illustrates the Bidder's skills, capabilities, and experience in all of these areas (Bidders may wish to make reference to submitted examples of previous work for other clients). Bidders are advised that experience is considered a key important criterion and partnerships with other companies to support certain areas of experience are welcomed. All experience / case studies should be attached as an appendix to the Main Bid Document.
Experience in security threats, surveillance systems, incident response, and emergency management frameworks for offshore or maritime infrastructure	
Experience in and knowledge UK and EU critical infrastructure regulations, including	

engagement with government, defence, regulatory, and industry stakeholders.	
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CRITERION 3: STAFF SKILLS (WEIGHTING: 20%)

Description	Information required from Bidders
CVs/Resumes	Bidders are required to provide detailed CVs/Resumes for any key personnel who will be involved with this Contract together with proposed Project structure, intended position of the key personnel in the Project, and main responsibilities. CVs should include professional memberships of proposed staff working on this Project.
Applicable skills	Bidders should elaborate on the most relevant skills of the key personnel that will be involved in the Project.
Prior experience form involved staff	Please include examples of similar work performed by the proposed staff members, explaining how is relevant to the Approach to Work.
Expert engagement	A close working relationship with key stakeholders mentioned in the project scope are seen relevant to the success of this Project. Please supply ideas of how these groups can be engaged and leveraged.

CRITERION 4: BID PRICE (WEIGHTING: 10%)

Description	Information required from Bidders
Day rates and man hours (man-h) for all staff grades	In the Bid Price Calculation Sheet, Bidders are required to provide day rates for all staff grades and to input the man-h involved in each Work Package.
Price for the delivery of the Project	In the Bid Price Calculation Sheet, Bidders are required to provide a cost breakdown by Work Package, including man hours and day rates of personnel completing the work as specified in section 5. Bidders are required to specify expected expenses separate from the estimated budget for each Work Package. The Bid Price will be assessed on the price for the Approach to Work (which includes the price of the Work Packages in the Scope of Work and any Alternative Work proposed by the Bidder). If there is any Additional Work proposed by the Bidder, this will be evaluated separately. The suggestion of Additional Work by the Bidder will not have a negative impact on the evaluation of the Tender. Carbon Trust will reimburse reasonable expenses at cost and receipts may be requested. Pre-approval will be required for travel costs over £150 per return journey and combined hotels & subsistence cost exceeding £200 per day.

	Bidders will be required to confirm or comment on their ability to carry out the activities detailed in the Scope of Work within the initial term of the Contract and provide an outline plan of work.
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7.2. Contractual Evaluation

Bidders are required to state any requested amendments to the OWA Stage IV Contractors' Conditions in their Tender Certificate. Any requests for amendments made after submission of the offer (i.e. not included in the Tender Certificate) shall not be considered by the Carbon Trust. On the basis of any changes requested in the Tender Certificate, the Carbon Trust may reject any bids where they consider there to be a high risk of not agreeing a contract in a timely manner.

The Carbon Trust has committed to reaching Net Zero by 2050. Our associated targets have been validated by the Science Based Targets Initiative (SBTi)⁵. To meet the initial targets that we have set for ourselves, we encourage all our suppliers and sub-contractors to have equivalent plans in place by 2026 at the latest. Measuring your emissions, setting targets, and encouraging others to do so will help push the needle on decarbonisation together.

Accordingly, we have included climate change commitment clauses in the OWA Stage IV Contractors' Conditions. Bidders may submit Tenders even if they cannot meet the defined conditions now, but if this is the case this should be clearly flagged in the Tender Certificate as a requested change to the OWA Stage IV Contractors' Conditions. Please reach out if you need more information on this.

⁵ <https://sciencebasedtargets.org/>

8. Glossary

Approach to Work	Has the meaning set out in section 3.1.
Additional Work	Any activities that are proposed by the Bidder in addition to those in the Scope of Work. It is at the discretion of the Carbon Trust to consider Additional Work in the evaluation of the Tender. The suggestion of Additional Work by the Bidder will not have a negative impact on the evaluation of the Tender.
Alternative Work	Deviations from the Scope of Work that are proposed by the Bidder, which replace work or tasks in the Scope of Work. Alternative Work will be treated as non-optional in the evaluation of the Tender.
Award Letter	A letter, issued by Carbon Trust, informing the Contractor about the award of the Contract. The Award Letter is issued together with the Final Scope of Work and the OWA Stage IV Contractors' Conditions.
Bidder	An individual, a company, an organisation or a consortium submitting a bid for the Project.
Bid Price	The total price for the Bidder to complete the Project in line with the Approach to Work. The Bid Price shall include the price for the delivery of all Work Packages described in the Scope of Work and any Alternative work proposed by the Bidder. The Bid Price shall not include the price of any Additional Work suggested by the Bidder.
Bid Price Calculation Sheet	An Excel template provided by the Carbon Trust that is to be provided by the Bidder in addition to the Main Bid Document.
Carbon Trust Project Manager	The Carbon Trust employee who serves as first point of contact in relation to this ITT and the Project.
Clarification Document	A document containing all received clarification questions and Carbon Trust's responses to these questions.
Contract	A document consisting of the Award Letter, the Final Scope of Work, the OWA Stage IV Contractors' Conditions, and any clarifications agreed in writing.

Contractor	The Bidder (or in the case of a consortium, Bidders) selected for the delivery of the Project.
Description of Tender	This document.
Due Diligence Questionnaire	A questionnaire that is to be completed by shortlisted Bidders should Carbon Trust's bidders vetting process give reason to conduct a due diligence. In case of a consortium, the Due Diligence Questionnaire is to be filled-in by the designated Project Coordinator.
Executive Summary Report	A 3-10 pages report containing a high-level description of the Work Programme and a summary of the relevant results, findings and conclusions of the Project. Information can be taken from summaries written for previous Work Packages
Final Scope of Work	The agreed Work Programme for the Project, based on the Scope of Work and the Approach to Work, which is mutually agreed between the Carbon Trust and the Contractor.
Flash Report	A template provided by the Carbon Trust at Project start.
Invitation to Tender (ITT)	The following group of documents: Description of Tender (this document); OWA Stage IV Contractors' Conditions; Tender Certificate template; Bid Price Calculation Sheet template; and Clarification Document (if applicable ⁶).
Main Bid Document	Has the meaning given in section 3.1. No template is provided.
Project	The Wind farm security or WindSec project.
Project Closeout Form	A template provided by the Carbon Trust towards the end of the Project.
Project Deliverables	The individual deliverables including, but not limited to, any reports, technical notes, documents, drawings, models, data, webinars to be produced by the Contractor according to the Scope of Work (see section 4) or as otherwise agreed in the Final Scope of Work.
OWA	Offshore Wind Accelerator

⁶ A Clarification Document will not be published if no clarification questions are received in relation to this ITT.

OWA Partners	A group of leading offshore wind farm developers supporting the OWA.
OWA Cost Model	The Contractor is not expected to produce a cost model of its own, but rather provide an estimate, with appropriate explanation, for potential cost implications of the research undertaken within the frame of the delivered project. The Carbon Trust will provide a template to assist the Contractor in this process.
OWA Cost Model Input Sheet	A form (to be provided by Carbon Trust) which the Contractor should complete in WPA to provide input into the OWA Cost Model.
Scope of Work	The (preliminary) Work Programme for the Project as defined in section 4 of this document. At Contract award, the Scope of Work will be replaced by the Final Scope of Work.
Technical Working Group (TWG)	A group consisting of technical experts appointed by the OWA Partners. The TWG will supervise the Project.
Tender	Bidder's response to this ITT consisting of the following elements: - Main Bid Document (proposal); - signed Tender Certificate; and - Bid Price Calculation Sheet
Tender Certificate	A declaration that is to be provided by the Bidder (in case of a consortium: by the designated Project Coordinator) in addition to the Main Bid Document.
Total Budget	The expected amount of money available that will be made available from the OWA programme to the Contractor for the delivery the Project.
Work Package	A group of related tasks to be delivered under the Project.
Work Programme	The entirety of all Work Packages.