



NORGES BANK  
INVESTMENT MANAGEMENT

# Request for Proposal

PROCUREMENT OF

## Training Vendors



## TABLE OF CONTENTS

1. INTRODUCTION	3
1.1 THE CUSTOMER – NORGES BANK AND NORGES BANK INVESTMENT MANAGEMENT	3
1.2 PURPOSE OF THE PROCUREMENT	3
1.3 DURATION	4
1.4 SCOPE OF THE AGREEMENTS	4
1.5 CONTRACT TYPE AND PROVISIONS	4
1.6 MECHANISMS FOR MINITENDER AND ASSIGNMENTS	4
1.7 STRUCTURE OF THE TENDER DOCUMENTS	5
2. ADMINISTRATIVE PROCEDURES	5
2.1 CONTRACT AWARD PROCEDURE	5
2.2 VARIANT TENDERS	5
2.3 PUBLICATION OF THE PROCUREMENT	5
2.4 REJECTION	5
2.5 TENDER DEADLINE AND OTHER IMPORTANT DATES	6
2.6 QUESTIONS AND TENDER DELIVERY	6
2.7 CORRECTIONS, SUPPLEMENTATION AND/OR AMENDMENT OF THE TENDER DOCUMENTATION	7
2.8 MERCELL NORGE AS	7
2.9 CONFLICTS OF INTEREST	7
2.10 NORWEGIAN FREEDOM OF INFORMATION ACT	8
2.11 LANGUAGE	8
2.12 ADVERTISING	8
2.13 TENDERER'S PARTICIPATION COSTS	8
2.14 DEVIATIONS FROM THE PROCUREMENT DOCUMENTS	8
3. QUALIFICATION CRITERIA	8
3.1 CONSORTIA	9
4. AWARD CRITERIA	9
4.1 EVALUATION	12
APPENDIX 1: DECLARATION OF COMMITMENT	13
APPENDIX 2: TEMPLATE – TENDER LETTER	14
APPENDIX 3: WAGE AND WORKING CONDITIONS	16
APPENDIX 4: REQUIREMENT SPECIFICATION	17
APPENDIX 5: PRICE MATRIX	26
APPENDIX 6: FRAMEWORK AGREEMENT	34
APPENDIX 7: TEMPLATE – RESERVATIONS AND DEVIATIONS	35
APPENDIX 8: CODE OF CONDUCT	36



## **1. INTRODUCTION**

### **1.1 THE CUSTOMER – NORGES BANK AND NORGES BANK INVESTMENT MANAGEMENT**

This procurement is being conducted by Norges Bank for both the Central Bank Operations and Norges Bank Investment Management (NBIM).

Norges Bank is the central bank of Norway. It is a separate legal entity wholly owned by the state of Norway. As the central bank of Norway, it is an executive and advisory body for monetary, credit and foreign exchange policy. Norges Bank's activities are governed by Act no. 31 of 21 June 2019 relating to Norges Bank and the Monetary System (the Norges Bank Act). For further information, see <http://www.norges-bank.no>.

Since 1997, in addition to its monetary role, Norges Bank has been appointed by the Ministry of Finance as manager of the Norwegian Government Pension Fund Global (the "GPFG" or the "Fund"). The GPFG represents savings for future generations in Norway. The original source of the Fund's capital is the net cash flow derived by the State of Norway from petroleum activities. The State of Norway, acting through the Government of Norway, deposits the GPFG with Norges Bank. Norges Bank invests that deposit in assets around the world, in accordance with the Management Mandate issued by the Norwegian Ministry of Finance.

The asset management responsibility for the Fund is allocated to Norges Bank Investment Management, a division of Norges Bank. NBIM's principal office and headquarters is within the central bank in Oslo, Norway. It also has staffed offices in London, New York, Singapore, Paris, Luxembourg and Tokyo. . For further information, see <https://www.nbim.no/>.

### **1.2 PURPOSE OF THE PROCUREMENT**

Norges Bank is seeking to enter into non-exclusive parallel framework agreements for Training Vendors that can assist with the provision of high-quality learning and training activities for our employees.

The procurement is divided into 4 main areas (LOTS). Each LOT will be evaluated separately. Up to 5 parallel framework agreements will be awarded for each of the LOTS.

- LOT 1 – Technical skills
- LOT 2 – Business/Financial skills
- LOT 3 – Interpersonal skills
- LOT 4 – Early Career/Graduates

Each area (LOT 1, LOT 2, LOT 3 and LOT 4) will be evaluated separately, and vendors are welcome to submit offers on all- or selected lots. See **Appendix 4** for Requirement Specification.

This document contains tender documentation with information and requirements for those suppliers wishing to submit a tender in the competition.

### **1.3 DURATION**

The duration of the framework agreement is two years, with the option for Norges Bank to extend the contract with 2 more years. The contract may be terminated by NB with one (1) months prior written notice during the contract period.

### **1.4 SCOPE OF THE AGREEMENTS**

The total scope of the assignments to be given in the contract period across all levels is expected to be in the order of 5.000.000 – 40.000.000 NOK ex vat in total (for all LOTS) for the total contract period. Please note that there is a degree of uncertainty over the volume of the contract. Previous experience indicates that the need can vary widely from year to year.

The Framework Agreement does not imply any obligation for Norges Bank to purchase either any or a minimum quantity of services from the providers.

### **1.5 CONTRACT TYPE AND PROVISIONS**

The contractual relationship will be regulated by the attached Framework Agreement (**Appendix 6**).

### **1.6 MECHANISMS FOR MINITENDER AND ASSIGNMENTS**

When awarding assignments for specific services, during the contractual term of the Framework Agreements, Norges Bank will call for a competition between framework providers using mini tenders will be effected.

The framework providers that wish to participate shall respond to the mini-tender by providing a tender with required mini-tender response information. If a framework provider does not respond within the set deadline, that vendor will be excluded from that mini-tender process and Norges Bank will assume that the framework provider does not wish to participate in that specific mini-tender.

The award criteria for the mini-tender will be quality and price (see more detail below), and the relative weightings between these two criteria will be set out in the invitation to mini-tender. Norges Bank reserves the right to interview representatives from selected mini tenderers prior to award of a Statement of Work under the Framework Agreement.

The award criteria will be:

- Quality
- Price

With criteria and requirements within both of the award criteria specified in each individual mini tender.

## 1.7 STRUCTURE OF THE TENDER DOCUMENTS

The tender documents consist of:

Main document	Tender document (this document)
Appendix 1	Declaration of Commitment Form
Appendix 2	Tender letter
Appendix 3	Self-declaration wage and working conditions
Appendix 4	Requirement specification
Appendix 5	Price Matrix
Appendix 6	Framework agreement
Appendix 7	Reservations and deviations
Appendix 8	Conduct of Business Code

## 2. ADMINISTRATIVE PROCEDURES

### 2.1 CONTRACT AWARD PROCEDURE

The procurement will be carried out with respect to the act relating to public procurements of 17 June 2016 (Public Procurement Act) and the regulations relating to public procurements (Public Procurement Regulations) of 12.08.2016 no. 974, Part I and III.

The contract will be awarded based on the **open procedure**. The procurement process is a one-stage process without negotiations.

In accordance with the fundamental principles of Norwegian procurement law, Norges Bank reserves the right to clarify and amend the RFP, as well as to cancel the procedure. All recipients of the RFP will be notified of any such clarifications or amendments and shall take these into consideration when preparing responses to the RFP. Norges Bank also reserves the right to seek further information and clarifications from the tenderers.

Norges Bank will make the award decision based on the award criteria stated in **Section 4**.

Written notice of the award decision will be given simultaneously to all tenderers.

In accordance with Section 25-2 of the Public Procurement Regulation, Norges Bank will set a standstill period of at least 10 days.

### 2.2 VARIANT TENDERS

Variant tenders are not allowed.

### 2.3 PUBLICATION OF THE PROCUREMENT

The procurement will be published in Doffin ([www.doffin.no](http://www.doffin.no)) and Tender Electronic Daily (TED) [www.ted.europe.eu](http://www.ted.europe.eu)

### 2.4 REJECTION

Norges Bank shall or may reject a tender pursuant to Chapter 24 of the Public Procurement Regulation. Norges Bank shall reject a tender in cases including, but not limited to where;

- the tender is received after the deadline;
- the tender is incorrect, incomplete or otherwise fails to meet the Norges Bank's requirements as set out in the RFP, in particular any minimum requirements;

- the tender contains material reservations/deviations from the contractual clauses in the Framework Agreement in **Appendix 6**, or the requirement specifications attached in **Appendix 4**;
- the tenderer is guilty of serious misrepresentation in relation to the procurement process and/or has been convicted in a legally binding judgment, or accepted a fine, in a case regarding participation in a criminal organisation, corruption, fraud, terror related activities; money laundering and/or child labour or human trafficking.

Norges Bank may reject a tender in cases including, but not limited to where;

- the tenderer has provided misleading information which may significantly influence Norges Bank's evaluation regarding rejection, award or down-selection (insofar as relevant);
- the tenderer has previously materially breached a contract with an entity covered by the Public Procurement Act, where the breach led to termination or other sanctions;
- Norges Bank is aware that the tenderer has not complied with payment of taxes and VAT

Norges Bank may at all stages of the procurement process request the participant to provide documentation related to tax and/or criminal records. Before contract award, if the awarded company is Norwegian, this company will need to provide a Norwegian certificate for tax and value added tax, not older than six (6) months from the deadline of the prequalification application.

## 2.5 TENDER DEADLINE AND OTHER IMPORTANT DATES

Please note that Norges Bank is legally required to reject any tenders received after the deadline regardless of the cause of the late delivery. Additionally, the e-procurement portal does not allow tenderers to submit their tender through Mercell Norge AS ("**Mercell**") after the tender deadline.

The table below sets out an indicative time schedule for the procurement process. The dates after *Deadline for submission of tender in response to the RFP* are indicative only and may be subject to change at a later stage.

Activity	Date
Deadline for submitting questions	16 October 2023 at 12:00 CET
Deadline for submitting tender	25 October 2023 at 12:00 CET
Notification of contract award (tentative)	Week 45 - 2023
Validity date of the tender	24 January 2024

## 2.6 QUESTIONS AND TENDER DELIVERY

All communications including any questions to Norges Bank during the procurement process must be sent electronically through the Mercell portal from Mercell Norge AS ("**Mercell**"). Questions should be submitted no later than within the deadline for submitting questions, given in the table above. Questions submitted after that date will be answered by Norges Bank on a best effort basis.

To submit a message or question to Norges Bank, enter the procurement process in Mercell, select the tab "Communications", and click the "New message" icon on the menu bar.



Type the question or information and click "Send". Norges Bank then receives the question or information. Answers and other direct communication from Norges Bank to the tenderer will be submitted via Mercell and the tenderer will receive an e-mail notification in Mercell.

Questions and answers, and other supplemental information, that may be relevant to all tenderers will be anonymized and made available as supplemental information to everyone who has registered an interest in Mercell. Supplemental information is available under the tab "Communications" and subsequently under the "Supplemental information" tabbed sheet. Tenderers who have registered their interest will also receive an e-mail notification if supplemental information is released during the procurement process. The tenderers can follow the link in the e-mail to get access to the relevant procurement process and supplemental information. The tender should not include brochures or general marketing material unless they are directly relevant to the RFP. The tender and all associated documents must be submitted in English.

The tenderer shall also submit a non-confidential version of the tender in accordance to the provisions of the Norwegian Freedom of Information Act of 19 May 2006 No. 16.

## **2.7 CORRECTIONS, SUPPLEMENTATION AND/OR AMENDMENT OF THE TENDER DOCUMENTATION**

Before expiry of the tendering deadline, Norges Bank has the right to undertake correction, supplementation and amendment of the tender documentation that is not of significance. Correction, supplementation, or amendment of the tender documentation will immediately be sent to all tenderers who have registered their interest via Mercell. Information on correction, supplementation and amendment will be published electronically via Mercell. If errors are detected in the tender documentation, it is requested that this be communicated to Norges Bank via the communications module in Mercell.

## **2.8 MERCELL NORGE AS**

If you are not a user of Mercell or you have questions related to the functionality of the portal, e.g., how to submit a tender, contact Mercell Support at +47 21 01 88 00 or send an e-mail to [post@mercell.com](mailto:post@mercell.com). Support is available between 08:00 and 16:00 Oslo time.

It is recommended that the tender is submitted in due time prior to the deadline. If Norges Bank issues any additional information that causes tenderers to change their tender before the deadline, it is still possible to change and resubmit the tender, as all tenders are only opened after the tender deadline has passed. The last version of the tender is considered the final offer. When the proposal is submitted the tenderer shall receive an e-mail confirming the submission. If you don't receive a confirmation by e-mail, please check your Spam folder or contact Mercell Support

## **2.9 CONFLICTS OF INTEREST**

Conflicts of interest must be avoided.

In the event Norges Bank or an applicant identifies a potential conflict of interest, the other party must be notified immediately. The parties shall then in good faith agree on how to manage the situation appropriately, and carefully document any actions accordingly.

#### **2.10 NORWEGIAN FREEDOM OF INFORMATION ACT**

With statutory authority in the Norwegian Freedom of Information Act of 19.5.2006, section 23, third subsection, exceptions may be made for tenders and records pursuant to the code of regulations concerning public procurements until the selection of the supplier has been made. With statutory authority in the Norwegian Freedom of Information Act, section 13, cf. the Central Bank Act, section 5-2, Norges Bank has a duty of confidentiality concerning information on "the business-related conditions of others".

It is emphasized that it is the information subject to confidentiality in the document and not the document in its entirety that is subject to disclosure, cf. the Norwegian Freedom of Information Act, section 13. Tenderers are hence requested to mark/censor precisely which information in the tender, that must be deemed to be subject to confidentiality.

#### **2.11 LANGUAGE**

All written and verbal communications in connection with this competition must occur in English. The language requirement also concerns the tender itself.

#### **2.12 ADVERTISING**

The Supplier is obligated to not conduct advertising or in some other manner to give the general public information concerning this agreement with its appendixes or the results of the agreement without the prior written approval of Norges Bank. The supplier is obligated to include a corresponding provision with respect to their subcontractors.

If the Supplier participates in a competition pursuant to the Act and Regulations relating to Public Procurements and a client requests references from other clients, Norges Bank will upon request assess giving a reply concerning whether permission will be granted.

#### **2.13 TENDERER'S PARTICIPATION COSTS**

Expenses that the tenderer incurs in connection with the preparation, submission or follow-up on the tender or the procurement process in general will not be refunded.

#### **2.14 DEVIATIONS FROM THE PROCUREMENT DOCUMENTS**

The Supplier bears the risk for unclear items in the tender, cf. Public Procurement Regulations, section 23-3 (2). Tenders that contain significant deviations from the procurement documents must be rejected pursuant to the Public Procurement Regulations, section 24-8 (1) b. Norges Bank hence most strongly requests submitting tenders based upon those instructions and guidance that appear in this tender documentation with appendixes and possibly pose questions in the event of unclear items in the tender documentation.

### **3. QUALIFICATION CRITERIA**

Each tenderer must comply with the below qualification criteria and submit the requested documentation. Failure to fulfill the qualification criteria will lead to rejection. Tenders that comply with the qualification criteria will be evaluated under the award criteria set out in **Section 4** below.



#### The tenderer's organisational and legal position:

Qualification requirement	Required documentation
The tenderer shall be a legally established company.	<b>Documentation requirement</b> Proof that the company has been registered in an industry registry or company registry as prescribed in the legislation in the country where the supplier was established.

#### Economic and financial standing:

Please note that if the tenderer is uncertain of whether the company's economic and financial standing fulfils the requirement related to economic and financial standing e.g., the parent company of the tenderer, or another company may guarantee (e.g. through a declaration of commitment or a parent guarantee) that the tenderer will fulfil its obligations under the contract.

Qualification requirement	Required documentation
The tenderer shall have an economic and financial standing that makes it able to fulfil its contractual obligations throughout the entire contractual period.	<b>Documentation requirement</b> Submission of financial statements for the <u>two</u> most recent years. Auditors report for the financial statements for the <u>previous two</u> years.  We do an overall assessment of the economic and financial standing based on the delivered documentation. If the requested documentation is not available Norges Bank may accept other documentation as it finds suitable and relevant.

#### 3.1 CONSORTIA

Norges Bank will consider tenders from both individual tenderers and consortia of tenderers. Norges Bank may however, if necessary, require in that a consortium of candidates establish a particular type of enterprise after award of the contract.

#### 4. AWARD CRITERIA

The contract will be awarded to the tenderer with the best conditions between quality and price based on the award criteria and percentage weighting set out in the table directly below. Normalization of score will not be used in the evaluation.

Each area (LOT 1, LOT 2, LOT 3 and LOT 4) will be evaluated separately.



## LOT 1 – TECHNICAL IT

70 % QUALITY	Documentation requirement
<b>Understanding of the assignment</b> Norges Bank wants a supplier that has a best possible fulfillment of our requirements.  <b>Capability to deliver</b>	<b>Documentation requirements</b> Please answer all the requirements, in the requirement specification <b>Appendix 4</b>  <b>Documentation requirement:</b> Please describe your plans and possibilities to be our preferred training provider within this LOT 1 - Technical IT
30 % Price	Documentation requirement
<b>Price</b> Norges Bank wants the best possible prices	<b>Documentation requirements</b> Please complete the Price matrix, <b>Appendix 5 – LOT 1</b>  Prices shall be quoted excluding VAT, including all of the supplier's costs. Price rates shall be quoted as a single price, not as a price range.  If tenderers offer is received in another currency (e.g., USD, EUR), Norges Bank official exchange currency rate at date of deadline for delivery of tenders will be used to convert

## LOT 2 – FINANCE

70 % QUALITY	Documentation requirement
<b>Understanding of the assignment</b> Norges Bank wants a supplier that has a best possible fulfillment of our requirements.  <b>Capability to deliver</b>	<b>Documentation requirements</b> Please answer all the requirements, in the requirement specification <b>Appendix 4</b>  <b>Documentation requirement:</b> Please describe your plans and possibilities to be our preferred training provider within this LOT 2 - Finance
30 % Price	Documentation requirement
<b>Price</b> Norges Bank wants the best possible prices	<b>Documentation requirements</b> Please complete the Price matrix, <b>Appendix 5 – LOT 2</b>

	<p>Prices shall be quoted excluding VAT, including all of the supplier's costs. Price rates shall be quoted as a single price, not as a price range.</p> <p>If tenderers offer is received in another currency (e.g., USD, EUR), Norges Bank official exchange currency rate at date of deadline for delivery of tenders will be used to convert offer to the Norwegian Krone NOK</p>
--	---

### LOT 3 – INTERPERSONAL SKILLS

70 % QUALITY	Documentation requirement
<p><b>Understanding of the assignment</b> Norges Bank wants a supplier that has a best possible fulfillment of our requirements.</p> <p><b>Capability to deliver</b></p>	<p><b>Documentation requirements</b> Please answer all the requirements, in the requirement specification <b>Appendix 4</b></p> <p><b>Documentation requirement:</b> Please describe your plans and possibilities to be our preferred training provider within this LOT 3 – Interpersonal Skills</p>
30 % Price	Documentation requirement
<p><b>Price</b> Norges Bank wants the best possible prices</p>	<p><b>Documentation requirements</b> Please complete the Price matrix, <b>Appendix 5 – LOT 3</b></p> <p>Prices shall be quoted excluding VAT, including all of the supplier's costs. Price rates shall be quoted as a single price, not as a price range.</p> <p>If tenderers offer is received in another currency (e.g., USD, EUR), Norges Bank official exchange currency rate at date of deadline for delivery of tenders will be used to convert offer to the Norwegian Krone NOK</p>

## LOT 4 – EARLY CAREERS / GRADUATES

70 % QUALITY	Documentation requirement
<p><b>Understanding of the assignment</b> Norges Bank wants a supplier that has a best possible fulfillment of our requirements.</p> <p><b>Capability to deliver</b></p>	<p><b>Documentation requirements</b> Please answer all the requirements, in the requirement specification <b>Appendix 4</b></p> <p><b>Documentation requirement:</b> Please describe your plans and possibilities to be our preferred training provider within this LOT 4 – Early Careers / Graduates</p>
30 % Price	Documentation requirement
<p><b>Price</b> Norges Bank wants the best possible prices</p>	<p><b>Documentation requirements</b> Please complete the Price matrix, <b>Appendix 5 – LOT 4</b></p> <p>Prices shall be quoted excluding VAT, including all of the supplier's costs. Price rates shall be quoted as a single price, not as a price range.</p> <p>If tenderers offer is received in another currency (e.g., USD, EUR), Norges Bank official exchange currency rate at date of deadline for delivery of tenders will be used to convert offer to the Norwegian Krone NOK</p>

### 4.1 EVALUATION

#### QUALITY

Evaluation of the tenders in relation to the award criterion quality, the tenders will be awarded points based on an evaluation model where the best tender receives 10 points. The other offers receive points after a relative difference from the best offer. The score for each sub-criteria will be weighed against the weight of the sub-criterion and then against the weight of the main criteria and summed to a total sum for the quality criteria. Norges Bank may ask tenderers to demonstrate selected parts of the tender offer to verify the tenderer's written response.

#### PRICE

Price will be evaluated according to the submitted price schedule in **Appendix 5**.

Scoring and weighting of price is done according to a relative evaluation model, proportionate method. The best offer on each sub-criterion gets 10 points, the other offers get points proportionally in relation to this according to the following formula: Lowest price divided by price which is evaluated multiplied by 10. The calculated points are weighted against the weight of the sub-criterion and then the weight of the main criterion. Weighted points for each sub-criteria are summed to a total sum for each offer for this criteria.



## Appendix 1: Declaration of Commitment

This declaration is made by:

Company	
Business register no.	
Registered business address	

The undersigned, who confirms that he is capable of legally binding the [Subcontractor company], confirms that the [Subcontractor company] has a contractual obligation to make available for [Participant's company] the necessary resources and capacity in connection with delivery of the Service, insofar as the Participant has stated that it will utilise the Subcontractor's resources and capacity in order to meet the qualification criteria.

The resources and capacity made available relates to the following areas: [brief description of scope of commitment and a reference to the qualification requirement that is fulfilled by submitting this form of declaration of commitment].

[date and place]

[Signed by person(s) capable of legally binding the Subcontractor company]



## Appendix 2: Template – Tender letter

Tenderers shall submit this tender letter together with the tender.

The tenderer shall complete the table and sign below.

Tenderer name (name of the company being the tenderer):			
Org. number:			
E-mail address:			
Registered address:			
Phone number:			

Contact person:			
Phone number:		Mobile phone:	
E-mail address:			

The abovementioned tenderer hereby submits its proposal in the competition for procurement of **Training Vendors**.

We declare the following with regard to deviations from the tender documents:

Tick the correct option

We confirm that the offer does not contain any deviations from the tender documents	
Our offer contains deviations from the tender documents. An exhaustive description of all deviations is given in <b>Appendix 7</b>	

We confirm that our complete offer has been answered according to the procurement documents, and consists of:

Enclosed

Tender letter	
Completed template for description of all deviations from the procurement documents. Ref <b>Appendix 7</b>	
Completed self-declaration on pay and working conditions. Ref <b>Appendix 3</b>	
Documentation in reply to qualification criteria, Ref <b>Section 3</b>	
Documentation in reply to award criteria Quality, Ref <b>Section 4</b>	
Documentation in reply to award criteria price, Ref <b>Section 4</b>	



The undersigned, who is authorised to sign on behalf of the tenderer confirms that the information provided in the tender is correct, accurate and current and that the tender is valid until the Validity date of the tender stated in section 2.5.

Place:

Date:

Signature:

---

Name of signatory with capital letters:

---

Position of signatory:



## Appendix 3: Wage and working conditions

### Self-declaration relating to wage and working condition.

*Legal authority is contained in the Act of 17<sup>th</sup> June 2016 No. 73 relating to public procurements; see also the Regulations relating to wage and working conditions in public contracts, adopted by Royal Decree of 6 February 2008*

This confirmation concerns:

Company	
Organisation number	
Address	
Postcode/place	
Country	

I confirm that all employees in our company, externally hired employees and sub-contractors directly involved in the performance of the contract are subject to/have in place wage and working conditions as follows: I confirm that the wage and working conditions accord with the applicable regulations in areas covered by the Regulations relating to general collective wage agreements; I confirm that the wage and working conditions accord with the applicable national collective wage agreement for the relevant sector in areas which are not covered by the Regulations relating to general collective wage agreements. In this context, “wage and working conditions” means provisions relating to minimum working hours, wages including overtime supplements, shift and rota supplements, and inconvenience supplements, and the coverage of expenses relating to travel, food and accommodation, to the extent that the collective wage agreement contains such provisions.

Pursuant to section 5 of the regulations, Norges Bank requires the supplier and any sub-contractors directly involved in the performance of the contract to be able to document, upon request during the contract period, the wage and working conditions of employees and externally hired employees who are involved in the performance of the contract.

If the supplier fails to comply with this duty, Norges Bank shall be entitled to retain parts of the contract sum corresponding to approximately twice the saving made by the supplier, until it is documented that the matter has been remedied. The supplier and any subcontractors shall, upon request, document the wage and working conditions of the persons mentioned in the first paragraph.

General manager (signature): \_\_\_\_\_ Date: \_\_\_\_\_





## Appendix 4: Requirement specification

Norges Bank seeks vendors that offer best-in-class, engaging and interactive learning and development solutions for our employees. We seek experts on a wide range of topics, that offer tools/concepts for the development of a diverse workforce. The vendors must be able to aid in the creation and facilitation of blended development initiatives.

Suitable trainers based in one or several of our international office locations would be beneficial.

We are looking for vendors that can provide the best possible training, based on the following:

### GENERAL REQUIREMENTS (for all LOTS)

The tenderer must comply with GDPR	Please confirm, and describe:
The tenderer should be a data controller regarding this procurement	Please confirm, and describe:
Physical and virtual classroom training that includes practical exercises, simulations and/or theoretical discussions.	Please describe:
Online courses, certifications, webinars and e-learning	Please describe:
Tailor-made and off-the-shelf training for all levels, from very basic to highly advanced	Please describe:
Self-led and instructor led training.	Please describe:
Public training for single employee sign-ups and ability to deliver specific NBIM internal training for smaller or larger groups.	Please describe:
Easy to use and intuitive learning technology platforms for learning access (if relevant).	Please describe:
Trainers that are highly qualified in their area of expertise with long running experience and the capability to deliver engaging content to a diverse global workforce	Please describe:
The vendors are expected to help our employees transfer acquired skills and knowledge from the learning settings to their everyday work.	Please describe:

Vendors are also required to demonstrate their desire to continuously improve by requesting feedback from participants and acting on this feedback. We would also expect chosen vendors to share feedback and improvements made, with us.



## LOT 1 – Technical skills

We are looking for vendors that can offer world class expertise, comprehensive training capability and a diverse set of tools and concepts to support our employee's development within the following areas (the list not exhaustive):

Describe how many consultants you have in each area, as well as describe your competence and expertise (it is not required to have competence in all areas)

AREA	Number of trainers	Describe the company's Competence and expertise
Python		
Snowflake		
SQL		
Tableau		
Microsoft		
AWS		
Cisco		
Palo Alto		
AI		
Data and data visualization		

### Understanding

Describe how you will plan and implement the courses.

Ideally, we would want any Technical/ IT providers to offer a variety of levels in each of these (and other topics) e.g., Beginner, Intermediate and Advance training. We would also look for a vendor that is consultative and offers advice and updates on new technologies and linked training.



## LOT 2 – Business/Financial skills

We are looking for vendors that can offer world class expertise, comprehensive training capability- and a diverse set of tools and concepts to support our employee's development within the following areas (the list is in random order, and not exhaustive):

Describe how many consultants you have in each area, as well as describe your competence and expertise. (it is not required to have competence in all areas)

AREA	Number of consultants	Describe the company's Competence and expertise
Finance for beginners		
Financial Analysis		
Financial Modelling		
Accounting		
Investment Management		
CFA		
ESG Investment		
Sustainability		

### Understanding

Describe how you will plan and implement the courses.

Ideally, we would want any Business/financial skills providers to offer a variety of levels in each of these (and other topics) e.g., Beginner, Intermediate and Advance training. We would also look for a vendor that is consultative and offers advice and updates on new trends and linked training.



### LOT 3 – Interpersonal skills

We are looking for vendors that can offer world class expertise, comprehensive training capability - and a diverse set of tools and concepts to support our employee's development within the following areas (the list is in random order, and not exhaustive):

Describe how many consultants you have in each area, as well as describe your competence and expertise (it is not required to have competence in all areas)

AREA	Number of consultants	Describe the company's Competence and expertise
Project Management		
Public speaking		
Presentation technique/skills		
Feedback		
Communication skills – incl difficult conversations		
Conflict management and resolution		
Promoting a positive working environment		
Bullying and harassment prevention		
Culture- and team building activities		
Creative and constructive thinking		
Resilience and confidence		

#### Understanding

Describe how you will plan and implement the courses.

Ideally, we would want any interpersonal skills providers to offer a variety of levels in each of these (and other topics) e.g., Beginner, Intermediate and Advance training. We would also look for a vendor that is consultative and offers advice and updates on new trends and linked trainings. We would also expect the chosen provider to be able to deliver these for different populations within the organisation i.e., for junior staff, for managers or for C-suite level executives.

### LOT 4 – Early Career/Graduates



We are looking for a vendor that can offer world class expertise- and a diverse set of tools and concepts for the onboarding and development of our young talent/Graduates. We seek training that is tailored for our young talent and expect a deep understanding of what motivates and engages Generation Z. We want to focus on the following areas.

Describe how many consultants you have in each area, as well as describe your competence and expertise (it is not required to have competence in all areas)

<b>AREA</b>	<b>Number of consultants</b>	<b>Describe the company's Competence and expertise</b>
Effective learning, un-learning, and re-learning		
Collaboration and teamwork		
Presentation technique/skills		
Communication skills – incl difficult conversations		
Creative and constructive thinking		
Resilience and confidence		
Personal Brand – awareness of how one is perceived and how to interact with others		

### **Understanding**

Describe how you will plan and implement the courses.

We would expect the chosen provider to have a deep knowledge and understanding of the international early careers market. Able to support us in meeting our aspiration of being the most attractive Graduate employer in Norway.

Being able to provide advice on wider early career topics such as talent acquisition, development programme design, programme marketing and training for early career managers or mentors would be a plus.

## Security requirements – for all lots

### General requirements

REQUIREMENTS	DOCUMENTATION REQUIREMENT	ANSWER
<b>Information security Management System (ISMS)</b> The provider of the cloud service with any subcontractors shall have a documented and operationalised information security management system (ISMS) based on good practice and internationally recognised standards for information security, e.g., ISO / IEC 27001 and/or NIST CSF, which covers technology, information, organisation, personnel and physical locations that can affect deliveries.	Please confirm and describe the ISMS and give a description of the scope. If the provider is certified according to ISO 27001: 2017 or equivalent standards, a copy of a valid certificate must be submitted, and preferably together with a Statement of Applicability (SoA).	
<b>Training and awareness:</b> The provider should have a process for training of its own personnel regarding information security. The process should, as a minimum, ensure, systematic and regular training of personnel in how to handle systems and information in a secure manner	Please describe.	
<b>Secure handling of information:</b> The provider should ensure that NBIM's information is secured during storage and in transit, e.g. between NBIM and the provider, internally at the provider, on the client platform, or in transit between the provider and subcontractors / third parties.	Please describe the process for secure handling of information.	
<b>Isolation of data:</b> The provider should ensure that NBIM's data is isolated from other customers' data during both processing and storage.	Please describe how data is isolated during both processing and storage.	
<b>Maintenance:</b> The provider should have a process that ensures that the applications are kept up to date, including the installation of bug fixes and security updates, configuration and upgrades.	Please describe the process.	
<b>Background checks:</b>	Describe the process for background checks of critical employees (employees possessing critical information or skills necessary for delivering the service to NBIM). Please also provide information on what roles are considered critical.	



---

**IF YOUR OFFERED SOLUTION REQUIRES US TO A LOG ON TO YOUR SYSTEMS**

Please describe, and answer these requirements

REQUIREMENTS	DOCUMENTATION REQUIREMENT	ANSWER
<b>Identity Management:</b> NBIM uses Microsoft Azure AD as its standard authentication service and user database (Identity Provider). The solution should support oauth or SAML-based Single Sign On. Please describe how authentication of users to the solution is performed. Any deviations must be carefully described.	Please specify if alternative methods to SAML, such as ADFS, LDAP or AD domain membership (Kerberos) including MFA is required	
<b>Multiple Identity Provider:</b> The solution should support multiple Identity Provider (IDP) with SCIM.	Please describe if and how this requirement is met.	
<b>User and group provisioning:</b> NBIM centralize authorization in applications in Microsoft Azure AD for governance and to avoid manual configuration. The solution supports centralized authorization from Microsoft Azure AD tenant (Identity Provider) with use of provisioned groups or group mapping. The solution should support SCIM provisioning of users and groups (preferred); or just-in-time provisioning of users.	<p>Please describe how authorization in the solution can be mapped to provisioned groups from SCIM or mapping of claims, and how provisioning of users and groups to the solution is automated.</p> <p>Please specify if alternative methods such as API, LDAP and/or SFTP must be used and if manual maintenance is required.</p>	
<b>Web-based access:</b> The solution should be web-based and accessible for users with a standard web browser without add-ins or extensions. NBIM has standardised on the Microsoft Edge and Google Chrome browsers.	Please describe which web browsers are supported and clarify any forms of required add-ins or special configurations. Also describe if dedicated client software or mobile app must or can be used.	



## IF YOUR OFFERED SOLUTION REQUIRES YOUR SYSTEMS TO BE INTEGRATED WITH OUR SYSTEMS

Please describe and answer these requirements.

REQUIREMENTS	DOCUMENTATION REQUIREMENT	ANSWER
<b>APIs:</b> A documented API should be provided for management and consumption of the solution. <ul style="list-style-type: none"><li>• Does the API allow management/orchestration of the solution?</li><li>• Does the API allow users/internal tooling to perform operations (such as getting data in/out) on the solution? Are tools such as Fivetran supported?</li><li>• Where is the API documented?</li></ul>		
<b>Pattern for API Authentication and Authorization:</b> NBIM has standardised on oauth as the pattern for API authentication and authorization. The solution should support token-based access for APIs, preferably oauth with Azure AD as external provider token issuer.	Please describe authentication and authorization options for APIs.	
<b>Native Partner Integrations:</b>	Describe what relevant systems the system already has native APIs built for enabling integration	
<b>Vulnerability Management and Security Tests:</b> The provider should regularly conduct vulnerability detection and security tests (e.g. penetration testing). NBIM should receive the results from these reports, as well as the overall action plan.	Please describe the process of vulnerability management and security testing and how the impartiality regarding the testing is maintained, either through independent third parties or through other compensatory measures.	
<b>Secure development:</b> The provider should have processes, tools and methods to support secure development, implementation and maintenance lifecycle (i.e., SSDLC and DevSecOps) of software, support standard protection methods (e.g., in infrastructure and apps) and should follow a recognized framework.		





<b>Security Incidents and Breaches:</b>	Please describe your internal process for handling and reporting security incidents / breaches. Please also describe the process for notifying NBIM about incidents / breaches affecting NBIM.	
<b>Encryption:</b> All traffic in and out of the relevant solutions should be encrypted. The application supports HTTPS for various data exchange and end-user access.	Please describe which protocols is used and the encryption algorithms that they allow as part of their solution and if there is a need for special or third-party products, such as VPNs or similar.	
<b>Security Risk Assessments:</b> The provider should perform security risk assessment of its subcontractors to safeguard that security is maintained through the whole supply chain / delivery chain.	Please describe process for performing risk assessments related to subcontractors.	

## Appendix 5: Price matrix

Estimated 20 participants. *Virtual courses*. Everything should be carried out in English.

The offered total prices should be a total price ex VAT per course, included all of preparations, implementation, and any follow-up work.

### LOT 1 - TECHNICAL IT

<b>PYTHON</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>SNOWFLAKE</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>SQL</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>TABLEAU</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>MICROSOFT</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		



<b>AWS</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>CISCO</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>PALO ALTO</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>AI</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>DATA AND DATA VISUALIZATION</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		



## LOT 2 - BUSINESS / FINANCIAL SKILLS

<b>FINANCE FOR BEGINNERS</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>FINANCIAL ANALYSIS</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>FINANCIAL MODELLING</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>ACCOUNTING</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>INVESTMENT MANAGEMENT</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>CFA</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		



<b>ESG INVESTMENT</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>SUSTAINABILITY</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		



### LOT 3 - INTERPERSONAL SKILLS

<b>PROJECT MANAGEMENT</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>PUBLIC SPEAKING</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>PRESENTATION TECHNIQUE / SKILLS</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>FEEDBACK</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>COMMUNICATION SKILLS – INCL DIFFICULT CONVERSATIONS</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

<b>CONFLICT MANAGEMENT AND RESOLUTION</b>	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

**PROMOTING A POSITIVE WORKING ENVIRONMENT****COMMENTS** **Total price ex VAT.  
per course, all included**

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

**BULLYING AND HARASSMENT PREVENTION****COMMENTS** **Total price ex VAT.  
per course, all included**

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

**CULTURE- AND TEAM BUILDING ACTIVITIES****COMMENTS** **Total price ex VAT.  
per course, all included**

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

**CREATIVE AND CONSTRUCTIVE THINKING****COMMENTS** **Total price ex VAT.  
per course, all included**

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

**RESILIENCE AND CONFIDENCE****COMMENTS** **Total price ex VAT.  
per course, all included**

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		



## LOT 4 – EARLY CAREER / GRADUATES

### EFFECTIVE LEARNING, UN-LEARNING, AND RE-LEARNING

COMMENTS Total price ex VAT.  
per course, all included

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

### COLLABORATION AND TEAMWORK

COMMENTS Total price ex VAT.  
per course, all included

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

### PRESENTATION TECHNIQUE / SKILLS

COMMENTS Total price ex VAT.  
per course, all included

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

### COMMUNICATION SKILLS – INCL DIFFICULT CONVERSATIONS

COMMENTS Total price ex VAT.  
per course, all included

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

### CREATIVE AND CONSTRUCTIVE THINKING

COMMENTS Total price ex VAT.  
per course, all included

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

### RESILIENCE AND CONFIDENCE

COMMENTS Total price ex VAT.  
per course, all included

Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		





**PERSONAL BRAND – AWARENESS OF  
HOW ONE IS PERCEIVED AND HOW TO  
INTERACT WITH OTHERS**

	<b>COMMENTS</b>	<b>Total price ex VAT. per course, all included</b>
Estimated 20 participants. <i>Virtual courses</i>		
Price per participant more than 20 included all costs		
Other price elements (for information purpose, will not be a part of the evaluation)		

**OTHER PRICE ELEMENTS**

(FOR INFORMATION PURPOSE, WILL NOT BE A PART OF THE EVALUATION)

	<b>Description</b>	<b>Price ex VAT.</b>

**HOURLY RATES**

FOR ADDITIONAL WORK, IF REQUIRED OF NORGES BANK

	<b>Description</b>	<b>Price ex VAT.</b>



## **Appendix 6: Framework Agreement**

Please see separate document.



## Appendix 7: Template – Reservations and deviations

Please answer each of the 2 confirmation statements below and ensure that you have ticked the applicable checkbox for each of the 2 confirmation statements.

### CONFIRMATION #1

☐ I confirm that \_\_\_\_\_ (name of tenderer) has no reservations and/or deviations to the Framework Agreement as set out in **Appendix 6**;

or:

☐ Below is a list of reservations and/or deviations to the Framework Agreement as set out in **Appendix 6**, **identifying how and where these reservations and deviations are incorporated in the Framework Agreement, by reference to the mark-up of the Framework Agreement at [insert name of tender document].**

[Note to tenderer - Please note that any material reservations and/or deviations will lead to the tender being rejected according to the Norwegian Public Procurement Regulation Section 24-8.]

Concise reference to contractual clause	Reservation or Deviation to the contract	Rationale for reservation or deviation

### CONFIRMATION #2

☐ We confirm that we accept the Conduct of Business Code in Appendix 7. We understand that this is a mandatory requirement.

Date:

Signature:

---

Name of signatory:

Position of signatory:

## Appendix 8: Code of Conduct

### Conduct of Business Code for Providers of goods and services

All Providers (except those who have access to Norges Bank Investment Management's systems, premises or certain investment related information)

Issued 12 October 2016, revised 23 October 2019

#### Background

Norges Bank is the Central Bank of Norway, established in 1816.

Norges Bank Investment Management is part of Norges Bank and manages the Government Pension Fund Global.

Being entrusted with considerable authority and confidence, it is important to safeguard the reputation of Norges Bank and Norges Bank Investment Management. We take our responsibility seriously and are committed to conducting business with a high level of ethical standards and in compliance with applicable laws and regulations. Providers of goods and services ("Providers") are expected to meet the same high standards.

#### Scope

This Code sets out the expectations towards all our Providers in relation to responsible business conduct.

This Code does not however apply for Providers who have access to systems, premises or certain investment related information. A separate

Conduct of Business Code applies for such Providers.

Additional requirements apply where set out in the contract with the relevant Provider.

#### Overarching expectations

Providers are in their performance of services expected to:

- Comply with applicable laws and regulations.
- Meet the expectations set out in this Code.
- Safeguard Norges Bank's reputation through a high level of ethical awareness and integrity.
- Reflect the expectations in this Code in contracts with their own suppliers who are directly involved on our accounts, ("Sub-Contractors").
- Have appropriate policies and procedures (including awareness training) and internal controls to address compliance with this Code.
- Self-monitor (including monitoring of Sub-Contractors') compliance with the Code.

#### Human rights, labour standards and discrimination

Providers are in their performance of services expected to:

- Respect human rights.
- Comply with internationally recognised conventions, such as the United Nation and

International Labour Organization conventions on human rights and labour rights.

- Take reasonable and appropriate actions to ensure that their personnel who act on behalf of, or are contracted to work for Norges Bank Investment Management, treat their colleagues and other personnel with respect, and avoid any form of discrimination, harassment or bullying.

## Environmental

Norges Bank Investment Management seeks to conduct its business in a manner where appropriate attention is paid to environmental issues. Providers are expected to promote environmental business practices in a manner that is appropriate to their business in relation with their work.

## Bribery, corruption, fraud, money laundering and other prohibited business practices

Norges Bank Investment Management does not tolerate any form of bribery, corruption, fraud or any other prohibited business practice.

The Provider is expected not to:

- Offer or give an undue advantage, favour or improper payment to any public official or other third party, neither directly nor through an intermediary.
- Offer representatives of Norges Bank Investment Management or their close associates, any bribe, entertainment or gift in order to influence how they perform their professional duties.
- Demand or accept bribes or other improper payment in order to act or refrain from doing what is part of the Provider's normal duties.
- Be involved in an arrangement or transaction that relates to fraud or other prohibited practices.

- Receive, or be involved in any arrangement or transaction that relates to assets that may be the proceeds of crime (money laundering) or financing of terrorism.

Providers are expected to take appropriate actions to identify and assess the integrity of the Provider's business relationships.

## Conflicts of interest

Providers are expected to refrain from actions that are liable to generate, or may be perceived to generate, a direct or indirect conflict of interest between their own interests (including those of their employees) and the interests they are to safeguard when performing under the contract.

Providers shall notify any potential conflicts of interest.

## Gifts

Providers and their employees are expected not to offer gifts, directly or indirectly, to employees of Norges Bank Investment Management or anyone closely related to them, except for promotional items of minimal value bearing a company logo customarily offered as part of business meetings and materials received as part of a seminar or educational event.

## Inside information

Providers or their employees who in their work for Norges Bank Investment Management receive knowledge of inside information or other sensitive information shall not misuse such information, disclose it to others, or trade or recommend others to trade on it. The unauthorised use of such information could result in a violation of insider trading laws.

Inside information, also known as material, non-public information in some jurisdictions, generally means information that is not known to the public, but if it were, would likely affect the market price of a company's securities or financial instruments or be considered important to a reasonable investor in making an investment decision.



## Confidentiality and media contact

Anyone who works or performs a service for Norges Bank Investment Management has, pursuant to the Norges Bank Act section 12, a duty to prevent others from gaining access to, or knowledge of, any matter that they may become aware of in the performance of their duties or service regarding the business affairs of Norges Bank Investment Management or of other parties, or of the private circumstances of any person.

The duty of confidentiality remains in force after the completion of the assignment or service contract, and violation is subject to a penalty.

The Provider is expected to not announce the existence of the contract with Norges Bank, its subject matter or refer to or use the name of Norges Bank Investment Management or Norges Bank in any marketing or other promotional communication, whether to the public or to a person, unless approved by Norges Bank Investment Management.

All questions the Provider receives from the media or other external parties regarding Norges Bank Investment Management must be directed to the Communications and External Relations group.  
Email: [press@nbim.no](mailto:press@nbim.no)

## Security

Norges Bank Investment Management supports an information security programme and practice that meets recognized industry standards for information protection and IT security, and expects its Providers to do the same.

Providers are expected to manage information and IT security risks, implement reasonable and appropriate security measures, and be able to demonstrate security controls are in place to ensure client information is protected from unauthorized disclosure, access, use or modification, and that security incidents are detected and responded to appropriately.

In addition, Providers shall follow any security requirements specified in contractual agreements with Norges Bank Investment Management.

All questions or security concerns affecting Norges Bank Investment Management shall be directed to the Security group.

Email: [security@nbim.no](mailto:security@nbim.no)

## Notifications to NBIM

Providers and their employees are encouraged to notify, insofar as allowed under applicable laws, any suspected or actual breaches of the expectations of the Code or any other suspicions of illegal activities or other forms of wrongdoing in the NBIM workplace, at [NBIMethicsline@nbim.no](mailto:NBIMethicsline@nbim.no).