



Scope of Work for



PURCHASING ORDER# #: 72614

SOW MADE BY "KANISHK SHEEL" - MANAGING DIRECTOR

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DECEMBER 2ND, 2024

IBV GRID MODERNIZATION SURVEY

Oxford Economics:

Oxford Economics is the world leader in global forecasting and quantitative analysis. They have approached Unimrkt Research to conduct primary research on IBV Grid Modernization Survey.

Background:

Electric infrastructure is aging in many countries, leading to increased costs and inefficiencies. Grid modernization is about making the grids smarter, secure, resilient, reliable, and affordable using advanced technologies, equipment, and controls that communicate and work together. It helps by assessing stability, reporting outages, auto-recovering faults, rerouting power, storing energy for demand, and optimizing asset utilization. Utilities gain from modernized grids, with improved security, reduced peak loads, enhanced renewable integration, and lower operational costs.

Purpose of the survey:

This study will look at the progress that grid companies are making and the enablers to make grid modernization successful with the following objectives:

- Improving grid reliability security and affordability
- Integrating intermittent renewable distributed energy
- Implementing demand response management and energy

Screening Question:

- **SCREENER 1: To what extent do you have accountability and decision-making authority for operations (e.g., grid and generation assets and their management)? Rate on a scale of 1 to 5.**
 1. Not at all [SCREEN OUT]
 2. To a limited extent [SCREEN OUT]
 3. To a moderate extent [SCREEN OUT]
 4. To a large extent [SCREEN OUT]
 5. To a very significant extent

Target Job Roles:

Unimrkt will target the following job roles with the corresponding percentage distribution:

Job Roles		% Split
Chief Executive Officer		10%
Chief Operating Officer		30%
Vice President	IT/OT Systems Engineering	60%
	Power Generation	
	Transmission	
	Distribution	
	Retail Operations	
Total Sample (n=750)		100%

Geographic Scope:

Regions	Countries	Languages	% Split
North America	Canada	English	5%
	United States	English	15%
Latin America	Brazil	Portuguese	3.5%
	Mexico	Spanish	3.5%
Europe	Denmark	English	2%
	Finland	English	2%
	France	French	4%
	Germany	German	4%
	Italy	Italian	3%
	Sweden	English	2%
	United Kingdom	English	4%
Middle East and Africa	Egypt	Arabic	3%
	Qatar	Arabic	2%
	Saudi Arabia	Arabic	3%
	South Africa	English	3%
	Turkey	English	2%
Asia- Pacific	United Arab Emirates	Arabic/English	3%
	Australia	English	4%
	China	Standard Mandarin	5%
	India	English	9%
	Japan	Japanese	5%
	Indonesia	English	2%
	Malaysia	English	2%
	Philippines	English	2%
	Singapore	English	2%

	South Korea	Korean	3%
	Thailand	English	2%
Total Sample (n=750)			100%

Target Industry Segments:

Unimrkt will target the below specified industry segments:

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Industry Segments	NAICS Codes	% Split
Generation	Hydroelectric Power Generation (221111)	20%
	Fossil Fuel Electric Power Generation (221112)	
	Nuclear Electric Power Generation (221113)	
	Solar Electric Power Generation (221114)	
	Wind Electric Power Generation (221115)	
	Geothermal Electric Power Generation (221116)	
	Biomass Electric Power Generation (221117)	
	Other Electric Power Generation (221118)	
Transmission	Electric Bulk Power Transmission and Control (221121)	35%
Distribution	Electric Power Distribution (Distribution) (221122)	35%
Retail	Electric Power Distribution (DSO Retailer) (221122)	10%
	Electric Power Distribution (Pure Retailer) (221122)	
Total Sample (n=750)		100%

Target Companies:

Owing to the limited universe, Unimrkt suggest the below revenue splits in order to achieve the desired sample size:

Revenue Brackets	% Split
Less than \$100M	15%-20%
\$100M - \$250M	15%-20%
\$250M - \$1B	20%-25%
\$1B - \$5B	20%-30%
\$5B - \$10B	10%-12%
\$10B - \$20B	6%-7%
\$20B+	3%-5%
Total Sample (n=750)	100%

Unimrkt will focus on companies with an annual revenue of \$250 Million+. However, to achieve the quotas, we will target companies that fall within the revenue thresholds specified for each country listed below:

Countries	Minimum Revenue Threshold
Canada, Denmark, Finland, France, Sweden, Japan, South Korea, and Thailand	\$100M+
Mexico, Egypt, Qatar, Saudi Arabia, South Africa, UAE, Indonesia, Malaysia, and Singapore	1M+

Notes:

Unimrkt will try to adhere to the following pointers:

- Roles and segments should be proportionally represented in each region.
- For federated state or provincial systems, surveying should be broadly representative. For instance, most Provinces should be represented in Canada, with weighting if appropriate based on relative economic size (Ontario is bigger and can be more highly represented than Manitoba, if we have already captured all or most Provinces).

Questionnaire:

Oxford Economics will provide the final questionnaire in English Word format. We assume that the length of each interview will be ~30 minutes with:

- ~15 brief demographic/classification questions for all respondents
- ~25 multiple-choice or scaled questions

Methodology:

Unimrkt will use the Computer Assisted Telephonic Interviews (CATI) methodology for this survey.

Financial Data:

At this stage, we can commit around 10%-15% of financial data.

Pricing:

Cost Elements	Pricing
Sample Size	750
CPI (USD)	\$46
Fieldwork Cost (USD)	\$34,500
Translation Cost* (USD)	\$9,270
Total Project Cost (USD)	\$43,770

- The above-mentioned pricing includes Set-up, Programming, Translation, Fieldwork, Cross Tabs, and Data Delivery in Excel & SPSS format.

***Estimated Translations Cost (USD):**

Languages	Costs (USD)
Portugues	
Spanish	\$900
French	\$1,125
German	\$1,125
Italian	\$1,080
Arabic	\$1,305
Standard Mandarin	\$1,125
Japanese	\$1,350
Korean	\$1,260
Total Translations Cost (USD)	\$9,270

Timelines:

Timelines	N=750
Set-up/Programming/Translations	5-6 Weeks
Fieldwork	
Data Delivery	

- The survey should be deployed in the field in December 2024 with results delivered to IBM by end February 2025.

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Unimrkt's Responsibilities:

- Project Set-Up
- Sample Procurement
- Survey Programming and Translations
- Mutually agreed communication schedule for the start of the project and prepare Project Management plan prior to the launch of the survey
- Quality Control and Monitoring
- Unimrkt agrees and confirms that we are fully capable and competent to achieve all the Completes as per the quota and other specified requirements, well within the stipulated timeframe.

Oxford Economics' Responsibilities:

- Project briefing
- The client will provide the final version of the questionnaire in English word format.
- A dedicated point of contact for the project from Oxford Economics.

Assumptions:

- Unimrkt assumes the length of the questionnaire will be ~30 minutes with:
 - ~10 brief demographic/classification questions for all respondents
 - ~25 multiple-choice or scaled questions
- Unimrkt assumes that there will be no other quota apart from those mentioned in this document.
- The survey should not include any mention or reference to IBM.
- We will provide banner tables in Excel as required by the Oxford Economics team. We will deliver one interim deliverable at 50% completion of the fieldwork and final data at end of the fieldwork.

Payment Terms:

- 50% advance before the launch of the project within 30 Days and the remaining 50% on final data delivery within 30 days from the date of the invoice.
- The proposed costs are based on the scope described in this document and may be subject to change if the scope of work changes during the project.
- Terms and conditions attached here with form an integral part of our proposal and an email confirmation to the project will be considered as client acceptance to these terms and conditions.
- This proposal is valid for a period of 30 days from the date of submission

For Oxford Economics,

**Authorized Signatory****Name:** Debra D' Agostino**Title:** Managing Director, Thought Leadership**Date:** December 2nd, 2024

For Unimrkt Research Inc.,

**Authorized Signatory****Name:** Kanishk Sheel**Title:** Managing Director**Date:** December 2nd, 2024

Terms and Conditions:

1.1 Terms and Termination

This Agreement and/or SOW shall govern and continue to be in effect during the term of each Project Schedule accepted by the Parties and can be extended in writing for a further period mutually agreed upon between the Parties. This agreement can be terminated by either party with three business days written notice delivered to the other party. Following valid termination of this Agreement, Unimrkt Research Inc. shall invoice Client on a pro-rated basis the actual number of hours spent on the project or for the services performed hereunder, and for any purchases made by Unimrkt Research Inc., which are approved by Client in writing. In case the notice of termination is short of the notice period, Unimrkt Research Inc. will use good faith efforts to conclude project at the earliest (not exceeding the notification period) and will charge Client through the date of termination.

1.2 Timely Performance

Subject to force majeure, Unimrkt Research Inc. will use all reasonable efforts to complete the performance of the services herein within the time frame agreed upon. Unimrkt Research Inc. will exercise due professional care and competence in the performance of the services. Unimrkt Research Inc. shall not be liable for failures or delays in the performance of services that arise from causes beyond its control, including the untimely performance by Client, its representatives, advisors or agents, of its obligations herein.

1.3 Ownership of Intellectual Property

The Parties agree that all the Intellectual Property developed by Unimrkt Research Inc. during the course of services provided to the Client, shall be the property of Client in all right, title and interest.

1.4 Force Majeure

Neither Party shall be deemed in default as a result of its delay or failure to perform which arises from force majeure or other causes beyond the control of such Party (which includes, inter alia, acts of God, acts of war, strikes, laws and regulations) as per international standards. If the event of force majeure or other similar cause lasts more than one (1) month, the Party adversely affected by such cause shall have the right to terminate this Agreement, effective upon notice thereof to the other Party.

1.5 Liability

Unimrkt Research Inc. expects the Client to send the questions, concerns or any queries on any interim or final data delivered to the client within seven days of delivery of such data, unless, the client has expressly mentioned that they need some more time to review the data and in such a case a mutually agreed extended review time frame will be determined. It is expected that if Unimrkt Research Inc. does not receive any comments, questions or concerns from the client on the data delivered within seven days or such mutually agreed extended days for data review, as the case may be, it will be construed that data delivery is complete from Unimrkt Research Inc's side and the project value attributable to such data shall become due and payable to Unimrkt Research Inc. Any questions, queries on concerns after this review period of seven days or such extended time as mutually agreed, shall be entertained at the sole discretion of Unimrkt Research Inc. only. Also the data captured during the fieldwork is removed from the system after 6 months of project commencement. Also, we may or may not conduct multiple interviews in one organisation.

1.6 Waiver

The failure of either Party at any time to enforce any provisions of this Agreement or to exercise any right herein provided, shall not be considered a waiver of such right or any other provision or in any way effect the validity of this Agreement.

1.7 Severability

The invalidity of any portion of this Agreement by a court with legal jurisdiction shall not affect the remaining portions of this Agreement or any part thereof, and this Agreement shall be construed, as if the invalid portion or portions had not been inserted therein.

1.8 Modification

This Agreement shall be modified only by an instrument in writing and signed by duly authorized representatives of the Parties. Representatives of the Parties who sign this Agreement and any modification thereto personally warrant and represent that they have been duly authorized to bind such Party with respect to this Agreement and/or modification hereof.

1.9 Assignment

Unimrkt shall not engage third parties, subsidiaries and affiliates in connection with its services without prior written consent by Oxford Economics or Oxford USA. Upon such consent by Oxford Economics or Oxford USA, Unimrkt shall enter a written agreement with such third parties, its subsidiaries and affiliates that contains obligations equivalent to Sections 1.10.5 and 1.10.6 of this SOW.

1.10 Governing Law/ Dispute Resolution

1.10.1 Governing Law

This Agreement shall be governed in all respects by the laws of New York, without giving effect to principles of conflicts of law, and any dispute arising out of or connected in any way with this Agreement shall be determined in accordance with such laws. Unimrkt Research shall also comply with relevant law, professional and ethical codes as may be applicable.

1.10.2 Escalation

In case of any dispute, controversy or claim arises out of or in connection with this Agreement, for the purposes of resolution of such dispute:

- Either Party in good faith may refer to Engagement Manager(s) of respective Parties.
- Each Party will appoint an Engagement Manager (if not appointed already) for this purpose and will inform the other Party through written correspondence of such appointment. Each Party shall give the other Party written notice if an alternative individual is appointed as its Engagement Manager during the term of this Agreement.
- If the Engagement Managers are unable to resolve the dispute within fourteen (14) days of the dispute being referred to them, the dispute shall be referred to the Chief Operating Officer (or a similar authority). If the dispute is not resolved within thirty (30) days of the dispute being first referred to the Engagement Managers (or any longer period agreed in writing between the Parties), the dispute shall then be referred to Arbitration.

1.10.3 Dispute Resolution / Arbitration

All disputes, differences or questions arising out of this Agreement including the interpretation of the terms herein or in regard to the obligations, failure or breach of any terms thereof by any of the parties and/or compensation/damages payable under the Agreement or of any matter whatsoever arising under the Agreement which have not been settled amicably within 30 days from commencement of such informal negotiation shall be referred to a mutually agreed arbitrator.

1.10.4 Entirety of Agreement

This Agreement and/or SOW represents the entire agreement and understanding between the Parties and all prior or concurrent agreements, whether written or oral, with regard to the subject matter hereof are and have been merged herein and superseded hereby. This Agreement and/or SOW may be executed by the Parties in one or more counterparts and each of which when so executed shall be an original, but all such counterparts shall constitute one and the same instrument complying with international standards.

1.10.5 No Personal Data Provided to Oxford Economics

Unimrkt shall undertake all services under this SOW to ensure that personal data from survey recipients is removed before submission to Oxford Economics or Oxford USA and that Unimrkt shall only provide Oxford Economics or Oxford USA with aggregated, fully anonymised, de-identified data that cannot be later re-identified to any person.

1.10.6 Compliance with Applicable Laws.

Unimrkt shall comply with all applicable laws, including but not limited to all statutes, regulations, regulatory guidelines and judicial or administrative holdings or interpretations related to privacy and security in the U.S. and all countries identified in the Geographic Scope section of this Agreement and/or SOW.

1.10.7 Indemnification.

Unimrkt shall indemnify, defend, and hold harmless Oxford Economics, Oxford USA and its respective directors, officers, employees, shareholders, agents, successors and permitted assigns from and against any and all actual or threatened suits, claims, actions, causes of actions, judgments, damages, liabilities, losses, costs and expenses (including but not limited to court costs, litigation expenses, reasonable attorneys' fees, or expenses associated with investigation by law-enforcement agencies or regulatory bodies), fines, penalties, and/or interest paid to any governmental or regulatory authority arising out of a violation of Sections 1.10.5 and 1.10.6 of this SOW. Damages for violation of Sections 1.9, 1.10.5 and 1.10.6 of this SOW and Unimrkt's indemnification obligations herein shall not be subject to any limitation of liability provision.

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