

Selection Guidelines

for the European Tendering Process

for

the development of an “integrated planning and forecasting platform”

according to the non-public procedure

Version: final

Date: 27 September 2018

This tender procedure will be entirely implemented via

TenderNed
Marktplaats
voor aanbestedingen

Contents

Definitions	4
Foreword	6
1 Introduction	7
1.1 Schiphol Nederland B.V. as a Contracting Party	7
1.2 Project Objectives	7
1.3 Scope of the Engagement.....	8
1.4 Elements not in scope of the Engagement.....	9
1.5 Volume of the Engagement.....	9
1.6 One Lot	11
1.7 Schedule for the performance of the Engagement.....	11
1.8 Form and term of the Engagement	11
1.9 Award criterion to be applied in the tender and award phase.....	11
2 Principles and Conditions	12
2.1 Procedural Framework of ARN2016	12
2.2 Procedure phases	12
2.3 Tender Schedule.....	12
2.4 Communication during the Tender.....	13
2.5 Complaints procedure/complaints desk of the Contracting Party.....	14
2.6 Submitting an Application	15
2.7 Application Conditions.....	15
2.8 Application by a Consortium and/or engagement of third parties (main contract and subcontract).....	17
2.9 Other conditions	19
3 Assessment procedure	21
4 Requirements to be met by the Candidate.....	23
4.1 Grounds for Exclusion (GfE)	23
4.2 Suitability Requirements: Technical and professional capability	25
5 Selection Criteria	26
5.1 Technical and professional capability	26
5.2 Corporate Responsibility (CR)	32
Standard Form A	35
Standard Form B.....	37
Standard Form C.....	38
Standard Form D	39
Standard Form E.....	40
Standard Form F.....	41
Standard Form G (1 of 6)	42
Standard Form G (2 of 6)	48
Selection guidelines.docx	

Standard Form G (3 of 6)	51
Standard Form G (4 of 6)	54
Standard Form G (5 of 6)	57
Standard Form G (6 of 6)	60
Standard Form H	63
Standard Form I	64
Appendix 1 – ARN 2016	65

DEFINITIONS

In these Selection Guidelines, the definitions from the ARN²⁰¹⁶ will be followed (Appendix 1). Defined terms are written with an initial capital letter.

In addition/by exception to the definitions from the ARN²⁰¹⁶, the following definitions (marked with *) will apply:

Contracting Party(ies)	Schiphol Nederland B.V., also referred to as SNBV.
Tender*	The non-public procedure pursuant to article 3.34 of the Tendering Act, the purpose of which is to issue the Engagement Utilities Sector and the course and object of which are further described in the Tender Documents.
Tender Documents	Collective name for all documents issued by the Contracting Party in the framework of this Tender to the (potential) Candidates. This includes the Selection Guidelines (this document), the Invitation to Tender, the Agreement, Appendices, Standard Forms and the Summary of Additional Information and Changes.
Tendering Act	Act of 1 July 2016, laying down revised rules concerning tenders (amended Tendering Act 2012), Netherlands Government Gazette 2016, 241, including any amendments.
Adjusted Documentation	The documents marked by the Contracting Party with the wording: 'Adjusted Documentation'. Adjusted Documentation refers to additions and amendments with regard to the Selection Guidelines and the Appendices.
Best PKV / BPKV	The awarding criterion 'Best Value for Money'.
Appendix	An appendix to the Tender Documents. An appendix is an integral part of the Tender Documents.
Candidate	A natural person or legal entity submitting an Application to one or more Lots pursuant to these requirements as laid down in the Selection Guidelines.
Tenderer	The Candidate selected by the Contracting Party for participation in the tendering and award phase, submitting a Tender to one or more Lots.
Tender*	The Tender to be submitted by the Tenderer in the tendering and award phase of the Tender.
Core Competency	The knowledge, experience and capacity required for performance of the Engagement with regard to an essential element of the Engagement.
Engagement	The 'special sector engagement' as intended in article 1.1 of the Tendering Act, which is the object of this Tender.
Client	Schiphol Nederland B.V., also referred to as SNBV.

Contractor	The Tenderer with whom the Contracting Party enters the Agreement in the framework of this Tender.
Contract	The Agreement to be signed between SNBV and the Contractor following the awarding of the Engagement. The draft version of the Agreement will be available with the Invitation to Tender.
Lot	A demarcated component of the Engagement for which it is possible to apply.
Reference	A statement as intended in article 2.92a of the Tendering Act in which the Candidate demonstrates that it has the required Core Competency(ies).
Selection Guidelines	This document including all Appendices and Standard Forms, issued by the Contracting Party to the potential Candidates and in which the Engagement, the Tender, the Grounds for Exclusion, the (minimum) Suitability Requirements and the Selection Criteria are described.
Standard Form	The compulsory form to be used by a Candidate in drawing up and submitting the Application/Registration, as contained in these Selection Guidelines.
TenderNed	Electronic platform via which this European Tender is implemented, accessible via: www.tenderned.nl .
ESPD	European Single Procurement Document: the document as intended for stating the own statement as intended in article 3.64 jo. 2.84 Tendering Act.
Grounds for Exclusion (GfE)	The compelling grounds for exclusion from participation in this Tender as intended in article 2.86 of the Tendering Act and the optional grounds employed by the Contracting Party for exclusion from participation in this Tender as intended in article 2.87 of the Tendering Act.
Invitation to Tender	The invitation to tender including Appendices as intended in the Tendering Act, which is issued by the Contracting Party to the selected Candidates for participation in the tendering and award phase and submission of a Tender, and which contains a (further) description of the object of the Tender.

FOREWORD

This document contains Schiphol Nederland B.V.'s Selection Guidelines with regard to the European Tender for the development of an "integrated planning and forecasting platform".

By publishing these Selection Guidelines on TenderNed, the Contracting Party invites all interested market parties that satisfy all requirements and conditions imposed to submit an Application. These Selection Guidelines provide information about the course of the Tender and the information required in the framework of the Tender.

The Contracting Party shall follow a non-public procedure for the Tender. Any market party may participate in this procedure by responding to the announcement published by the Contracting Party on the website www.TenderNed.nl. For a guide to TenderNed, you are referred to:

<https://www.schiphol.nl/en/schiphol-group/page/how-can-you-contribute-to-a-sustainable-airport/>

The selection phase of this non-public procedure will run as follows: on the basis of a public announcement, market parties may request the Selection Guidelines via TenderNed and on that basis submit an Application. In this Application, the Candidate must demonstrate that he satisfies the (minimum) requirements imposed by the Contracting Party (translated into Grounds for Exclusion and Suitability Requirements in respect of performance of the Engagement). The Application shall also include a further elaboration based by the Candidate on the Selection Criteria, as described in chapter 5. Section 2.2 of these Selection Guidelines describes the procedure for this Tender in further detail.

If you have not received the Selection Guidelines in full or in good order, we would ask you to report this fact as quickly as possible but before the deadline for the submission of questions for the Summary of Additional Information and Changes 1 via TenderNed, specifying the documents that are missing, incomplete or damaged. Section 2.4 of these Selection Guidelines describes how any questions may be submitted.

1 INTRODUCTION

Schiphol Group, together with its home carrier KLM, the other airlines and its sector and business partners has developed Schiphol Airport into a mainport. Schiphol Group is proud of the fact that passengers have time and again awarded Schiphol a high score. Schiphol Group wishes to develop Amsterdam Airport Schiphol into Europe's Preferred Airport: the preferred airport for passengers, airlines and logistics service providers.

1.1 Schiphol Nederland B.V. as a Contracting Party

Schiphol Nederland B.V. (SNBV) is part of N.V. Luchthaven Schiphol. N.V. Luchthaven Schiphol operates under the name of Schiphol Group.

Schiphol Group operates Amsterdam Airport Schiphol, the largest airport in the Netherlands.

Schiphol Group's mission is Connecting the Netherlands: Permanently connecting the Netherlands to the rest of the world in order to contribute to prosperity and well-being in this country and elsewhere; Connecting to compete and to complete. We conduct our domestic and international operations in a balanced manner, and in doing so reflect our key values: reliability, efficiency, hospitality, inspiration and sustainability.

Amsterdam Airport Schiphol aims to be and remain Europe's Preferred Airport: the airport that is highly valued for its quality, capacity and vast network of destinations.

We operate our principal airport, Schiphol, as an Airport City, a dynamic metropolitan area offering passengers and airlines all the services they need, 24 hours a day. Some 500 companies employing 65,000 people are established at Schiphol.

In order to back up its mission and ambition and to maintain its competitive position, Schiphol Group intends to develop an integrated planning and forecasting platform. Schiphol wishes to contract a single supplier for this purpose.

1.2 Project Objectives

The main objective is: to innovate and improve the automated support for tactical and operational planning and forecasting of Schiphol's primary operational processes.

Sub-objectives:

1. Contributing to efficient and robust planning and forecast that:
 - a. maximises the capacity of the airport by maximum utilisation of and harmonisation between airport assets and resources;
 - b. improves on-time performance of flights and minimises waiting times and walking distances for passengers;
 - c. is capable of absorbing operational disruptions or emergency situations with a minimized effect on the overall planning and passenger experience;

- d. is predictable and as such provides both passengers and chain partners with timely and reliable process information;
 - e. minimises operating costs through via optimal planning and allocation of resources and assets.
- 2. Delivering a stable, robust and scalable forecasting and planning platform that can guarantee continuity for the 24/7 operation of Schiphol.
- 3. The ability to rapidly adapt the solution offered to new wishes or requirements by means of:
 - a. an open IT platform that supports iterative improvement;
 - b. strategic cooperation between supplier and Schiphol, whereby improvements are continuously identified and implemented by a joint team (onsite and offsite presence).

1.3 Scope of the Engagement

Planning and allocation

The description of the engagement includes the establishment, operationalisation and continuous improvement of an IT platform to support the planning of operational planning processes within Schiphol. This refers to the following processes:

- 1. Check-in desk allocation;
- 2. Baggage reclaim planning;
- 3. Security planning (excluding timetables);
- 4. Gate/stand planning for aircraft.
- 5. Optional: Airside bus planning (for collecting and delivering passengers when using remote stands). It is still subject of internal discussion whether this will be in or out of scope and therefore optional.

Since the aim of Schiphol is to achieve integrated planning optimisation, it is possible that further processes will be added in the future and that communication will be necessary with other (internal or external) planning processes.

Flow forecasting / Simulation

The implementation of a flow forecasting/simulation solution for passengers, airside and baggage reclaim, which is needed to determine the expected influx in the specified planning processes, and which can also be used to determine congestion and expected volumes at specific points (for example, areas within the terminal).

The above referred to planning and forecasting solution must operate on three time horizons:

- A. Tactical (1-5 years in advance), to make it possible to determine future capacity and calculate scenarios.
- B. Operational – Seasonal: for actually planning resources in preparation for the date of operation, between six months in advance through to the day prior to operation. This facilitates the insourcing of personnel or communication to partners about the intended planning.
- C. Operational - Day of operation: for the real-time fine tuning and optimisation of the planning in order to realise the above-mentioned operational targets. This for example refers to dealing with early or late flight arrivals, departure delays, operational disruptions, non-standard productivity, and the continuous fine-tuning of the forecast and planning for the rest of the day based on the most up-to-date information.

The planning and forecasting solution will (naturally) be required to communicate with existing systems within Schiphol, such as flight schedules, passenger forecasts, the AODB, sensors and other data sources.

The Engagement consists of the following tasks and responsibilities:

- developing and implementing the planning and forecasting platform for the above referred to processes;
- implementing the planning rules agreed within the sector such as RASAS and CIDAR (See [Schiphol Airport Charges and Conditions 1 April 2018](#) for more information);
- implementing optimisation logic and functionality for maximum airport performance according to the specified operational objectives;
- integration with existing systems within Schiphol and in the future beyond Schiphol;
- training Schiphol personnel, both users and IT;
- active contribution to vision development for further improvement of planning and forecasting methods within Schiphol;
- participation in continuous improvement teams by implementing improvements in the planning and forecasting solution and in the way in which processes are supported.

The Engagement will be implemented in a series of phases. Phase 1 relates to the implementation of a planning solution for the following three processes:

1. Check-in desk allocation
2. Baggage reclaim planning
3. Airside bus planning

These are the first processes to be implemented. This phase will not actually require integrated optimisation, because the processes are relatively independent of one another. Nonetheless, we do wish to lay the foundations for future planning integration.

1.4 Elements not in scope of the Engagement

It is possible that there are elements that (seem to) have a relationship with the work/service provision that forms part of the Engagement, but which have been explicitly placed beyond the scope of the Engagement described in section 1.3 by the Contracting Party.

This refers at least to the following non-exclusive summary of elements:

- implementing a data hub or data analytics platform. This is already present;
- forecasting the flight schedule and the number of passengers per flight. This is already carried out within Schiphol, and will serve as input for the planning and forecasting solution;
- implementing additional sensors. These will be provided by Schiphol itself if necessary;
- implementing an operational dashboard or monitoring environment for airport control. This is already present. It may be necessary to integrate with this environment. During design, it will be necessary to examine where the boundary lies between planning and control, which will also depend on the platform functions already present;
- implementing a reporting and communication environment for publishing and sharing airport performance indicators. This is already present. It is of course possible that standard built-in reports will be used in the platform for detailed analysis of the planning method employed.

1.5 Volume of the Engagement

Below is an overview of the key figures for Schiphol Airport. These provide some insight into the complexity and scope of the engagement. No rights may be derived from these estimates.

Process	Indicator	Volume
General	Number of flights per year	496k ¹
	Number of passengers per year	68.5M ¹
	Maximum number of passengers per day	230k
	Transfer ratio	36.9% ¹
	Number of airlines	90 ²
	Number of direct destinations	326 ¹
	Number of handlers	5 ⁵
	Number of runways	5 + 1 for small jets ¹
Check-In	Number of check-in desks	281 ³
	Number of self-service bag drop-off points	27 ³
Baggage/reclaim	Number of reclaim carousels	17 ³
	Number of baggage items per year	50M (of which 40% transfer) ³
Security	Number of filters	7 (of which 2 TRF) ⁴
	Total number of security lanes	96 ⁴
Gate/stand	Number of piers	7 ²
	Number of gates	90 ²
	Number of remote stands	73 ²
Bus	Number of bus journeys per day	Ca 500 ⁴
	Number of buses	34-48 (depending on season) ⁴
	Percentage of flights	Ca 25% ⁴
	Percentage of passengers	Ca 20% ⁴

Sources:

1. Schiphol website: *Facts and figures 2017*
2. Schiphol website: *Route development*
3. *Baggage at Schiphol, Royal Schiphol Group, March 2017*
4. *Internal Schiphol*

Additional comments:

- Schiphol operates a one-terminal concept. This means that all passengers and aircraft travel from the same terminal. To separate Schengen from non-Schengen passengers, within the terminals there are three areas between which passport control filters have been installed. For a number of gates it is possible to switch between Schengen and non-Schengen via different floors, thereby achieving additional flexibility.
- At present, work is underway on building a new terminal (A) and a new pier (A). This means that the configuration of the airport is due to change. In the new terminal it will also be possible to switch between Schengen and non-Schengen areas via different floors. To limit walking distances for passengers on transfer flights, a shuttle bus will be deployed for transport between distant piers.
- During peak moments, Schiphol enjoys very high asset occupation both airside (gates/VOPs, taxiways, runways) and within the terminal (check-in, security, passport control, lounges piers,

reclaim/baggage). This growth is set to continue over the coming years, while in physical terms there is little or no space for further expansion. This means that end-to-end optimisation is an essential requirement to ensure that the growing passenger and flight volumes can still be handled according to the required quality standards.

1.6 One Lot

The Engagement will be tendered based on one lot. SNBV has opted for a single lot based on the need to arrive at a single integrated planning & forecasting process for the entire airport in order to achieve maximum performance. This will require optimal coordination of the various elements.

1.7 Schedule for the performance of the Engagement

The table below outlines the period in which the Engagement must be performed. These dates are indicative and no rights may be derived from them.

Phase/milestone	Date
Estimated date agreement signing	Q3 2019
Estimated start date engagement performance	Q3 2019
Estimated handover date Phase 1 (replacement of current planning system functionality)	Q3 2019

1.8 Form and term of the Engagement

The Contracting Party intends to contract a single market party, and to enter into a framework agreement with that party. The Agreement shall have a term of 6 years with 2 times the option for a 2 year renewal (in total max. 10 years) with an estimated start date of mid-2019.

SNBV wishes to enter into an outcome-based Agreement with the Contractor. In addition, the Contracting Party wishes to investigate during the term of the agreement whether there is added value in converting the Agreement in the interim to a Vested agreement. Vested is a specific means of outcome-based contracting, whereby the parties involved engage in far-reaching cooperation, and whereby innovation plays an important role. No rights may be derived from these intentions. You are required to complete the statement in Standard Form H.

1.9 Award criterion to be applied in the tender and award phase

The Engagement will be awarded on the basis of the awarding criterion 'Best Value for Money' (BPKV). This means that, in addition to the price, quality criteria will also count in the selection of the Contractor.

Following this selection phase, SNBV intends to work through the award phase, according to the principles of the Best Value Procurement method. No rights may be derived from this intention.

2 PRINCIPLES AND CONDITIONS

This chapter sets out further details of the principles and conditions applying to this Tender.

2.1 Procedural Framework of ARN2016

This Tender is being conducted in compliance with the 2016 Tendering Regulations for the Utilities Sectors (ARN2016). The ARN2016 can be downloaded from: <https://www.schiphol.nl/nl/schiphol-group/pagina/procurement>, in the section: Documents and Legal Conditions.

2.2 Procedure phases

This Tender is a European Tender according to the **non-public procedure**.

The non-public procedure distinguishes between the following phases:

- Selection phase;
- Tender and award phase.

A non-public procedure runs as follows:

1. Selection phase: On the basis of the public announcement potential Candidates request the Selection Guidelines and on that basis submit a request to be invited for the tender and award phase. The parties do this by submitting an Application. On the basis of the Candidates' organisational characteristics (translated into Grounds for Exclusion, (minimum) Suitability Requirements and Selection Criteria), the Contracting Party selects a maximum of five (5) parties for the tender and award phase. By submitting an Application, the Candidates therefore issue no substantive proposal for acquiring/performing the Engagement in this phase;
2. Tender and award phase: By sending the Invitation to Tender the Contracting Party invites the selected Candidates to submit a Tender. The selected Candidates are requested to submit an initial Tender in accordance with the Invitation to Tender. A Tender contains the proposal for acquiring/performing the Engagement. On the basis of the assessment of the Tenders received, the Contracting Party intends to contract a single Contractor.

In the selection phase, an assessment will take place of the Applications from the Candidates on the basis of Grounds for Exclusion, (minimum) Suitability Requirements and, if necessary, Selection Criteria, with the aim of selecting Candidates to be invited to participate in the tender and award phase. The selection procedure, including the applicable Grounds for Exclusion, (minimum) Suitability Requirements and Selection Criteria, is described in the next chapter of these Selection Guidelines.

2.3 Tender Schedule

The Contracting Party begins this Tender Procedure by publishing the announcement of the utilities sector engagement on TenderNed. The table below sets out the schedule for this Tender Procedure. The Contracting Party reserves the right to modify the schedule.

Schedule for the selection phase	Date
Publication of announcement of selection phase on TenderNed	27 September 2018
Closing date for question round: strict deadline for submitting questions and comments in response to Selection Guidelines	8 October 2018, 10.00 (deadline)

Publication of Summary of Additional Information and Changes, including any Amended Documentation	17 October 2018
Closing date for submission of Application	29 October 2018, 10.00 (deadline)
Opening of the safe in TenderNed	29 October 2018, from 10.00
Announcement of preliminary selection result	3 December 2018
Deadline for receipt of Supporting Documents for verification ESPD	13 December 2018
Deadline for submission of objections (objection period)	8 December 2018
Deadline for preliminary relief proceedings	Within 10 calendar days after communication concerning submitted objection (section 13.5 ARN ²⁰¹⁶)
Announcement of final selection result	14 December 2018

In the case of the 'closing date for question round' and 'closing date for submission of Application' the stated times are strict deadlines. Any questions and/or comments submitted after the deadlines will not be dealt with. Any Applications that are received after the specified deadline will not be included in the assessment process. The other deadlines are indicative and not binding for the Contracting Party.

Failure on the part of the Candidate to comply with the above dates/deadlines or the dates/deadlines amended by the Contracting Party will in principle lead to exclusion.

The precise planning for the tender and award phase will be shared following announcement of the final selection result of the selected Candidates.

2.4 Communication during the Tender

2.4.1 Contact with Contracting Party

All communication concerning this Tender must be conducted via TenderNed. No communication will take place by any other means. No rights may be derived from oral communication, commitments or agreements which were not recorded in a communication or publication by the Contracting Party on TenderNed. Officers of the Contracting Party must not be approached, either directly or indirectly, in the context of this Tender Procedure. Any positive or negative influencing, in any form whatsoever of the staff involved in the Tender Procedure may lead to exclusion from participation in this Tender Procedure.

2.4.2 Submission of questions and comments

Potential Candidates may submit questions and comments on any Tender Document via TenderNed. **You must use the format in Standard form I.** As stated in the schedule, potential Candidates have one opportunity during this Tender Procedure to ask questions or make comments. Questions which the potential Candidate submits late or by other means will in principle not be considered by the Contracting Party. The answers to punctually submitted questions will be published via a Summary of Additional Information and Changes on TenderNed.

The potential Candidate is responsible for the timely and proper submission of the questions. If a question is not received by the Contracting Party, the potential Candidate bears the burden of proof regarding timely submission of the question. Ensure that you comply with the closing date as referred to in the 'Tender Schedule' section in these Selection Guidelines.

Any deficiencies and/or contradictions in and/or objections to the content of these Selection Guidelines and their Appendices and/or the procedure for this Tender must be addressed in the question round(s). If none are forthcoming, the Contracting Party is entitled to assume that potential Candidates have no objections to the content of the Selection Guidelines and their Appendices and/or this Tender Procedure, as a result of which any rights of the Candidates to object to these matters at a later date will lapse.

Questions must be submitted in English and you must use the format of Standard form I. In the questions you are requested to state precisely which part (name of document, section and page number) of the Tender documents the question relates to. You are requested not to use company names, product names and other names related to your business in the questions.

The Contracting Party closes a question round by sending a Summary of Additional Information and Changes containing the (anonymised) questions from potential Candidates and the answers from the Contracting Party. The Contracting Party will include in this any amendments to the Tender documents. The published Summary of Additional Information and Changes forms part of the Selection Guidelines and prevails over the other part of the Selection Guidelines and the Appendices. Documents bearing the following wording affixed by the Contracting Party: "Amended Documentation" prevail over the Summary of Additional Information and Changes. The Contracting Party makes the Summary of Additional Information and Changes available to all potential Candidates via TenderNed. The Contracting Party reserves the right to disregard or take only partial account of comments.

2.4.3 Commercially confidential questions

If a potential Candidate has questions for the Contracting Party which are by their nature 'commercially confidential', and it is therefore not desirable for these questions to be answered in a Summary of Additional Information and Changes, the Contracting Party may answer such questions outside the Memorandum of Information. The potential Candidate must submit such questions using the TenderNed communication module stating 'Commercially confidential – Not to be answered in the Summary of Additional Information and Changes'.

In all cases the Contracting Party will first assess such 'commercially confidential' questions on their merits. If the Contracting Party considers that such questions should not be deemed commercially confidential, it will in principle notify the potential Candidate that has raised these questions. This potential Candidate will then be given an opportunity to withdraw the questions or to ask them with a view to receiving an answer in the Summary of Additional Information and Changes. When dealing with 'commercially confidential' questions, the Contracting Party will at all times endeavour to guarantee a level playing field.

2.5 Complaints procedure/complaints desk of the Contracting Party

The Contracting Party has instituted a complaints desk for parties with an interest in the Contracting Party's tender procedures to lodge a complaint concerning any errors or irregularities suspected during a tender procedure. However, a complaint may not be lodged until the alleged errors and irregularities have been communicated to the Contracting Party in the question round and the Contracting Party has provided its response via a Summary of Additional Information and Changes. If the potential Candidate continues to disagree with the Contracting Party's response in the Summary of Additional Information and Changes, it may then lodge a complaint through the complaints desk. The subsequent procedure is then as follows:

- (1) Complaints must be submitted in writing to the Contracting Party's complaints desk secretary, stating the reasons for the complaint. The e-mail address is: Tender_klacht@schiphol.nl. In this written complaint, supporting arguments must be given as concerns the subject of the complaint, and on what (legal) grounds the complaint is being made. An appropriate approach to a solution must also be proposed. The written complaint must also include the date of the complaint, the name and address of the complainant and the designation/reference of the Tender to which the complaint relates.
- (2) The secretary of the complaints desk will confirm receipt of the complaint as soon as possible.
- (3) The complaints desk will then investigate expeditiously whether the complaint is justified, taking account as far as possible of the schedule and turnaround time for the tender. Please note: the submission of a complaint will not suspend this Tender.
- (4) If the Contracting Party concludes, after the investigation by the complaints desk, that the complaint is fully or partly justified, and the Contracting Party intends to take corrective action, the Contracting Party will give notice of this in writing as soon as possible. Depending on the phase of this Tender, it is possible that the Contracting Party will communicate the action to be taken to all potential Candidates at the same time as notifying the complainant. This is to prevent any preferential treatment.
- (5) If the Contracting Party concludes, after the investigation by the complaints desk, that the complaint is not justified, no action will be taken and the Contracting Party will notify the complainant in an appropriate manner in writing.

2.6 Submitting an Application

Applications must be submitted via www.TenderNed.nl. In order to safeguard confidentiality, Applications cannot be submitted by post or by e-mail.

The strict deadline is stated in the section entitled 'Tender Schedule'. The Contracting Party will treat Applications not submitted in time as not having been submitted and will not therefore process them. The risk relating to timely and complete submission of the Tender is borne by the potential Candidate. The Contracting Party and TenderNed are not responsible for errors committed by potential Candidates in the full and timely supply of information. If in doubt, you should therefore consult the TenderNed help desk. We advise you to submit your Applications well in advance. Any malfunctions during uploading are at the potential Candidates' own risk. The Contracting Party will be unable to open the virtual safe on TenderNed until after the strict deadline.

By submitting an Application, the Candidate declares its agreement to the provisions contained in these Selection Guidelines and the other provisions applicable to this Tender Procedure. By submitting an Application the Candidate also agrees to the tendering method chosen by the Contracting Party. If, in the opinion of the Candidate, the Selection Guidelines contain errors, the Candidate must make this known in writing before the closing date for Applications. If the Candidate fails to do so, the Candidate cannot invoke such errors in the event of or following the award of the Engagement.

2.7 Application Conditions

When submitting an Application, the following terms and conditions apply:

2.7.1 Number of Applications

Companies can only apply once, either as an individual company or as part of a Consortium with other companies.

2.7.2 Contact regarding the Engagement

Any company that makes contact by any means whatsoever, whether directly or indirectly, for example through third parties, with other actual or potential Candidates/Tenderers concerning the Engagement being tendered for and the content of the Application or Tender will be excluded from participation or further participation. This concerns in particular the price to be offered or the allocation of works, except for any necessary consultation regarding the formation of a Consortium, if justified.

2.7.3 Cost

No costs incurred by Candidates for the compilation and submission of the Application will be eligible for reimbursement by the Contracting Party in any way.

2.7.4 Form and content of the Tender

Form: The Tender may be submitted in Word [.doc or .docx], Excel [.xls or .xlsx] or PDF format. Other extensions are not permitted unless expressly stated otherwise.

Content: Only Tenders which are not strategic and/or manipulative will be assessed.

2.7.5 Documents in this Tender

These Selection Guidelines and all Appendices have been compiled with care. However, in the event of any contradictions or discrepancies between the aforementioned documents, the order of precedence below will apply, with a higher placed document prevailing over a lower placed document (in other words the list is in decreasing order of importance)

DOCUMENTS		
ORDER OF PRECEDENCE	DOCUMENT DESCRIPTION	VERSION
1	Summary of Additional Information and Changes	Will follow
2	Selection Guidelines	The present document
3	Confidentiality Statement	Annex D
4	Your Application	Will follow
	All other documents referred to previously by the Contracting Party during the Tender Procedure until the time of signing the contract.	

These Selection Guidelines and all Appendices can be amended and/or supplemented by means of a Summary of Additional Information and Changes. A Summary of Additional Information and Changes of a later date prevails over a Summary of Additional Information and Changes of an earlier date.

If after reading the most recent Summary of Additional Information and Changes a Candidate/potential Candidate still considers that these Selection Guidelines and all associated documents contain contradictions, errors, unlawful acts, irregularities, ambiguities, deficiencies, unreasonably onerous

requirements and/or other defects, that Candidate/potential Candidate must, no later than seven calendar days before the closing date for Applications, institute preliminary relief proceedings at the district court of Amsterdam by serving a summons on the Contracting Party, failing which the right will lapse. This Deadline is a lapse deadline.

The Candidate/potential Candidate must submit a copy of the summons by means of the TenderNed communication module. By requesting these Selection Guidelines (including Appendices) the Candidate/potential Candidate declares its agreement to this.

2.7.6 Recourse to financial capacity/technical capability of third party/parties

In order to meet the (minimum) Suitability Requirements, a Candidate may have recourse to the financial capacity and/or technical capability of a third party, regardless of the legal nature of its connections with such third party.

If the Candidate wishes to have such recourse to the *technical capability* of (a) third party(ies), the Candidate must demonstrate in its Application in accordance with article 11 of the ARN²⁰¹⁶:

- (i) that the third party/parties concerned complies/comply with the requirements set out in the Selection Guidelines with regard to technical capability, and
- (ii) that during the term of the Engagement, the Candidate shall actually have recourse to the resources necessary for performance of the Engagement from that (those) third party(ies) (in the broadest sense of the word) in accordance with Standard Form C.

In such cases the Candidate must state this in part II section C of the ESPD (Standard Form B). The Candidate must also complete Standard Form C. The completed Standard Form C signed by the Candidate and the third party/parties concerned together with the associated supporting documents must be enclosed with the Application.

In the event of recourse to the technical capability of one or more third parties, the respective third party/parties must also be deployed genuinely and accordingly on the performance of the Engagement. During the tender and award phase to which this applies, the Candidate must also explain in its plans how it guarantees that the technical capability of the respective third party/parties will actually be used in the performance of the Engagement.

In this Tender it is not permitted to have recourse to a third party to which a Ground for Exclusion applies.

Important: In the event of recourse to more than one third party, a copy of the Standard Forms must be completed, signed and enclosed with the Application for each third party individually.

2.8 Application by a Consortium and/or engagement of third parties (main contract and subcontract)

The following applies if a Candidate is a Consortium of companies:

2.8.1 Consortium: ESPD

Each member of a Consortium must itself submit a fully completed ESPD. The ESPD and the appendices must be signed by the legally authorised representative of the respective Consortium Member. Each of the Consortium Members must demonstrate that the signatory of the ESPD and the Appendices is a legally authorised representative. Each of the Consortium Members must also state in Part II of the ESPD what each party's role is in the Consortium.

2.8.2 Consortium: Statement on the Formation of a Consortium

When applying, the Consortium must submit a Statement on the Formation of a Consortium. Standard Form F of these Selection Guidelines contains the model.

2.8.3 Consortium Agreement on request

On request, the Consortium must submit a Consortium Agreement in accordance with article 10.2 ARN²⁰¹⁶ within ten (10) calendar days.

2.8.4 Consortium: Joint and several liability

Upon awarding of the Engagement, each of the Consortium Parties must declare itself jointly and severally liable for performance of the entire Engagement, pursuant to article 10.4 ARN²⁰¹⁶.

2.8.5 Consortium: no changes permitted

After applying, no changes may be made to the Consortium without the prior written consent of the Contracting Party. Such consent will only be granted in exceptional circumstances (e.g. in the event that Candidates or Consortium Members become the subject of a merger or acquisition). The Contracting Party may attach conditions to such consent. A Consortium must in any case continue to satisfy the requirements imposed in these Selection Guidelines.

2.8.6 Engaging third parties

- Even though they independently meet the (minimum) Suitability Requirements applying to this tender procedure, Candidates, or a Consortium of Candidates, may wish to engage third parties for the performance of the Engagement. In principle, Candidates must perform the Contract entirely independently. Third parties may only be engaged if, in the next phase of the Tender Procedure, the Candidate explicitly states in the Tender which third parties it wishes to engage and for which elements of the Engagement it intends to do so.
- The Candidate must also guarantee that the third party concerned meets all requirements stated in this Tender Procedure for the activities to be assigned to that third party.
- The Contracting Party will be entitled to verify the correctness of this guarantee.
- The Candidate bears full responsibility for any third parties it engages.
- If a Candidate already intends to engage third parties for the performance of the Engagement, it must enter the third party's details in the ESPD (Standard Form B).

2.9 Other conditions

2.9.1 Working language

The working language for the entire Tender shall be English.

2.9.2 Intellectual property

At all times, intellectual property rights arising from the information provided by the Contracting Party belong to the Contracting Party. No part of these Selection Guidelines may be reproduced (other than for the purposes of submitting an Application) by means of printing, photocopying, scanning, microfilm or by any other means without prior written permission from the Contracting Party. Any violation of this provision may result in immediate exclusion from this Tender and may be identified as a circumstance as intended in article 7 ARN²⁰¹⁶ and/or article 22.2 ARN²⁰¹⁶. The provisions in this section are without prejudice to the Contracting Party's entitlement to compensation.

2.9.3 Confidentiality

The Contracting Party will treat as confidential any information provided by the Candidate which it knows or reasonably should know to be confidential, and will in any case take account of the legitimate (commercial) interests of the Candidate.

2.9.4 Applicable conditions

No other delivery, payment and/or other terms and conditions apply to this Tender and any Engagement resulting from it other than the contractual and other conditions laid down by the Contracting Party in the Tender documents. Any Application or Tender invoking different conditions will be deemed not to have been submitted. The Contracting Party explicitly rejects the applicability of any general terms and conditions of the Candidate or Tenderer.

2.9.5 Reservation concerning discontinuation of the procedure

The Contracting Party is not obliged to make an award decision during this Tender Procedure or to conclude a Contract with a Tenderer. In the event of any of the following circumstances:

- a. The suspension and/or cancellation of this Tender at any time;
- b. The suspension and/or postponement of and/or addition of further conditions to the award decision;
- c. No award decision being made;
- d. No follow-up action being taken following an award decision;
- e. No conclusion of a Contract;

Candidates/potential Candidates cannot make any claim whatsoever for compensation by the Contracting Party, including any legal successor(s) and/or related persons/legal entities, in respect of any damage and/or costs, however designated and on whatever grounds. Furthermore, by participating in this Tender Procedure they expressly and unreservedly accept the aforementioned provisos stipulated by the Contracting Party.

2.9.6 Choice of law and forum

This Tender is governed by the law of the Netherlands. Any disputes will be submitted to the district court of Amsterdam.

2.9.7 Ownership of information

All information carriers and documentation provided by the Candidate as part of the Application will become the property of the Contracting Party and will not be returned, but will be treated and stored confidentially. They will eventually be destroyed.

2.9.8 Agreement

By submitting an Application, the Candidate agrees unconditionally to the provisions in these Selection Guidelines and other provisions applicable to the Tender. Conditional Applications will be deemed not to have been submitted and will not be eligible for award.

3 ASSESSMENT PROCEDURE

The objective of the selection procedure is to select no more than the maximum number of Candidates referred to below, which will be invited to submit a Tender.

Assessment

The assessment of the Applications will be conducted in accordance with the following stages:

Steps in the Selection Procedure
1. Punctuality/Completeness of Applications
2. Grounds for Exclusion (GfE)
3. (minimum) Suitability Requirements
4. Selection Criteria
5. Provisional Selection
6. Check of Supporting Documents
7. Final Selection

Explanation:

1. Firstly the Application will be assessed for timeliness, completeness and compliance with the requirements (see section 2.7.4). If an Application is incomplete (for example due to missing statements or documents) after the closing date or if an Application does not meet the requirements, it may be excluded.
2. Second, the Contracting Party will assess the Applications against the specified Grounds for Exclusion. If a Ground for Exclusion applies to a Candidate, this will in principle lead to exclusion.
3. Third, compliance with the (minimum) Suitability Requirements will be assessed. If a Candidate does not meet one or more of the (minimum) Suitability Requirements, the Contracting Party may reject the Application.
4. If a candidate fails to satisfy one of the obligations and (minimum) requirements summarised hereinabove in the table 'Steps in the Selection Procedure' sub 1 to 3, the Candidate may be declared invalid. Invalidity will result in the rejection of the Candidate's Application and the Candidate will not be included in the further assessment.
5. The five (5) Candidates with the highest number of points will be eligible to participate further in the Tender. If more than five (5) Candidates remain following the assessment of the (minimum) Suitability Requirements, this number will be reduced to five by means of assessment against the Selection Criteria.

All Applications will be assessed by a competent assessment committee. The members of the assessment committee will first assess the applications individually and award points for each selection criterion. Subsequently, the individually assigned points will be discussed during a plenary meeting. During this meeting, the members of the assessment committee will jointly decide the final score (consensus). The result of the assessment will then be reviewed by the Contracting Party's tender committee.

If two or more Candidates achieve the same final score, as a consequence of which more than the desired number of Candidates would be selected for the tender and award phase, the Contracting

Party shall make a selection by means of drawing lots, in the presence of the Candidates with the same score.

6. The provisional assessment result – the provisional selection – will be announced to all Candidates who submitted an Application. At the same time, the selected Candidates will be requested to supply the required Supporting Documents within ten (10) calendar days.
7. If an assessment of the Supporting Documents reveals that one or more of the selected Candidates are subject to one or more Grounds for Exclusion and/or do not comply with all of the specified (minimum) Suitability Criteria, or if Supporting Documents are received too late, the Candidate in question will be excluded from further participation in this Tender Procedure and its place will be taken by the next Candidate that would have been eligible based on the assessment but was provisionally eliminated based on the number of points.
8. According to article 13.4 of the applicable ARN²⁰¹⁶, following announcement of the selection decision, an objection period of five (5) calendar days will start. Rejected Candidates must submit any objections they have, in writing and including substantiation, to the Contracting Party within five (5) calendar days after the date of the provisional selection result. The Contracting Party will then inform the objecting Candidate whether the original Selection Decision will be upheld (position). Following announcement of this position, a further period of ten (10) calendar days will start such that if required, interlocutory proceedings before the civil courts may be initiated, pursuant to the provision in article 13.5 in conjunction with article 21.1 of the ARN²⁰¹⁶. If the objection periods expire unused, the selection decision will be final.

4 REQUIREMENTS TO BE MET BY THE CANDIDATE

The following sections specify the information that a Candidate must submit for the assessment on the basis of the Grounds for Exclusion and (minimum) Suitability Requirements. This chapter describes the requirements applicable to each section.

Chapter	No.	Document	With Application	On request
Grounds for Exclusion (GfE)	GfE1	ESPD (scanned version)	x	
	GfE2	Registration in the national professional/trade register	x	
	GfE3	Statement from the Tax Authorities		X
	GfE4	Confidentiality Statement	x	
Suitability Requirements:	SR1	Declaration of Dutch and/or English language	x	

In order to limit the administrative burden on Candidates, the Contracting Party uses the European Single Procurement Document and a limited number of Supporting Documents. The Application must be accompanied by Supporting Documents stated in the above table, in the column detailing supporting documents to be submitted with the Application. After receiving a written request from the Contracting Party, the Candidate must submit the supporting documents specified in the 'On request' column of the above table within ten (10) calendar days. For the submission of Supporting Documents, use may be made of E-Certis. www.tenderned.nl/ecertis. The risk that the Supporting Documents cannot be obtained in time is borne by the Candidate.

In the case of Applications in a Consortium or with subcontractors, Section 2.8 of these Selection Guidelines also applies. These supporting documents must therefore be supplied by each of the Consortium Members, unless stated otherwise.

The assessment will first be made based on the answers provided to the questions in the ESPD and the supporting documents to be submitted. Candidates must guarantee that these statements correspond to the actual situation of the Candidates at the time of submission.

4.1 Grounds for Exclusion (GfE)

The following Grounds for Exclusion apply to this Tender:

4.1.1 GfE1: European Single Procurement Document

Only the original copy of the ESPD enclosed in Standard Form B with the Selection Guidelines may be submitted for the Application. The text of the ESPD must not be retyped, added to or modified. Modifying the ESPD in any way whatsoever may, regardless of the degree of modification, result in exclusion from participation in the remainder of this Tender Procedure.

The ESPD must be completed digitally or by hand and submitted in PDF format with the Application.

A legally valid signature affixed to the Tender/Application also is deemed to constitute signing of the ESPD. The signature must be that of a legally authorised representative of the Candidate. Such legality must be demonstrated by means of an extract from the commercial register or, if necessary, a power of

attorney (if this person holds a power of attorney, you are requested to append both the extract and the power of attorney to the Application.)

If the information given in the ESPD proves to be false after the verification within the aforesaid period, or cannot be verified within that period due to the lack of the aforementioned Supporting Documents, this may be interpreted as a false statement as defined in Section 2.87(1)(h) of AW 2012. This may result in exclusion, in which case the Candidate in question loses its place on the shortlist and is excluded from further participation in this Tender Procedure.

Section 2.86 of AW 2012

All Grounds for Exclusion as stated in Section 2.86 of AW 2012 apply and have therefore been incorporated in this ESPD. As proof that none of the stated circumstances apply to the Candidate, the Contracting Party will receive the ESPD from each Candidate, on the basis of which it can be assumed that the Grounds for Exclusion are not applicable to the Candidate.

Furthermore, by means of the ESPD, the Candidate also states that the Supporting Documents as referred to in Section 2.86 of AW 2012, such as the 'Certificate of Good Conduct for Tendering' will be supplied within ten (10) calendar days after the first request of the Contracting Party.

Section 2.87 of AW 2012

All Grounds for Exclusion as stated in Section 2.87 of AW 2012 apply and have therefore been incorporated in this ESPD. As proof that none of the circumstances stated in article 2.87 of AW 2012 apply to the Candidate(s), the Contracting Party will receive the ESPD from each Candidate, on the basis of which it can be assumed that the Grounds for Exclusion are not applicable to the Candidate.

Furthermore, by means of the ESPD, the Candidate also states that the Supporting Documents as referred to in Section 2.87 of AW 2012 will be supplied within ten (10) calendar days after the first request of the Contracting Party.

In the case of an Application from a Consortium, the Consortium will be excluded if one or more of the Consortium Members is in one or more of the aforementioned circumstances.

4.1.2 GfE2: Registration in the national professional/trade register

A statement, no older than six months, as referred to in paragraph 1 of Section 2.89 of AW 2012, showing that the Candidate is registered in the national professional/trade register in accordance with the requirements applying in the country in which the Candidate is established, or, if such a statement is not issued in the country of establishment, a sworn statement or affidavit. In the Netherlands this function is performed by an extract of the entry in the Chamber of Commerce trade register.

The extract must show among other things that the party who signed the Tender is a legally authorised representative of the Candidate. If the signature is affixed by a party other than that stated in the register of the Chamber of Commerce, the required power of attorney (or a copy thereof) must also be enclosed.

If the Candidate is a Consortium, the certificate of registration of each Consortium Member in the national professional/trade register must be supplied.

The certificate of registration in the National professional/trade register of third parties to whom the Candidate has recourse or who he wishes to hire in performance of the Engagement must also be issued.

4.1.3 GfE3: Statement from the Tax Authorities

A statement from the Tax Authorities no older than six (6) months (Exclusion criterion in Section 2.86(4) of AW 2012) concerning payment of social security contributions and/or taxes must be submitted no later than ten (10) calendar days after the request from the Contracting Party.

Candidates must keep in mind that they themselves must request the Tax Statement from the Tax Authorities. The risk of the request for the statement taking longer than expected will be borne by the Candidate. The Candidate would be well advised to request a statement from the Tax Authorities in good time prior to a possible request from the Contracting Party.

4.1.4 GfE4: Confidentiality Statement

The Tenderer must sign the Confidentiality Statement according to Standard Form D, and submit it together with the Application. If the Candidate is a Consortium, the Confidentiality Statement must also be issued by each Consortium Partner.

4.2 Suitability Requirements: Technical and professional capability

4.2.1 SR1: Requirements in respect of the Dutch and/or English language

Together with the Application, using Standard Form E, the Candidate must submit a statement that the management staff responsible for performance of the Engagement have a written and spoken command of the Dutch and/or English language.

5 SELECTION CRITERIA

If on the basis of the assessment of Grounds for Exclusion and (minimum) Suitability Requirements more than five (5) Candidates are found to be suitable, the Contracting Party shall determine an order of precedence among the Candidates found to be suitable, as intended in article 12 of the ARN²⁰¹⁶. The order of precedence will be determined by the total number of points each Candidate scores.

The summary below describes the weighting of the various Selection Criteria.

Selection Criteria and weighting factor	
Criterion	Weighting factor
Technical and professional capability, consisting of: - Core Competency 1: Maximisation of effective capacity / planning space - Core Competency 2: Planning optimal passenger process - Core Competency 3: Planning optimisation throughout the chain - Core Competency 4: Planning and simulation/forecasting across various time horizons - Core Competency 5: Continuous improvement - Core Competency 6: Stability, availability and performance	85%
Corporate Responsibility (CR)	15%
Total	100%

If you achieve the maximum score in the Technical and professional capacity (the six Core Competencies), you will score a maximum of 90 points. If you achieve the maximum score for the element Corporate Responsibility (CR), you will score a maximum of 10 points. To apply the correct weighting factors (85% relative to 15%), the subtotal score for the Technical and professional capacity will be divided by 1.0588 and the score for Corporate Responsibility by 1.5. As a result (in the event of a maximum score on both elements) you may eventually achieve a total maximum score of 100 points.

Calculation example:

You score 60 points for the element Technical and professional capacity / Core Competencies and 9 points for the element Corporate Responsibility. In this case, your total score for the Selection Criteria would be:

$$60 / 1.0588 + 9 \times 1.5 = 70.16 \text{ points}$$

5.1 Technical and professional capability

5.1.1 Requirements on the Core Competencies / references

The Candidate must demonstrate by means of one or more References that it has Core Competencies which the Contracting Party deems necessary for the proper performance of the Engagement. He may

thereby refer to competencies he has acquired in the performance of Engagements concluded by the Candidate not longer than five years ago – counting from the closing date for Application.

The satisfaction of these requirements can be demonstrated by means of one Reference for each Core Competency, as referred to in Section 8.2.a of ARN2016. **A maximum of one reference may be submitted for each Core Competency; a single Reference may be used, however, to demonstrate multiple Core Competencies. The sole exception is Core Competency 1. For this competency you may use a maximum of two References.** This must have been demonstrated by completing Standard Form G, with the Application.

On Standard Form G you must at least complete the following information about the Reference, demonstrating that you satisfy the Core Competencies:

- the name of the organisation;
- a brief description of the main activities of the organisation;
- the scope of the Engagement per year in euros;
- the term of the agreement with regard to the Engagement;
- the name and telephone number of the contact person of the organisation for whom the Engagement was performed;
- a brief description in which you describe how you satisfy the requested Core Competency at the organisation in question (maximum two A4).

The Candidate must submit all References referred to. The Contracting Party shall reserve the right to check the accuracy of the Reference by contacting the contact person at the reference organisations.

In the event of Application as a Consortium or with the deployment of third parties (subcontractors), the members of the Consortium or main and subcontractors must jointly demonstrate that the Candidate satisfies the above requirements.

The specified Reference(s) must have been performed in a professional manner to the satisfaction of the Contracting Party in question. This must be demonstrated for each Reference by means of a statement from the Contracting Party in question. The above-mentioned statement(s) must also demonstrate (for each Reference) that the Reference in question was completed not more than five years ago. The statement from the Contracting Party as intended in this section must be part of the Application and as such the accompanying documents shall form an integral part of the Application and shall be enclosed therewith. The Engagements listed on Standard Form G not accompanied with the Application by a statement from the Contracting Party or which are issued by a company forming part of the same group of companies as the Candidate shall not be eligible as References.

Below, for each Core Competency, SNBV shall explain what it means by the Core Competency.

5.1.2 Core Competency 1: Maximising effective capacity / planning space

By this Core Competency, SNBV understands: the ability to automate and optimise the (integrated) planning of gates/VOPs, buses, check-in, security and baggage reclaim, taking account of uncertainties in the planning and dependencies between these elements. In the case of Schiphol, this relates to: flight arrival times, runway allocation/taxi time, turnaround lead time, passenger numbers, passenger behaviour, availability of assets, handling speed) with the objective of:

- arriving at optimal performance throughout chain;
- making sure disruptions have a limited impact on the process performance;

- balancing between robustness and costs;
- ensuring optimal deployment of scarce capacity so as to facilitate additional volume.

As indicated in section 5.1.1, on a maximum of two A4 pages you are permitted to describe how in this reference engagement, you satisfied the Core Competency 'robust and efficient planning of assets and resources'. Make use of the relevant space on Standard Form G.

The assessment will take place as follows:

Criterion		Explanation	Points	Weighting factor	Max. number of points
	Comparability	SNBV attaches considerable value to sound references. Attention will be paid to comparability with the engagement to be tendered and in particular to (i) the content and scope of the work performed and (ii) the composition and complexity of the engagement.	0 = no statement or no gate planning 1 = implemented for gate planning but not comparable and not complex 5 = implemented for gate planning in combination with other processes and reasonably/less comparable and reasonably/less complex 10 = implemented for gate planning in combination with other processes and comparable composition and complexity	2	20

A maximum of (2 x 10) = 20 points can be scored with this reference project.

5.1.3 Core Competency 2: Planning optimal passenger process

Under this Core Competency, SNBV understands: the automation of the planning of transport equipment, assets and resources for the optimisation of the passenger/visitor experience (in particular waiting time, total lead time, transfer time/connection) including the simulation/prediction of volume flows.

As indicated in section 5.1.1, on a maximum of two A4 pages you are permitted to describe how in this reference engagement, you satisfied the Core Competency 'planning optimal passenger process'. Make use of the relevant space on Standard Form G.

The assessment takes place as follows:

Criterion		Explanation	Points	Weighting factor	Max. number of points
	Comparability	SNBV attaches considerable value to sound references. Attention will be paid to comparability with the engagement to be tendered and in particular to (i) the content and scope of the work performed and (ii) the composition and complexity of the engagement.	0 = insufficient or no statement 1 = not comparable and not complex 5 = reasonably/less comparable and reasonably/less complex 10 = comparable composition and complexity	2	20

A maximum of (2 x 10) = 20 points can be scored with this reference project.

5.1.4 Core Competency 3: Planning optimisation throughout the chain

Under this Core Competency, Schiphol understands: the automation and optimisation of the planning of processes between various chain partners (in the case of Schiphol, for example: airlines, ground handlers, air traffic control, Eurocontrol, Royal Netherlands Military Police, baggage handling, check-in occupation) whereby optimal performance of the total system is achieved through mutual harmonisation.

As indicated in section 5.1.1, on a maximum of two A4 pages you are permitted to describe how in this reference engagement, you satisfied the Core Competency 'planning optimisation together with external partners'. Make use of the relevant space on Standard Form G.

The assessment takes place as follows:

Criterion		Explanation	Points	Weighting factor	Max. number of points
	Comparability	SNBV attaches considerable value to sound references. Attention will be paid to comparability with the engagement to be tendered and in particular to (i) the content and scope of the work performed and (ii) the composition and complexity of the engagement.	0 = insufficient or no statement 1 = not comparable and not complex 5 = reasonably/less comparable and reasonably/less complex 10 = comparable composition and complexity	1	10

A maximum of (1 x 10) = 10 points can be scored with this reference project.

5.1.5 Core Competency 4: Planning and simulation / forecasting across different time horizons

Under this Core Competency SNBV understands: the planning and optimisation of the deployment of gates/VOPs, buses, check-in, security and baggage reclaim according to the same model and in the same environment across three different time horizons: Tactical (1-5 years), operational preparation (season through to one day in advance) and the day of operation.

As indicated in section 5.1.1, on a maximum of two A4 pages you are permitted to describe how in this reference engagement, you satisfied the Core Competency 'quality focus'. Make use of the relevant space on Standard Form G.

The assessment takes place as follows:

Criterion		Explanation	Points	Weighting factor	Max. number of points
	Comparability	SNBV attaches considerable value to sound references. Attention will be paid to comparability with the engagement to be tendered and in particular to (i) the content and scope of the work performed and (ii) the composition and complexity of the engagement.	0 = insufficient or no statement 1 = not comparable and not complex 4 = simple and transparent reuse of model information between various planning horizons in a comparable situation 7 = use of one model and environment for operational preparation and day of operation in a comparable situation 10 = use of one model and environment for all time horizons in a comparable situation	1	10

A maximum of (1 x 10) = 10 points can be scored with this reference project.

5.1.6 Core Competency 5: Continuous improvement

Under this Core Competency SNBV understands: the ability to draw up an improvement strategy together with the Contracting Party in the field of planning and forecasting. On this basis, implementing frequent and step-by-step improvements and expansions over a period of several years, including expansion of (data) interfaces and external integrations.

As indicated in section 5.1.1, on a maximum of two A4 pages you are permitted to describe how in this reference engagement, you satisfied the Core Competency 'continuously improving the solution together with the Contracting Party'. Make use of the relevant space on Standard Form G.

The assessment takes place as follows:

Criterion		Explanation	Points	Weighting factor	Max. number of points
	Comparability	SNBV attaches considerable value to sound references. Attention will be paid to comparability with the engagement to be tendered and in particular to (i) the content and scope of the work performed and (ii) the composition and complexity of the engagement.	0 = insufficient or no statement 1 = not comparable and not complex 5 = reasonably/less comparable and reasonably/less complex 10 = comparable composition and complexity	1	10

A maximum of (1 x 10) = 10 points can be scored with this reference project.

5.1.7 Core Competency 6: Stability, availability and performance

Under this Core Competency SNBV understands: the implementation, management and optimization of a planning and forecasting solution, in a 24/7 environment, whereby simulations and optimisations are calculated in near real-time and whereby availability, performance and 24/7 support are guaranteed, also after a significant increase in scale or complexity over time.

As indicated in section 5.1.1, on a maximum of two A4 pages you are permitted to describe how in this reference engagement, you satisfied the Core Competency 'Stability, availability and performance'. Make use of the relevant space on Standard Form G.

The assessment takes place as follows:

Criterion		Explanation	Points	Weighting factor	Max. number of points
-----------	--	-------------	--------	------------------	-----------------------

	Comparability	SNBV attaches considerable value to sound references. Attention will be paid to comparability with the engagement to be tendered and in particular to (i) the content and scope of the work performed and (ii) the composition and complexity of the engagement.	0 = insufficient or no statement 1 = not comparable and not complex 5 = reasonably/less comparable and reasonably/less complex 10 = comparable composition and complexity	2	20
--	---------------	--	--	---	----

A maximum of (2 x 10) = 20 points can be scored with this reference project.

5.2 Corporate Responsibility (CR)

The Contracting Party operates with respect for people and the environment. For the Contracting Party, how we achieve our business goals is as important as achieving them. The Contracting Party stands for sustainable value creation and consciously weighing the interests of people, planet and profit. For the Contracting Party – a leading organisation with a strong sense of social awareness – Corporate Responsibility is about making our own choices for the future of the business, our surroundings and society as a whole. In this regard, the Contracting Party focuses on five themes: Sustainable employment opportunities, Accessibility, Climate-friendly aviation, Raw materials & waste channels, and Environment, noise pollution & air quality. More information on CR can be found via www.schiphol.nl/cr. The integrated annual report is available via www.jaarverslagschiphol.nl.

Based on this perspective, the Contracting Party strives to do business with a Contractor who uses CR as a guideline for their business operations, and wherever possible, can provide support with the realisation of the Contracting Party's CR objectives. In this framework, the Contracting Party reserves the right to demand that the Contractor maintains at least the same CR objectives for subcontractors that are contracted for performance of the Engagement.

You are hereby asked, based on the following table, to provide an answer to the following components. The points are awarded as follows:

Aspect	Assessment
Corporate Responsibility	SNBV's operations are based on respect for people and the environment. The key CR spearheads at SNBV are: 1. Focus on people. People are the most important driving force behind Schiphol: passengers, employees at Schiphol, day trippers and of course our neighbours. We recognise how important it is that everyone feels welcome at Schiphol, and can live and work in a healthy and safe environment. These have been made the spearheads of our employment policy. Against that background, in the summer of 2015 we signed the Diversity Charter. At the end of 2015, together with the employers' association ANWV, we took the initiative for the collaboration programme <i>Luchtvaart Inclusief</i> (Inclusive Aviation). This initiative ties in with the Dutch Participation Act. Businesses in the Schiphol region expressed their intention to create more jobs for people with occupational disabilities. 2. Sustainable employability and integrity. Our policy is aimed at enabling our employees to continue to develop within the businesses, and to transfer to new, challenging positions. The underlying principle is that all our people should be fit, motivated and able to continue working productively, both now and in the future. Vitality is a key concept for us, and we promote internal mobility. Royal Schiphol Group is only able to implement its strategy if it has the right people in place. Schiphol places great value on the integrity of its employees. To this end, an online training programme has been created to raise and assess awareness of the Schiphol Code of Conduct among both our own employees and external staff. 3. Power: for us, responsible use of power means that we make every possible effort to reduce power consumption as far as possible, and are working constantly towards energy efficiency. Schiphol uses 100% Dutch wind power, and is downscaling the use of gas. For this tender, SNBV aims to select a supplier with a power reduction policy (servers, etc.). Seen from this perspective, SNBV is striving to do business with clients who operate CR as a guideline for their business operations, and are able wherever possible to support SNBV in achieving its CR objectives. For more information about Schiphol's vision in respect of CR, surf to www.schiphol.nl/cr. The integrated annual report can be read at www.jaarverslagschiphol.nl. Describe how your organisation takes Corporate Responsibility with regard to the spearheads described above.

Assessment method

A measuring tool is used to assess implementation based on figures. The following figures may be awarded by the assessors (in consensus) for each elaboration of the Candidate: 2, 4, 6, 8 and 10. The assessment of and point allocation to the elaboration by the Candidates will be carried out on the basis of the four Cs:

1. Complete: all elements of the question have been substantively elaborated.
2. Correct: what is written is verifiable and formulated SMART (specific, measurable, acceptable, realistic and time-based).
3. Consistent: the elaborated elements are clearly consistent. They are not mutually contradictory and tie in with the question.
4. Convincing: the elaboration convinces the assessors that the Candidate operates with respect for people and the environment. The claims of the Candidate are supported with (measurable) data (for example KPIs in respect of CR) and (real) examples (for example a CR annual report or annual report which includes CR).

To be used:

maximum two A4 pages, excluding appendices (CR annual report and summary of KPIs).

STANDARD FORM A

Checklist

The Application must be arranged in accordance with the structure below. The checklist completed and signed by a legally authorised representative must be enclosed with the Application.

Check questions	Enter: Yes / No
Application submitted via TenderNed at the latest before 10:00 on 29 October 2018?	
Application drawn up in English?	
Standard Forms completed, signed and enclosed?	

Documents to be submitted with Application			
Description of question/requested item	Format	Explanation	Enter: Yes / No
Checklist <i>Fully completed and duly signed</i>	St. F. A		
ESPD (scanned version) <i>Fully completed and duly signed</i>	St. F. B	Chapters 4.1.1.	
Proof of registration in the national professional/commercial register (Ch. of Comm.) <i>For every Syndicate Member or third party that is engaged for the execution of the Engagement (if applicable)</i>	none supplied	Chapters 4.1.2	
Recourse to technical capability of third party, including Supporting Documents (If Candidate wishes to have such recourse)	St. F. C	Chapters 2.8.7	
Confidentiality Statement	St. F. D	Chapters 4.1.4	
Declaration of Dutch and/or English language	St. F. E	Chapters 4.2.1	
Statement on the Formation of a Consortium <i>with detailed substantiation of the Consortium Formation (in case of consortium)</i>	St. F. F	Chapters 2.8.2	
Selection Criterion Technical and professional capacity / six Core Competencies <i>including testimonials from the contracting authorities, regarding article 8.2.a of the ARN2013</i>	St. F. G	Chapters 5.1	
Statement on Vested contracting	St. F. H	Chapters 1.8	
Selection Criterion Corporate responsibility	none supplied	Chapters 5.2	

Supporting Documents to be Submitted on Request			
Description of question/requested item	Format	Explanation:	Enter: Yes / No
Declaration from the Candidate's Parent Company 'none of the other members of the concern have applied for the Engagement.'	none supplied	Chapters 2.7.2	
Declaration from the Tax Authorities with regard to the exclusion criterion in accordance with Section 2.86(4) of AW 2012	none supplied	Chapters 4.1.3	
Declaration of Liability and Availability - <i>Statement of joint and several liability of Consortium Members in compliance with Section 10.4 of ARN 2016 (if applicable),</i> or - <i>Statement concerning access to the resources of third parties and of joint and several liability in accordance with Section 11 ARN²⁰¹⁶ (if applicable).</i>	none supplied		
Syndication Agreement <i>with organisational chart as referred to in section 10.2 of ARN 2016 (in case of Consortium)</i>	none supplied		

The undersigned declares that if required it will submit Supporting Documents within ten (10) calendar days after the first request of the Contracting Party.

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature	
Place and date	

STANDARD FORM B

UEA - Uniform European Single Procurement Document

The European Single Procurement Document has been enclosed with the Selection Guidelines as a separate document.

STANDARD FORM C

Professional technical capacity

The undersigned declare that

- **[Candidate name]** will have recourse to the resources of **[name third party]** with regard to the requirement as referred to in section 2.7.6 of the Selection Guidelines;
- [name of third party], as evidenced by the enclosed Supporting Document, fulfils this requirement solely or jointly with [name of Candidate];
- [name of Candidate] will, in the event that the Engagement is awarded to [name of Candidate], have free access throughout the term of the Engagement, at its first request, to the resources of [name of third party] necessary for the performance of the Engagement;
- [name of Candidate] will engage [name of third party] at the first request of the Principal as a subcontractor in the performance of the Engagement.

[name of third party] will be engaged for the following part(s) of the Engagement:

- ...

The undersigned declare that they have signed this statement truthfully and that they are legally authorised to do so.

The undersigned agree that on the basis of Section 3.68 in conjunction with 2.102 of AW 2012 the Principal may request additional documentation and information.

Third

Name of third-party company	
Name of legally authorised representative of third party	
Position	
Signature of legally authorised representative	
Place and date	

Signed for approval:

Candidate

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature of legally authorised representative	
Place and date	

STANDARD FORM D

Non-disclosure Agreement

STANDARD FORM E

Declaration of Dutch and/or English language

Pursuant to the provisions in section 4.2.1 the Candidate declares that the management staff responsible for performance of the Engagement have a written and spoken command of the Dutch and/or English language.

Yes

☐

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature	
Place and date	

STANDARD FORM F

Declaration of Syndication

When submitting an Application a Consortium must submit a Statement on the Formation of a Consortium.

The Candidate is a Consortium because:

STATEMENT:

(state the number, significance and capacity of the Consortium Members in relation to the work/delivery/services to be provided)

In the event of the formation of a Consortium, within ten (10) calendar days following the announcement of the (initial) selection result, the Candidate must also submit a Consortium Agreement with an organisation chart, and a statement concerning acceptance of joint and several liability, pursuant to the requirements laid down in article 10.2 and 10.4 of the ARN²⁰¹⁶.

The undersigned declares that it has signed this statement truthfully and is legally authorised to do so.

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature	
Place and date	

STANDARD FORM G (1 OF 6)

Statement of Core Competency/Reference 1: Maximising effective capacity / planning space

The Candidate must use the table below to submit References. For Core Competency 1, you may make use of a maximum of two References; this is however not compulsory.

Details of awarding body or company reference 1		
	Relevance to Core Competency:	
1.	Name of awarding body or company	
	Address	
	Postcode and town/city	
2.	Name of contact person of awarding body or company	
	Position	
	Telephone number	
	E-mail address	
	Sector/type of reference	
Project details		
3)	Execution period in months	
	Start and end date	
	Reason for termination	
4.	Contract value of whole engagement	€
	Annual turnover	€

5) On not more than two A4 pages, describe how in this reference project you satisfied the Core Competency 'Maximising effective capacity / planning space'.



Details of awarding body or company reference 2 (optional)		
	Relevance to Core Competency:	
1.	Name of awarding body or company	
	Address	
	Postcode and town/city	
2.	Name of contact person of awarding body or company	
	Position	
	Telephone number	
	E-mail address	
	Sector/type of reference	
Project details		
3)	Execution period in months	
	Start and end date	
	Reason for termination	
4.	Contract value of whole engagement	€
	Annual turnover	€

5) On not more than two A4 pages, describe how in this reference project you satisfied the Core Competency 'Maximising effective capacity / planning space'.

The undersigned declares that it has completed the above tables truthfully.

The undersigned also declares that if required it will submit Supporting Documents within ten (10) calendar days after the first request of the Contracting Party.

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature	
Place and date	

STANDARD FORM G (2 OF 6)

Statement of Core Competency/Reference 2: Planning for optimal passenger process

The Candidate must use the table below to submit References.

Details of awarding body or company		
	Relevance to Core Competency:	
1.	Name of awarding body or company	
	Address	
	Postcode and town/city	
2.	Name of contact person of awarding body or company	
	Position	
	Telephone number	
	E-mail address	
	Sector/type of reference	
Project details		
3)	Execution period in months	
	Start and end date	
	Reason for termination	
4.	Contract value of whole engagement	€
	Annual turnover	€

5) On not more than two A4 pages, describe how in this reference project you satisfied the Core Competency 'Planning optimal passenger process'.

The undersigned also declares that if required it will submit Supporting Documents within ten (10) calendar days after the first request of the Contracting Party.

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature	
Place and date	

STANDARD FORM G (3 OF 6)

Statement of Core Competency/Reference 3: Planning optimisation throughout the chain

The Candidate must use the table below to submit References.

Details of awarding body or company		
	Relevance to Core Competency:	
1.	Name of awarding body or company	
	Address	
	Postcode and town/city	
2.	Name of contact person of awarding body or company	
	Position	
	Telephone number	
	E-mail address	
	Sector/type of reference	
Project details		
3)	Execution period in months	
	Start and end date	
	Reason for termination	
4.	Contract value of whole engagement	€
	Annual turnover	€

5) On not more than two A4 pages, describe how in this reference project you satisfied the Core Competency 'Planning optimisation throughout the chain'.

The undersigned declares that it has completed the above table truthfully.

The undersigned also declares that if required it will submit Supporting Documents within ten (10) calendar days after the first request of the Contracting Party.

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature	
Place and date	

STANDARD FORM G (4 OF 6)

Statement of Core Competency/Reference 4: Planning and simulation/forecasting on different time horizons

The Candidate must use the table below to submit References.

Details of awarding body or company		
	Relevance to Core Competency:	
1.	Name of awarding body or company	
	Address	
	Postcode and town/city	
2.	Name of contact person of awarding body or company	
	Position	
	Telephone number	
	E-mail address	
	Sector/type of reference	
Project details		
3)	Execution period in months	
	Start and end date	
	Reason for termination	
4.	Contract value of whole engagement	€
	Annual turnover	€

5) On not more than two A4 pages, describe how in this reference project you satisfied the Core Competency 'Planning and simulation/forecasting on different time horizons'.

The undersigned declares that it has completed the above table truthfully.

The undersigned also declares that if required it will submit Supporting Documents within ten (10) calendar days after the first request of the Contracting Party.

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature	
Place and date	

STANDARD FORM G (5 OF 6)

Statement of Core Competency/Reference 5: Continuous improvement

The Candidate must use the table below to submit References.

Details of awarding body or company		
	Relevance to Core Competency:	
1.	Name of awarding body or company	
	Address	
	Postcode and town/city	
2.	Name of contact person of awarding body or company	
	Position	
	Telephone number	
	E-mail address	
	Sector/type of reference	
Project details		
3)	Execution period in months	
	Start and end date	
	Reason for termination	
4.	Contract value of whole engagement	€
	Annual turnover	€

5) On not more than two A4 pages, describe how in this reference project you satisfied the Core Competency 'Continuous improvement'.

The undersigned declares that it has completed the above table truthfully.

The undersigned also declares that if required it will submit Supporting Documents within ten (10) calendar days after the first request of the Contracting Party.

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature	
Place and date	

STANDARD FORM G (6 OF 6)

Statement of Core Competency/Reference 6: Stability, availability and performance

The Candidate must use the table below to submit References.

Details of awarding body or company		
	Relevance to Core Competency:	
1.	Name of awarding body or company	
	Address	
	Postcode and town/city	
2.	Name of contact person of awarding body or company	
	Position	
	Telephone number	
	E-mail address	
	Sector/type of reference	
Project details		
3)	Execution period in months	
	Start and end date	
	Reason for termination	
4.	Contract value of whole engagement	€
	Annual turnover	€

5) On not more than two A4 pages, describe how in this reference project you satisfied the Core Competency 'Stability, availability and performance'.

The undersigned declares that it has completed the above table truthfully.

The undersigned also declares that if required it will submit Supporting Documents within ten (10) calendar days after the first request of the Contracting Party.

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature	
Place and date	

STANDARD FORM H

Pursuant to the provisions in section 1.8, the Candidate declares that if contracted, during the term of the Agreement, he will cooperate with an investigation to determine whether there is any added value in converting the Agreement in the interim to an outcome-based agreement based on the Vested method.

Signed for approval:

Name of Candidate	
Name of legally authorised representative of Candidate	
Position	
Signature	
Place and date	

STANDARD FORM I

Question & answer format

Nr.	Topic	Question	Answer
1.			
2.			
3.			

APPENDIX 1 – ARN 2016

ARN 2016, version 1.0 dated 1 July 2016

The 2016 Dutch Tendering Regulations for the Utilities Sectors are enclosed with these Selection Guidelines as a separate document.