

FINAL VERSION
15 augustus 2022
1.0
Pauline Bos

Accompanying document for Utility Projects Portfolio 2030 Market Consultation

Table of contents

Foreword	3
1 Introduction	4
1.1 Purpose of the market consultation	4
1.2 Document overview and planning	4
2 General information about SNBV	6
2.1 Organisation of SNBV	6
2.2 Sustainability	6
2.3 Main Contracts	7
2.4 Contract types	7
3 Utilities projects portfolio 2030	11
3.1 Challenges	11
3.2 Major utilities projects, such as realisation of the South Terminal	15
3.3 Medium-sized utilities projects, like Pier C.	18
3.4 Utilities projects within the existing environment, such as Departure Lounges 3 and 4.	19
4 Procedural requirements for market consultation	22
4.1 Written questionnaire	22
4.2 Oral consultations	22
4.3 Market consultation report	22
4.4 Contact and opportunity to ask questions	22
4.5 Conditions	23

Foreword

Schiphol Nederland B.V. (hereinafter referred to as SNBV or Schiphol) is facing a multi-million euro construction challenge in the years ahead.

Our ambition is to create the most sustainable and high-quality airports in the world. We want our airports to be emission-free and waste-free by 2030, and eventually achieve energy-positive, circular business operations. We maintain a leading role in furthering sustainability of the civil aviation industry in order to reach net zero emission aviation by 2050.

Each year we are involved in large-scale rebuild and new construction projects. We are building the Schiphol of tomorrow, and we're seeking the best ideas and creative solutions to do so.

The next steps in our renovation plans involve the construction of a terminal and rebuild of a pier (both of which may be modular), and an upgrade of departure lounges. But we cannot do it alone. We need the help of new pioneers: enthusiastic professionals who wish to join us in taking a successful step into the future.

The limited capacity of the market raises the question: how can SNBV interest national and international parties in its projects and under what kind of conditions?

SNBV values your knowledge, ideas and know-how, which is why we are soliciting your input by means of this market consultation.

1 Introduction

Schiphol has a number of different large construction projects scheduled for the years ahead, in particular:

- the construction and rebuild of terminals
- the construction and rebuild of piers
- the construction and rebuild of departure lounges

1.1 Purpose of the market consultation

Before preparing potential tender procedures for these utilities projects, SNBV is seeking input from market parties. The purpose of the market consultation is to gather information that will assist in determining the best purchasing strategy, aid further decision making concerning the potential tendering package(s) and the specific details thereof, and help define our approach to the project. We are seeking information that focuses on feedback, the feasibility of the portfolio, contractual conditions, degree of interest plus what this might be dependent on, and relations with the Schiphol environment.

We invite all parties to help us consider how new contracts can be "inserted into the current market". In more specific terms, the aim of this market consultation is to:

1. Test whether there are national and international market parties who are interested in such projects in the areas of terminal, pier and departure lounge construction.
2. Acquire generic insight into the considerations of market parties who might or might not tender for contracts with Schiphol.
3. Acquire specific insight into the interests of market parties regarding the projects, such as the South Terminal, Pier C and Departure Lounges 3 and 4. By means of this market consultation, SNBV would like to create a "card file" of parties that can be consulted – either in writing or orally – for specific type of projects scheduled.

1.2 Document overview and planning

This accompanying document outlines the market consultation process and provides information market parties can use to form a picture of the projects envisioned by SNBV.

This document is written for private parties – both construction companies and installation companies, both at home and abroad. It contains explanations about the market consultation itself and contains the link to a number of questions that SNBV wishes to pose to private parties.

- Section 2 covers general information about SNBV;
- Section 3 describes the projects involved;
- Section 4 examines the procedural requirements of the market consultation.

We would like to thank you in advance for your effort and input. We greatly appreciate your responses and are looking forward to reading them closely. Rest assured that your data will be handled with care.

SNBV would like to emphasize that this market consultation is not part of the tendering procedure itself.

Barring later notification to the contrary, the schedule for the market consultation will proceed as follows:

Activity	Date
Publication of market consultation	15 August 2022
Final deadline for submitting a response	9 September 2022
Oral consultations	19 September up to and including 7 October 2022
Report for market parties	November 2022

You can find a link to the questionnaire here: <https://forms.office.com/r/ykHPTFj4Mq> . The questionnaire has also been attached as an appendix to this document, to give you an idea of the questions involved. Completing the questionnaire takes between 15 and 30 minutes.

Answers that have been presented before the deadline listed in the schedule will definitely be taken into consideration when preparing the purchasing strategy for utilities projects at Schiphol. We cannot give the same guarantee to those who respond later.

2 General information about SNBV

Royal Schiphol Group is a company with an important socio-economic task, because our airports create value for society and the economy. Our ambition is for Schiphol Airport to become the most sustainable and high-quality airport for passengers, airlines and logistics service providers in the world.

2.1 Organisation of SNBV

Schiphol Nederland B.V. (SNBV) is part of N.V. Luchthaven Schiphol. N.V. Luchthaven Schiphol operates under the name Royal Schiphol Group. Royal Schiphol Group is the operator of Amsterdam Airport Schiphol, the largest airport in the Netherlands; for further information about SNBV, see [Annual Report 2021 \(jaarverslagschiphol.nl\)](#).

Tender Procedures

As special sector company active in the transport industry, SNBV is bound by the Dutch Public Procurement Act 2012 when contracting for work, services or supplies. Engagements above the applicable European threshold value are, where applicable, presented to the market in the form of a European procurement procedure.

Supplier Code of Conduct

SNBV operates with respect for people, the environment and its neighbours. We can only achieve this in close collaboration with our suppliers. This code sets out what we expect from suppliers in terms of integrity and corporate responsibility. Click here for the Supplier Code (<https://www.schiphol.nl/en/download/b2b/1626699460/3dQZn5bZiUYkSyuMGA6wmw.pdf>)

2.2 Sustainability

The civil aviation industry has started to recover from the Covid-19 pandemic. Royal Schiphol Group wants to emerge stronger from this crisis – to build back better; the needs and desires of customers and stakeholders are very important to us in this context. In building back better, we aim to become the world leader in sustainability and airport quality.

SNBV has developed a strategy that will contribute to the aviation sector's efforts to mitigate climate change and meet Sustainable Development Goals, while realising energy-positive circular business operations, advancing sustainable aviation and creating a healthy environment around our airport. Our ambition is to create the most sustainable and high-quality airport in the world. We want our airport to be emission-free and waste-free by 2030, and achieve energy-positive, circular business operations by 2050. We maintain a leading role in furthering sustainability of the civil aviation industry, with the goal of achieving a carbon neutral aviation sector by 2050 (see further [Schiphol | Sustaining Your World](#)).

2.3 Main Contracts

After conducting a European tender procedure for six lots, Schiphol and Dutch construction companies entered into a strategic partnership for the construction, rebuild and maintenance of infrastructure under the title 'Main Contracts 2019'. The strategic partnership was contracted for a maximum term of nine years and runs until 2028.

These main contracts centre on maintenance and modification of assets within the existing infrastructure at Schiphol Airport. Small and medium-sized projects up to a certain ceiling (which varies for each contract but can reach €65 million per assignment) can also be implemented under these contracts. Large projects that do not fit under the classification of main contracts are separately put out for tender in accordance with European procurement regulations.

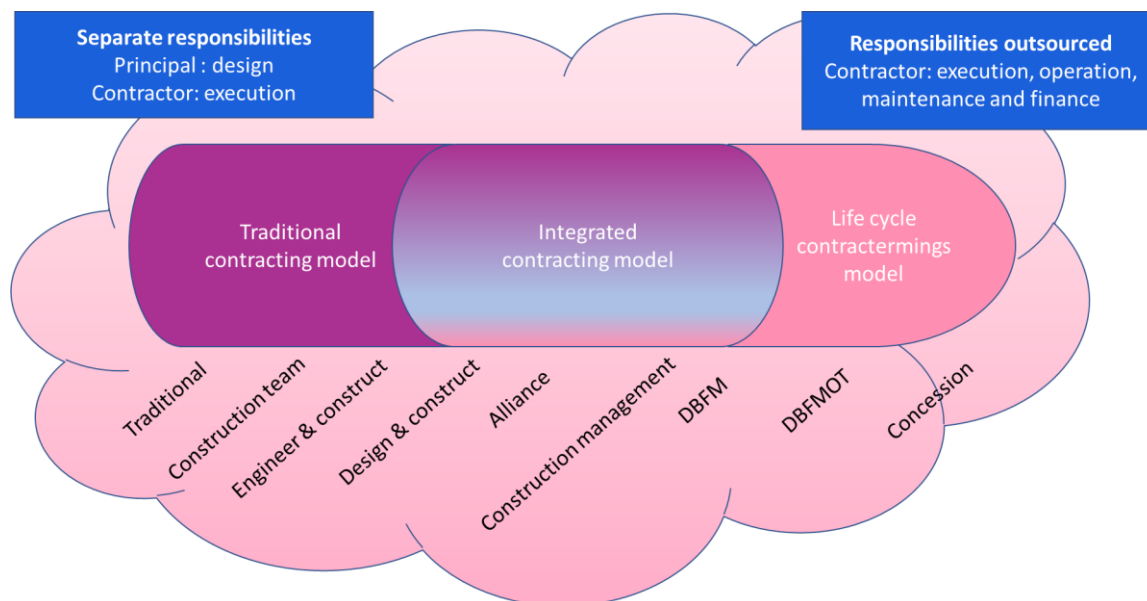
This market consultation focuses on the larger complex projects that cannot be awarded to main contractors.

2.4 Contract types

Contracts for construction, utilities construction and infrastructure customarily fall into one of three categories: traditional, integrated and life cycle (also known as fully integrated). This tripartite classification differentiates contracts on the basis of the distribution of responsibilities: which party – principal or contractor – is responsible for which aspect of the building plan.

Each category contains various types of contract. In addition to the basic types, various hybrid types are possible. This applies equally to hybrids of traditional and integrated contracts (e.g. Engineer & Construct) and hybrids of integrated and life cycle contracts (e.g. Design, Construct and Maintain). The two-phase contract is classified under the traditional contracting model.

Below is an overview¹



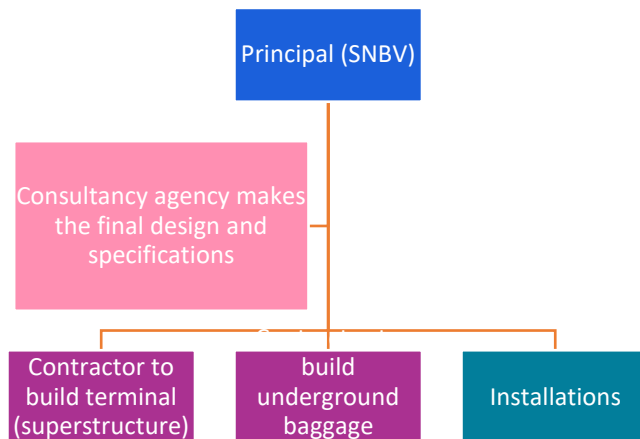
For this market consultation, we are using the four types of contracts below:

1. Traditional (design and specifications realised by SNBV, execution by contractor)

Typical assignment of roles:

Strict separation of design and execution, designer as adviser to principal

¹ See [Meest bekende contractvormen \(twynstragudde.nl\)](https://www.twynstragudde.nl)



Advantages

- Principal retains maximum control of the final product via the architect.
- Competitive price, generally speaking, given certain market conditions.
- Plentiful opportunities for exploiting market competition.
- Familiar patterns and legal context.
- Choices easy to justify politically (legality/efficiency).
- Requirements easy to interpret.
- Simple tender procedure.

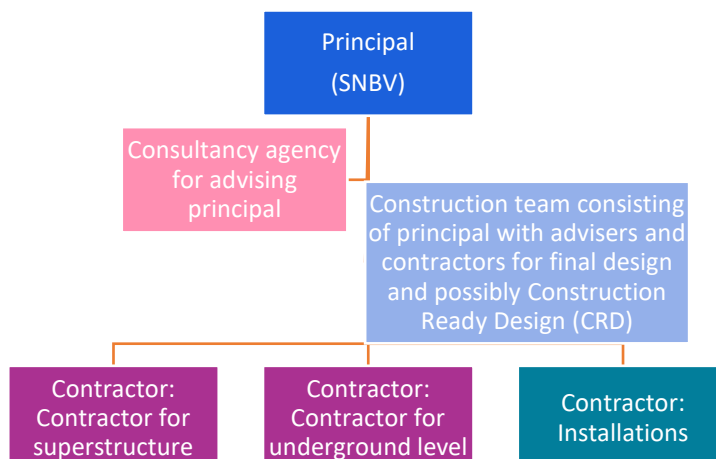
Disadvantages

- In-house expertise or hired-in advisers necessary.
- Principal retains role of coordinator.
- No timely input of expertise for realization.
- Minimisation of construction company's responsibility, with greater risk for principal (design responsibility).
- Completeness of documentation required (never the case in practice).
- Construction company has no stimulus to optimise after contracting.
- Uncertainties concerning costs and time.
- UAV 2012: limited liability!
- Principal assumes design risks and supervision.
- Unavoidable culture of conflict.
- High tendering costs.

2. Two-phase contract (construction team)

Typical assignment of roles

Builder as adviser in construction team



Advantages

- Input of execution and cost expertise results in better budget management.
- Principal retains significant influence on project.
- Saves time (potentially).
- Familiar patterns and legal context.
- Requirements easy to interpret (specs and blueprints).

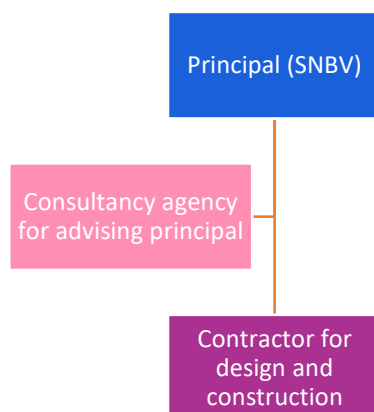
Disadvantages

- Less market competition from time construction company hired.
- Engaging advisers.
- Requires principal's coordination and management capacity.
- Potentially unclear with regard to responsibilities and thus liabilities; principal assumes design responsibility.
- Often no active input at the beginning (often calculator instead of expense analyst).
- Uncertainties concerning costs and time.
- In-house expertise or hired-in advisers necessary.
- Coordination role remains necessary.
- No timely input of expertise for realization.
- Principal assumes a great deal of risk.
- Construction company tends to put emphasis on engineering feasibility, not aesthetic qualities.
- UAV 2012: limited liability!
- Principal assumes design risks and supervision.
- Choices less easy to justify politically.

3. Integrated (design and execution realised by contractor)

Typical assignment of roles

Design and realization expertise under one roof



Advantages

- One contractual partner.
- Certainty with regard to time and costs.
- Early stage insight into total costs.
- Risks clearly assigned to realising party.
- Lower preparation costs.
- Early price certainty.
- Principal relieved of design risks.
- Principal distanced from micro-management of construction site.
- Construction can be quickly realised.
- Enough opportunities for exploiting market competition.

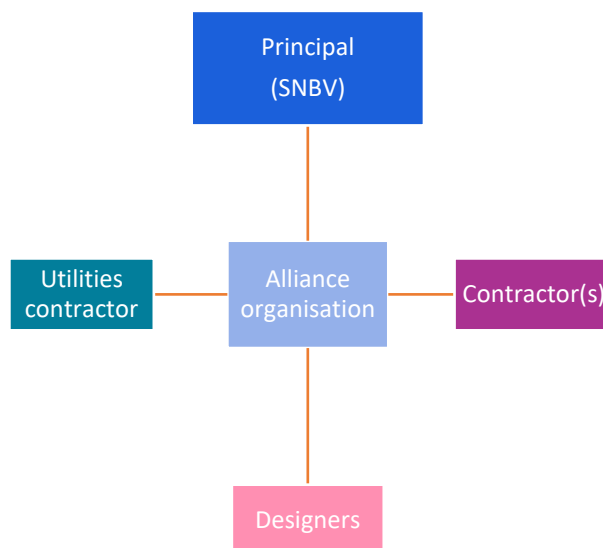
- Relatively familiar patterns and legal context.
- In-house expertise or hired-in advisers less necessary.
- Coordinating role not necessary.
- Timely input of expertise for realization.
- Little risk for principal (design responsibility).

Disadvantages

- Fewer opportunities for fine-tuning during the course of the project.
 - Principal has less control over the final product.
 - Principal has to participate in negotiations for anything not nailed down.
 - Sometimes architect/design given secondary role.
 - Relatively high transaction costs.
 - Creativity on behalf of principal restricted until contracting stage.
 - Choices less easy to justify politically (legality/efficiency).
 - Broad expertise needed to assess tenders.
 - Tendency of construction company to tamper with process/quality.
 - High tendering costs.
 - Changes (to scope) after contracting are usually more costly.
4. Project alliance (design and execution realised by an integrated organisation made up of the commissioning, design and implementing parties).

Typical assignment of roles

Principal and contractor work closely together in one organisation



Advantages

- Transformation: improve core activities through access to new technologies, skills and insights from other organisations.
- Flexibility: given the fast pace of change in the surrounding area, alliances are ideal for quickly responding to things and adjusting to such an environment.
- Competitive position: joining in an alliance can substantially improve the competitive position of an organisation.
- Cost reduction: by cost-sharing with partners.
- Risk allocation: project risks are divided among multiple partners.

Disadvantages

- Dependency on other organisations. Everyone must focus on the collective goal and build mutual trust. This is where things often go wrong within alliances.
- Your own organisation is exposed to other organisations.
- Potential loss of autonomy, turnover and customers.
- It takes a lot of time to build relationships with the other parties.

3 Utilities projects portfolio 2030

Amsterdam Airport Schiphol is a global player in the aviation industry and wants to maintain that position going forward. Day in, day out we work to exceed our passengers expectations, which is why we carry out large-scale renovation and construction projects each year. We are building the Schiphol of tomorrow, and we're seeking the best ideas and creative solutions to do so.

The next steps in our renovation plans involve the construction of a terminal, renovation of a pier and upgrade of two departure lounges. But we cannot do it alone. We need the help of new pioneers: enthusiastic professionals who wish to join us in taking a successful step into the future.

For further information about projects at Schiphol, please see [Schiphol | Building and renewal projects](#)

3.1 Challenges

When bringing projects to the market, Schiphol has to face multiple challenges. Several of these challenges are outlined in this section. These challenges are reiterated in the questionnaire accompanying this market consultation, and we are very interested in hearing suggestions from market parties about how we should handle these challenges in the projects.

- 1 Divide a single project up into multiple segments – one big contract or several smaller ones?

Creating a new terminal on Schiphol's south side, updating Pier C – these are huge challenges. Cables and pipework have to be rerouted, roads relocated, aprons and aircraft stands modified, and so on. The projects (tender procedures) could potentially be divided into different lots. In view of the scope of the projects – and the design and building disciplines that have to be involved – coordination and interfaces between projects and lots will present a huge challenge. Designs and contracts demand precise synchronisation. Not meeting this criterion will lead to frustration, extra costs and delays for both Schiphol and its contractors. Awarding the entire engagement, or large portions thereof, to one party or consortium would, in theory, assign this interface problem to the party that is best equipped to deal with it, which means the integrity of the project can be safeguarded as much as possible. However, the pier, terminal and related projects each have their own complexities. So, what should we do?

We'd like to hear from market parties what the minimum and maximum project scopes should be. Are you interested in projects up to €50 million, €100 million, or would you actually prefer projects of €500 million or more?

2 Is a traditional or integrated tendering and contracting procedure best?

Schiphol has the option of a traditional approach (first the design tender is awarded and afterwards the realisation), or the option of an integrated (functional) approach. The reasons for an integrated approach are:

- Allocating responsibility for design, construction – and potentially maintenance – to one party may lead to shorter turnaround times, because the design stage and the build stage can partially overlap;
- Cost control through binding agreements on the design, construction and maintenance costs;
- Higher quality because the design process is fuelled by several disciplines at the same time, which creates an optimum balance between design, construction and maintenance; and
- Fewer of the traditional coordination problems (see challenge 1).

However, integrated projects also entail certain risks.

Contractors can be asked to participate in different stages of the project. We recognise the following stages:

SD = Structural Design

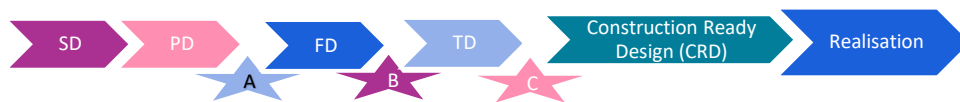
PD = Preliminary Design

FD = Final Design

TD = Technical Design

CRD = Construction Ready Design

Realisation = project execution



We would like to hear from market parties which stage of the project they would like to participate in.

- A. After the PD
- B. After the FD
- C. After the TD
- D. Other

3 Types of tender procedures

Schiphol Airport falls under the EU directive for special sectors. It has a choice of several tender procedures. We would like to hear from market parties which procedure they prefer.

- A. Open tender (procedure in one stage, where all organisations that meet the suitability requirements can submit a tender).

Advantages:

- Substantial competitive pressure on tenderers.
- The whole market can tender.
- Objective, transparent and non-discriminatory.
- Shortest turnaround time of all the European procedures.

Disadvantages:

- Tightly defined procedure, with little freedom to redesign the procedure.
- Potential of receiving too many tenders.
- High cost of the procedure (among other things due to many tenders), both for contracting authority and for those tendering.
- Negotiating is not permitted.

- B. Restricted procedure (procedure in two stages, where at least five organisations are selected on the grounds of selection criteria and only these organisations can tender).

Advantages:

- Competitive pressure on candidates.
- The whole market can apply.
- Attractive procedure, especially for tenderers.
- Objective, transparent and non-discriminatory.
- The number of tenderers can be restricted, which makes the administrative burden relatively light.

Disadvantages:

- Tightly defined procedure, with little freedom to redesign the procedure.
- Long procedure with prescribed minimum terms, longer than open procedure.
- Fairly high procedure costs, for tenderers too, but substantially lower than for the open procedure.
- Negotiating is not permitted.

- C. Competitive negotiated procedure with prior notification (procedure in several stages, where at least three organisations are selected on the grounds of selection criteria and negotiation rounds are held only with these organisations). This procedure offers Schiphol the opportunity of negotiating with these market parties about their tender.

Advantages:

- The procedure offers the contracting authority and the tenderer a great deal of space to find a good solution for coping with special or complex demands of the contracting authority.
- Prior publication of the project details guarantees a certain degree of transparency.
- Competitive pressure on candidates; anyone can apply to submit a tender.

Disadvantages:

- The competitive negotiated procedure allows space for subjective judgment.
- The procedure is labour-intensive, for both the contracting authority and the tenderers.

- D. Competitive dialogue (this procedure allows space for suitable parties to propose a variety of solutions that would be able to satisfy Schiphol's needs. Subsequently, Schiphol has an opportunity to further explore the proposed solutions in dialogue with these participants, and ultimately to decide which solution or solutions can best satisfy its needs).

Advantages:

- The procedure offers the contracting authority and the tenderer a great deal of space to find a good solution for coping with special or complex demands of the contracting authority.
- Prior publication of the project details guarantees a certain degree of transparency.
- Competitive pressure on candidates; anyone can apply to submit a tender.

Disadvantages:

- The competitive dialogue allows space for subjective judgment.
- The procedure is labour-intensive, for both the contracting authority and the tenderers.

- 4 Realisation with minimal operational disturbances and without disruptions.

Schiphol Airport is always open and in continuous operation. Aircraft depart and arrive at every hour of the day. Passengers and personnel also come and go at every hour of the day. Nonetheless, construction, renovation and maintenance activities have to be carried out at the same time. Such construction activities disrupt primary airport processes. Both airport users and the local community may experience nuisance and disturbances from construction or redevelopment taking place. Sometimes such nuisance is immediate in the form of a delayed flight, a restriction in available space or capacity. Or sometimes people may experience building activities as an undesired effect and be irritated by the noise, detours or accessibility. Schiphol sees

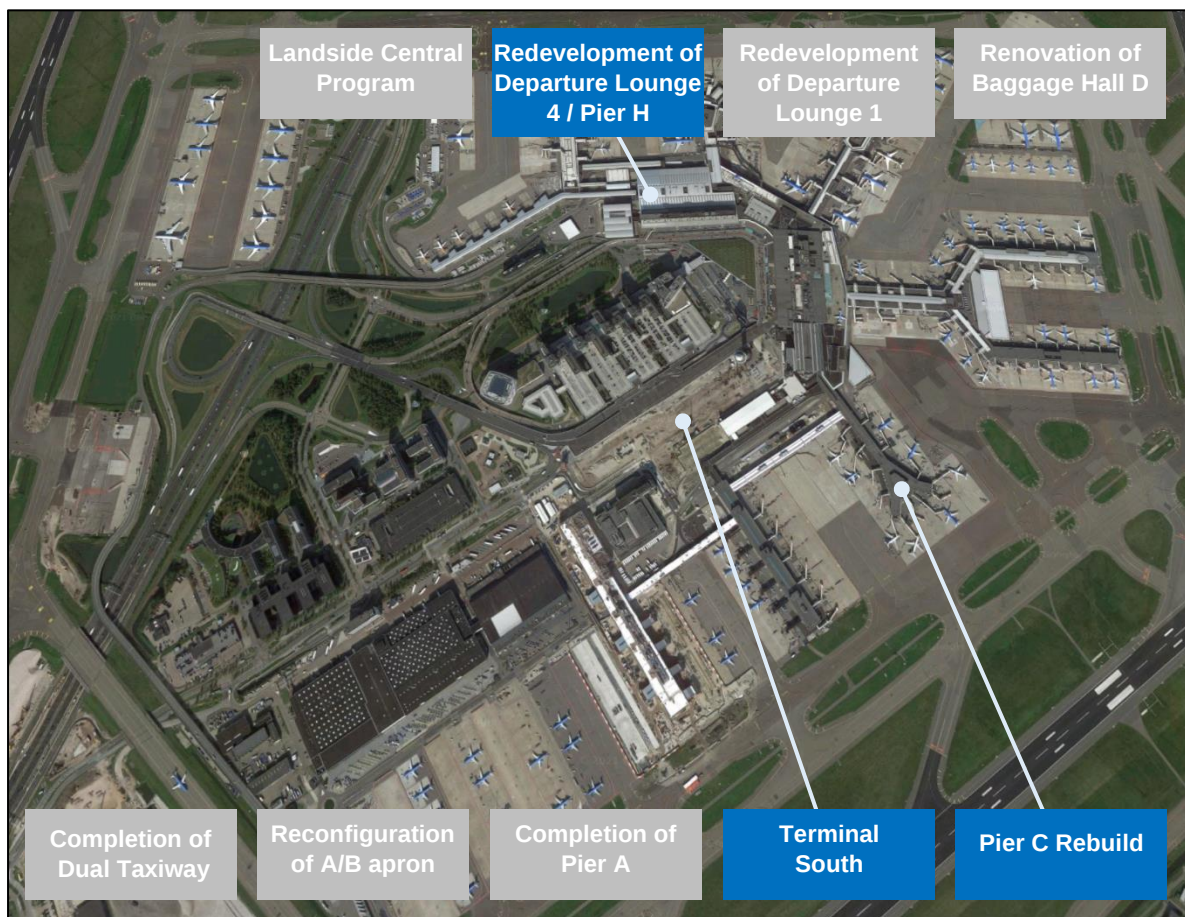
this as a challenge: to carry out projects without causing operational disturbances (nuisance) and disruptions to processes and the local community. New and innovative building methods could help to minimise disturbances and/or disruptions.

We have divided the large projects for the future into three categories, with a sample project included for each category.

These are:

- Large projects: construction of a terminal extension (projects above €1 billion)
- Medium-sized projects: Redevelopment/replacement of an entire pier (projects between €250 million and €500 million), and
- Projects within the existing environment, such as building or redevelopment of departure lounges (projects between €65 and €250 million)

The following projects are planned for 2030:



3.2 Major utilities projects, such as realisation of the South Terminal

Background

Schiphol has been planning an extension to the terminal complex at Schiphol Centre since the beginning of the last decade. The plan was partly prompted by the continuous growth of the aviation industry to the year 2019, and partly by rising quality standards and sustainability requirements for aviation, and because the perceived quality of Schiphol has dropped relative to its competitors.

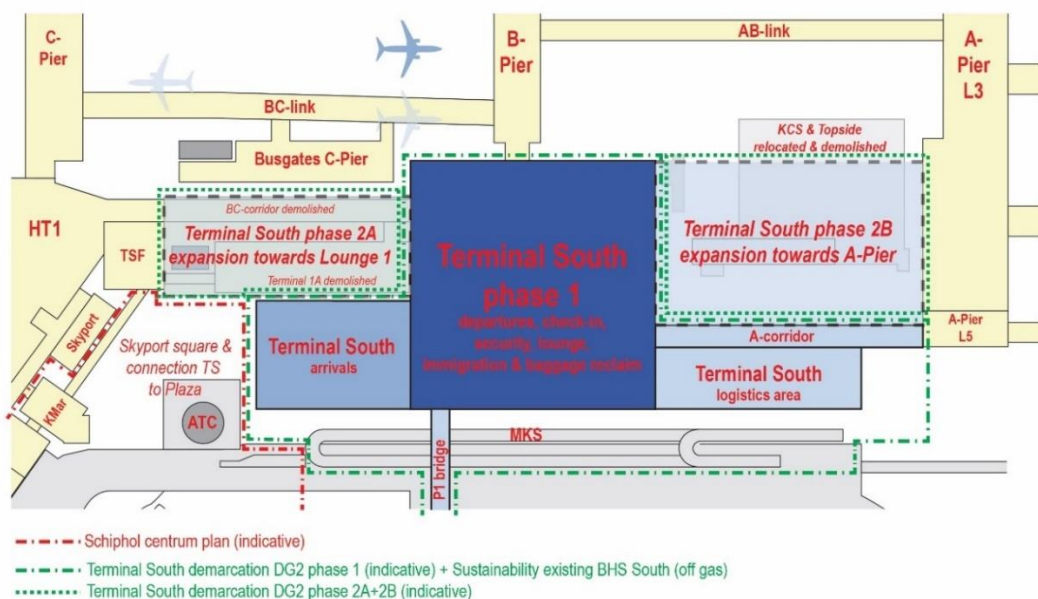
There are three major objectives in the realisation of the South Terminal, i.e.:

1. To create "overflow space" to solve the current capacity problems and enabling other terminal and baggage renovation projects;
2. To improve quality by offering additional space for new and/or changing procedures, which include a strong emphasis on meeting quality standards/targets and better exploitation of the airport's commercial potential;
3. Sustainability: The development and realisation of the South Terminal will proceed according to the Schiphol Sustainability Roadmap to meet such requirements as LEED Platinum, energy positive and circular (BCI>60%).

In 2017, Schiphol Nederland B.V. (SNBV) held a European tender procedure for "Terminal Integrated Design" for the new terminal. At the end of 2017, the contract was awarded to KL AIR V.o.f., with its business office in Rotterdam, which is a partnership between KAAAN Architecten B.V., ESTUDIO Lamela SLP, ABT B.V. and INECO. Due to the impact of Covid-19, Schiphol felt it was necessary to pause this project in 2020, to postpone the services involved and to terminate any ongoing tendering trajectories. At the end of 2021, SNBV decided to have the new terminal constructed after all under the name "South Terminal", albeit in a different form which requires a different solution. SNBV will be turning the original terminal concept into a new blueprint and provisional design for the re-envisioned South Terminal concept, in collaboration with the contracted design party mentioned above.

South Terminal scope indication:

- The construction site will be approximately 150 m x 150 metres.
- The expected net floor area of this first phase will be approximately 70,000 square metres. The expected gross floor area will be about 100,000 square metres.
- Baggage and logistics basement (excluding baggage system)
- Superstructure (various functions)
- Delivery dates between 2030 and 2033



The envisioned "overflow space" will be realised on the south side of the existing terminal complex in phases; please see the image below for the location.



The scope has been provisionally divided into different work packages, and at the current time we are thinking of the following decomposition:

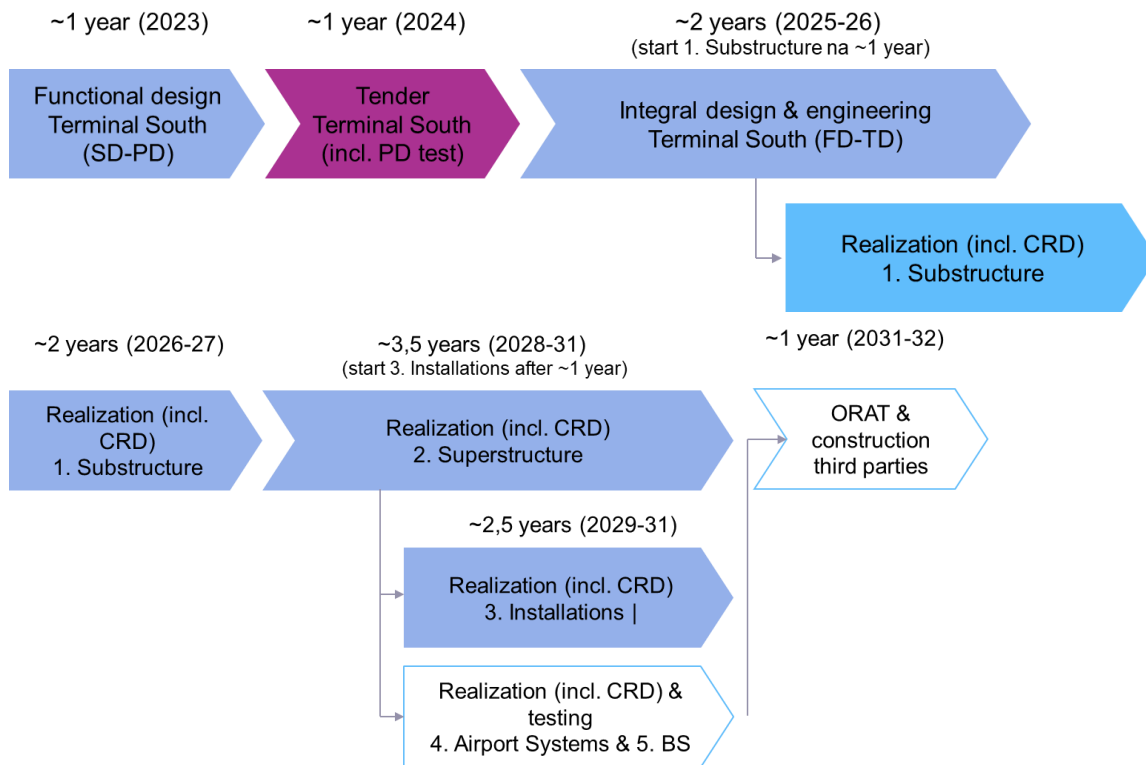
1. Baggage basement and logistics basement;
2. Superstructure consisting of a complete airport passenger terminal complex, with departures, arrivals, transfers and support functions. The superstructure will include, among other things, the main load-bearing construction, frontages, roof and finishings;
3. Installations and technology for such things as electrical engineering, mechanical engineering, transport and fire safety;
4. The airport systems (a terminal requires numerous systems). Schiphol will provide some of the systems, the market will provide others;
5. The baggage system. The baggage system itself is not included in the scope of this market consultation.



- 1. Substructure
- 2. Superstructure
- 3. Building installations
- 4. Airport systems (check-in, security)
- 5. Baggage systems

* Decomposition indication based on an earlier design serves as an illustration.

Based on the decomposition above and experience with other projects, a possible plan has been drawn up.



Principles and assumptions underpinning this plan:

- Schiphol and its designer are responsible for the functional design (SD-PD);
- The completed functional design (=PD) will become part of the tendering procedure;
- The entire design and engineering trajectory (FD-TD) will be created by means of a full joint approach, which means that we are forecasting a joint FD-TD design trajectory, with the involvement of the principal, contractors, advisers/designers and supply chain. The exact role assignment and allocation of responsibilities has not yet been decided;
- Realisation and transfer phase of approx. 6.5 years, from 2026 through to mid 2032;
- Simultaneous realisation and delivery of the South Terminal and Baggage Hall.

3.3 Medium-sized utilities projects, like Pier C.

Rebuild of Pier C

Pier C is, as the oldest pier of Schiphol, at the end of its design life, both structurally and with regard to the mechanical/electrical installations. A large-scale renovation or replacement of Pier C is needed in order to guarantee Pier C can function well into the future and as an element in the transition to a sustainable Schiphol Airport.

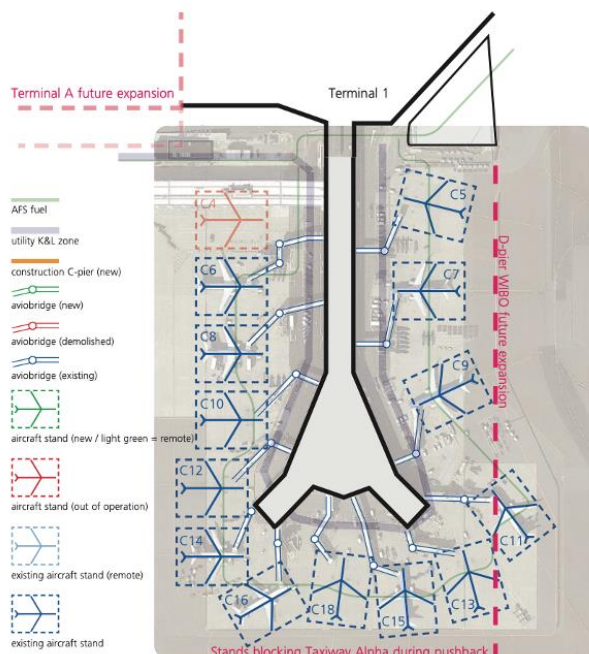
In addition to a number of technical reasons for rebuilding Pier C, this new construction project also offers the possibility of enlarging the seating and flow capacity of the passenger areas, as well as modifying the aircraft stand (ERA) for a new generation of bigger aircraft.

After considering numerous models of the new pier and the corresponding proposed construction phases, a new Pier C was chosen that has the same (straight) shape as Pier B currently. The scope of the new Pier C comes to about 20,000 square metres across two building levels.

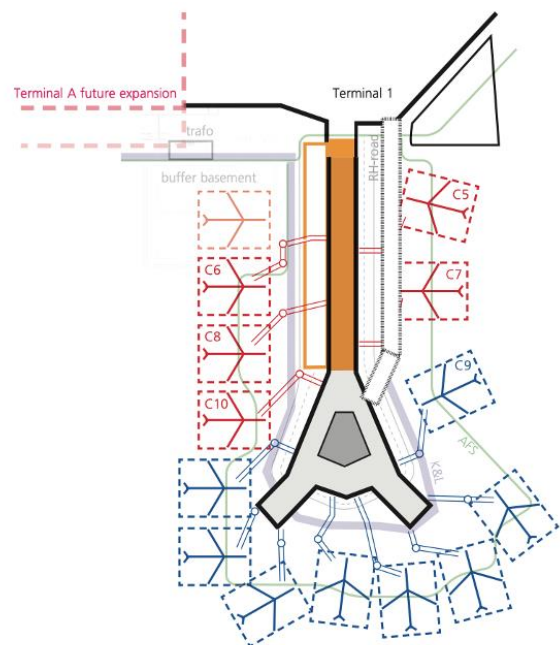
During the construction phase of the new Pier C, some of the capacity of the current pier will not be available for operations. The temporary loss of aircraft stands and gate capacity will be compensated for by creating additional capacity "overflow space" at other locations. In addition to Pier C, temporary bus gates are forecast which will be used to bring passengers to other aircraft stand locations.

The chosen construction phasing consists of the following phases (see images):

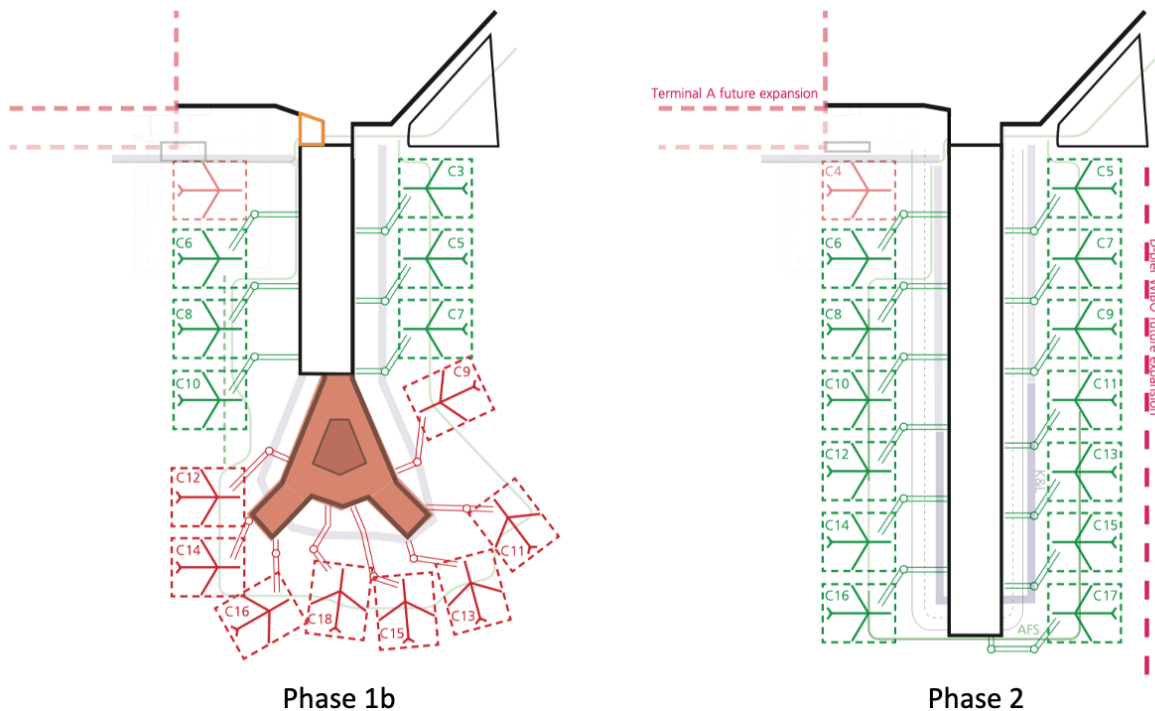
- Phase 0: current situation.
- Phase 1a: construction of temporary corridor between the terminal and the platform of the current pier.
- Phase 1b: dismantling of extension of the pier and new construction of the first part of the wider pier, with modifications of the aircraft stands; dismantling of the temporary corridor.
- Phase 2: dismantling of the existing platform of the pier and new construction of the second part of the wider pier, with modifications of the aircraft stands.



Phase 0



Phase 1a



For each building phase three years have been allotted as an indication:

- Phase 1: From 2026 through to 2028;
- Phase 2: From 2029 through to 2031.

Specific features and challenges of this building project:

- Building on the airside means people, materials and equipment in a secured area.
- Building in the heart of the airport with adjacent critical processes that must continue safely and without interruption.
- The dilemma that realization in multiple phases is necessary in order to keep offering the required capacity to the airport, while a phasing plan has a negative effect on construction time, construction costs, and the level of difficulty of the construction process, and exacerbates disturbances.

3.4 Utilities projects within the existing environment, such as Departure Lounges 3 and 4.

3.4.1 Background

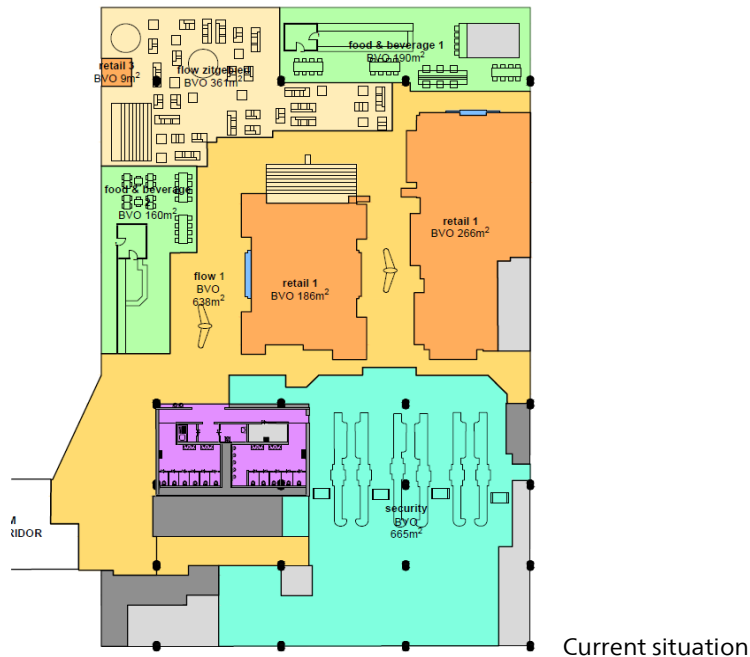
The most important motivation for the Departure Lounge 4 project is to ensure airport capacity. Based on capacity demand in 2019, there is a shortage that exceeds operational standards, both in terms of flow and sanitary capacity. This capacity shortage will be exacerbated by the forecast fleet renewal of easyJet (A321Neo).

An extension to Departure Lounge 4 will contribute to Schiphol's Top Performance Indicators (TPI's) for passengers, airlines, shareholders and sustainability.

Departure Lounge 4 will need additional electricity, sanitary facilities and commercial capacity between 2022 and 2030. This results in the following requirements:

- Flow: circa 500-1250 m2, based on operational and design norms respectively, for extra flow space.
- Sanitary facilities: 7 additional toilet facilities.
- Retail: 960 m2 additional space, based on commercial objectives.
- F&B: 870 m2 additional space, based on commercial objectives.

In addition to relieving these capacity bottlenecks, Schiphol is looking for possibilities for an interim upgrade of Departure Lounge 4. This would include more flow through space and seating capacity, with a similar look and feel as other Schiphol departure lounges. The capacity of the security filter also has to be enlarged.



3.4.2 Scope and basic principles

The basic principle is that a number of other projects (initiatives) continue alongside, i.e.:

- Redevelopment of Departure Lounge 3, also with an extension to the north.
- Extension of mezzanine DF3, with five additional security lanes, so that Departure Filter 4 can be dropped.
- Upgrade of the technical installations of Terminal 3, because otherwise there is insufficient electricity and heating/cooling available.
- Expansion of sanitary facilities, so that sufficient capacity can be created in Departure Lounge 4.

The project includes architectural, utilities and IT modifications, and is made up broadly speaking of the following components:

- The expansion of Departure Lounge 4 northward, including integrating corridor G and the required structural modifications over Rinse Hofstraweg and the baggage basement.
- The amalgamation of Departure Lounge 3 and 4, with part of Departure Lounge 3 being added to Departure Lounge 4.
- Realisation of a Schengen link, including an ascending-descending installation consisting of a lift, stairs and two escalators.
- Dismantling Departure Filter 4 and transforming this area into a lounge area on the Departure Lounge 4 side, with a departure area on the Departure Hall 4 side.
- Modifications to the interior (flow and seating area) of Departure Lounge 4, including the shell facilities of concessionaires.

Specific features of this building project are:

- Building on the airside means people, materials and equipment in a secured area.
- Building in the centre of the airport's operations, with adjacent critical passenger and baggage flows that must continue safely and without interruption.
- The dilemma that realization in multiple phases is necessary in order to keep offering the required capacity to the airport, while a phasing plan has a negative effect on construction time, construction costs, and the level of difficulty of the construction process, and exacerbates disruptions.

3.4.3 Challenges

Engineering

- The extension of Departure Lounge 4 (and DL 3) demand structural modifications that have to be adjusted to fit the baggage basement below and Rinse Hofstraweg, with a fair number of technical, operational and implementation risks. A detailed investigation into these risks was already carried out in the pre-project phase. The structural engineer for the project will be asked to work this out in greater detail in the SD to find a solution that can be implemented with an acceptable level of risk that meets operational needs. This will also include the portion of Departure Lounge 3, because it is logical from an engineering viewpoint to see the extension to the terminal as a single whole. If necessary, we will engage additional expertise or seek a second opinion.
- In anticipation, we have forecast a phasing plan for the realization in six phases, incorporating optimisation and feasibility issues, i.e.:
 - Phase 1 Realisation of the northern extension in order to create space for redevelopment
 - Phase 2 Dismantling part of Departure Lounge 3 and adding it to Departure Lounge 4, and realisation of a corridor linking Departure Lounge 3 and Departure Lounge 4
 - Phase 3 Setting up a temporary G corridor and realisation of the new GH corridor linking Piers G and H to the northern extension
 - Phase 4 Redevelopment of the new and bigger Departure Lounge 4, and preparing/starting the ascending-descending point in Departure Lounge 4
 - Phase 5 Completion of the ascending-descending point in Departure Lounge 4
 - Phase 6 Dismantling and redeveloping Departure Filter 4
- "Departure Lounge 4 expansion" is currently seen as a separate project distinct from "Redevelopment of Departure Lounge 3", "Extension of mezzanine DF3", "Upgrade of technical installations of Terminal 3" and "Expansion of sanitary facilities", even though this will have to become one unified solution. We have to see whether certain elements of these projects can be combined into one project or programme, or whether that is impossible.

4 Procedural requirements for market consultation

The market consultation consists of a written component and an oral component (consultation interviews). Private parties can get a better picture of the projects from the appendices accompanying this document.

4.1 Written questionnaire

In order to obtain a good idea of the possibilities within the market, SNBV has drawn up a questionnaire. The questionnaire can be accessed via this link <https://forms.office.com/r/ykHPTFj4Mq>. The questionnaire has also been attached as an appendix to this document, to give an idea of the questions involved. Completing the questionnaire takes between 15 and 30 minutes.

For the written input, SNBV is particularly interested in the generic aspects of working for Schiphol Airport. What makes it interesting to work for SNBV?

4.2 Oral consultations

Depending on the written answers received, SNBV may invite one or several market parties to expand on their written answers in an individual oral consultation. These interviews will be held in the period specified in the schedule at SNBV's offices at Schiphol or online via MS Teams.

For the oral consultations, SNBV is particularly interested in the specific projects, and the opportunities and risks that accompany the execution of these projects.

4.3 Market consultation report

After the market consultation, SNBV will draw up a final report and publish it on TenderNed.

The final report will contain a selective representation of the main points of the information acquired and insights into the various projects. In the final report, information acquired for the market consultation will exclusively be released in an anonymised format. Competition-sensitive information and confidential company information will not be published. A list of participants in both the written and oral components of the market consultation, including name and address details, will be appended to the end of the report in the interests of transparency.

4.4 Contact and opportunity to ask questions

This market consultation is under the supervision of Corporate Procurement/Construction & Infra Cluster. The contact person is Pauline Bos, Senior Sourcing Manager. She can be reached via TenderNed. Should this not be possible for technical reasons or should another form of contact be necessary, market parties can contact her via pauline.bos@schiphol.nl. Because the market consultation is an orientation exercise, the procedure does

not provide for a question round. Should you nonetheless have any pressing questions, please direct them to the contact given above. We will then decide on a case-by-case basis whether and how they can be answered in this phase.

4.5 Conditions

The market consultation is emphatically not designed to pre-select parties in the context of a potential future tendering procedure. In case you are in any doubt, rest assured that whether you accept or decline our invitation to participate in the market consultation will have no influence – either positive or negative – on your opportunity to participate in a proposed tender procedure.

By participating in this market consultation, you are giving your unconditional consent to the following conditions:

- The market consultation is without obligation for all those involved. SNBV as well as the market parties are not bound in any way to the outcome of the market consultation.
- SNBV reserves the right to contact market parties for clarification or further explanation of the questions or answers.
- Parties cannot derive any rights from the information made available for the market consultation. Information provided in the context of the market consultation may deviate from the information provided in a potential tendering procedure.
- Claims about the use of information, confidentiality or applications for compensation in connection therewith will not be honoured.
- No compensation will be paid to those who participate in this market consultation.
- This document was composed exclusively in the framework of this market consultation.
- This document, as well as participation in or contributions to the market consultation, do not count as an invitation to submit a tender to a Dutch or European tendering procedure or procedures, nor can any other rights be derived therefrom in any other way whatsoever.

