



Draft Schedule of Requirements

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Introduction

Background and reasons

For Frisian Wadden Island residents and visitors, good accessibility for the Wadden Islands is highly important. Good ferry connections are also extremely important for quality of life on the islands. For island residents, the ferry connections between the Frisian Wadden Islands and the mainland are a lifeline: island residents depend on the ferry connections to reach essential mainland services, such as hospitals.

The Ministry of Infrastructure and Water Management (hereinafter: I&W or contracting authority) is responsible for passenger transport between the mainland and the Frisian Wadden Islands. To ensure good ferry connections, two concessions have been granted for this transport: the Western Wadden Island ferries transport concession (*Vervoerconsessie Waddenveren West*) (Vlieland and Terschelling), granted to the B.V. Terschellinger Stoomboot Maatschappij of shipping company Doeksen, and the Eastern Wadden Island ferries transport concession (*Vervoerconsessie Waddenveren Oost*) (Ameland and Schiermonnikoog), granted to Wagenborg Passagiersdiensten B.V. These concessions went into effect in April 2014. Both concessions have a term of 15 years and will therefore expire in 2029.

Legal framework

The concessions for the Frisian Wadden Island ferries grant the shipping companies (the concession holders) the exclusive right to operate the transport services defined in the concession. The legal basis for granting the concession is the Dutch [Passenger Transport Act 2000](#) (hereinafter: Wp2000), the Dutch [Passenger Transport Decree 2000](#) (hereinafter: Bp2000), Regulation (EEC) 3577/92 (hereinafter [Cabotage Regulation](#)) and Regulation (EC) 1370/2007 (hereinafter: [PSO Regulation](#)). Article 7a of the Bp2000 establishes concessions for the Frisian Wadden Island ferries and specifies that these concessions have a maximum term of 15 years.

Based on Article 7a, section 4 of the Bp2000, the concessions for the Frisian Wadden Island ferries could be awarded privately the first time only (in 2014); the new concessions must be tendered based on Article 7a, paragraph 3 of the Bp2000. The Wp2000 states that I&W must draw up a Schedule of Requirements for the new concessions. The Schedule of Requirements lists the requirements I&W imposes on the operation of ferry services. In addition, the shipping companies are required to comply with all applicable laws and regulations in the operation of the concessions (see [Annex B1 \(Overview of Relevant Laws and Regulations Q1-2025\)](#)). This annex is for informational purposes and may not be complete. It is the responsibility of the concession holders to comply with all legal requirements.

Pursuant to Articles 26 and 27 of the Wp2000, I&W seeks recommendations from the contracting authorities of public transport concessions in adjacent areas and from consumer organisations with regard to the Schedule of Requirements.

Principles for new concessions

In 2024, I&W drafted a [Policy Framework Memorandum](#) outlining relevant frameworks and principles for the new concessions. This Policy Framework Memorandum forms the basis for the Schedule of Requirements and the other tender documents. One of the principles is to grant two new concessions for the

period starting in 2029: Western Wadden Island ferries concession (to and from Vlieland and Terschelling) and Eastern Wadden Island ferries concession (to and from Ameland and Schiermonnikoog). Another principle is to renew both concessions for a period of 15 years. This means that the new concessions will end in 2044. I&W is still considering the exact start and end dates of the new concessions; a final decision is expected when the final version of the Schedule of Requirements is established.

Goals for new concessions

The main purpose of granting the concessions is to maintain adequate passenger transport services between the mainland and the Wadden Islands for island residents and visitors. This main objective is subdivided into four subsidiary goals:

- **Reliable, frequent and permanent**
The continuity of the ferry services will be ensured and the ferry services will be operated in a punctual manner. At the very least, a “minimum service timetable” will be maintained throughout the year (in terms of frequency and distribution throughout the day), even during periods when transport demand is low. This minimum timetable must reflect the lifeline function of the ferry connections. During other periods, the services will be based on transport demand.
- **Future-proof**
The ferry services must meet sustainability and environmental standards, and they must be able to respond to the natural dynamics of the Wadden Sea. The new concessions will be sufficiently flexible to make interim adjustments.
- **Pleasant travel experience**
Passengers will be able to travel safely, in sufficient comfort, and with an adequate service level to and from the islands. Travel information will be comprehensive and available, it will be possible to purchase tickets easily and the combination with other modes of transport will be as attractive as possible.
- **Affordable and manageable**
The ferry services will be affordable for island residents and visitors, and the ferry services will be operated by a reliable, (financially) healthy shipping company. Relations between I&W and the shipping company will be well-coordinated, and local parties will have input on how the ferry services will be run.

Completed steps and next steps in drafting the Schedule of Requirements

This draft of the Schedule of Requirements was developed over a number of steps. A market analysis was conducted in 2023 to determine what the market might have to offer (with and without concessions) and which market parties might be suitable and interested in providing the ferry services. Partly based on the market analysis, the decision was made to grant a new concession.

The Policy Framework Memorandum was adopted in 2024. Recommendations on the Policy Framework Memorandum were provided by local and regional authorities and consumer organisations. A draft version of the Policy Framework Memorandum was made available online for consultation from 5 March to 27 May 2024. The submitted responses are included in the [Consultation Response to Policy Framework Memorandum](#), which was submitted to the House of Representatives along with the Policy Framework Memorandum on 8 October 2024.

This draft version of the Schedule of Requirements was drawn up during the period between October 2024 to April 2025. During this period, several advisory sessions were held with representatives of local and regional authorities, consumer organisations, and other stakeholders. An initial market consultation was done as well. Finally, pursuant to Article 26 of the Wp2000, I&W consulted with the province of Fryslân and Public Transport Bureau Groningen Drenthe regarding the coordination of ferry services with connecting public transport. The information thus obtained was incorporated in this draft of the Schedule of Requirements.

Next, this draft of the Schedule of Requirements will be:

- submitted for recommendations to the consumer organisations designated by I&W in accordance with Article 27 of the Wp2000,
- submitted for feedback to the municipalities directly involved with the ferry services, market parties (in the form of a second market consultation), and the contracting authorities of adjacent concessions, and
- published online for consultation from 12 May 2025 to 20 July 2025.

Responses may be submitted via Platform Participatie up to and including 20 July 2025. All submitted recommendations and responses will be included and addressed by I&W in a Consultation Response Note on the draft Schedule of Requirements. In its response, I&W will indicate whether any recommendations and responses were incorporated in the final version of the Schedule of Requirements, and if so, how. I&W will also explain why other recommendations and responses were not adopted. The Consultation Response Note on the draft Schedule of Requirements will be adopted simultaneously with the Schedule of Requirements and published part of the tender documents.

How to read this document

The draft Schedule of Requirements contains the requirements the shipping company (or companies) must meet when operating the concessions (= minimum requirements). During the tender process, I&W will challenge market parties on the basis of award criteria, to offer additional services on top of these minimum requirements and to describe how they will meet these minimum requirements in order to contribute as much as possible to the goals that I&W aims to achieve with both concessions.

The requirements are described by (sub)topic in different chapters and sections. Each section starts with an introductory passage explaining what I&W aims to achieve with the relevant (sub)topic. The specific resulting requirements are shown in tables. Readers who just want a general outline of the requirements imposed by I&W on ferry services and shipping companies may simply refer to the introductory passages. In the event of a contradiction between an introductory passage and a requirement in the table, the requirement in the table shall prevail.

Defined terms are capitalised in this document. The definitions of these terms can be found in the document "Glossary", which will eventually be included as an annex to the Tender Guidelines.

If the draft Schedule of Requirements mentions an annex, this refers to one of the annexes to this draft Schedule of Requirements, unless explicitly stated otherwise (for example: an annex to the Financial Provisions).

1 Transport Services, Transport Plan and Timetable

1.1 Service level

Explanation

To fulfil the lifeline function of the ferry services for island residents, the shipping company must at all times provide at least the minimum timetable included in **Annex B3 (Minimum Timetable)**. The shipping company will have the ability to adjust the number and timing of departures as effectively as possible to meet the needs of different passenger groups. The service level must be at least equal to the service level offered by the shipping company in its bid for each concession year. This can only be deviated from with permission from I&W if there is a substantial decrease in transport demand, for example if there is a change in a municipality's mobility policy resulting in a significant drop in the number of cars using the ferry.

Requirements

1.1.1	Each Concession year, the number of Departures offered by the Concession Holder for each Connection in each Direction will at a minimum be sufficient to continually meet the following criteria, described in further detail in Annex B3 (Minimum Timetable) : a. At a minimum, the Concession Holder will provide the number of weekly Departures with Regular Service and Express Service for each Connection in each Direction that are specified in the section "Weekly Minimum Service Level" in the Annex; b. At a minimum, the Concession Holder will provide the number of annual Departures with Regular Service and Express Service for each Connection in each Direction that are specified in the section "Minimum Number of Annual Departures" in the Annex; c. On days when this is required by the transport demand, the Concession Holder will provide at a minimum the capacity for each Connection in each Direction with Regular Service and Express Service that is specified in the section "Minimum Peak Day Capacity" in the Annex.
1.1.2	Without prejudice to the provisions of requirement 1.1.1 , each Concession year the Concession Holder will provide at a minimum the number of Departures that is specified in its Tender Bid.
1.1.3	Notwithstanding the provisions of requirement 1.1.1 and requirement 1.1.2 , the Contracting Authority may allow the Concession Holder to offer fewer Departures than specified in requirement 1.1.1 subsection b and in requirement 1.1.2 . in the event of a substantial drop in transport demand, whether or not this is due to a Major Development.

Specific requirement for the Western Wadden Island ferries concession

1.1.4	The Concession Holder will provide at least two Departures from Terschelling to Vlieland and two Departures from Vlieland to Terschelling from Monday to Friday outside the secondary school holidays in the Northern region, to transport Passengers, in particular students, between the two Wadden Islands. One Departure in each Direction will take place at the beginning of the morning and one Departure in each Direction in the middle of the afternoon, with the Concession Holder coordinating the departure times with the start and end times of the schools. The Concession Holder will be permitted to deploy one or more water taxis to
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cover these Departures in order to optimise the capacity of the Vessel according to the expected number of Passengers.
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1.2 Coordination with public transport to and from the ports

Explanation

The shipping company will ensure optimal coordination between ferry services and connecting public transport to and from the ports in order to provide passengers with a smooth and reliable travel experience. In this context, the shipping company will agree on a procedure with the providers of this public transport to prevent travel interruptions, even in the event of cancellations and delays (see also [section 2.4](#)).

Requirements

1.2.1	The Concession Holder will make every effort to ensure that travel is not interrupted, even in the event of Cancellations and delays, particularly for those parts of the journey that connect directly to the Ferry Service.
1.2.2	When preparing the Timetable, the Concession Holder will consult with providers of connecting public transport for the purpose of providing easy Transfers between Regular services and Express services on the one hand, and to connecting public transport services on the other hand. The Concession Holder will assume a transfer time of approximately 10 to 20 minutes, calculated from the arrival of the connecting (public) transport in a port until the departure of the Vessel, or calculated from the moment the first Passengers leave the Vessel upon arrival in the port until the departure of the connecting public transport.
1.2.3	The Concession Holder will inform providers of connecting public transport at least six months before the start date about the draft Timetable and at least three months before the start date about the final Timetable for the coming year. In the event of interim changes to the Timetable, the Concession Holder will inform providers of connecting public transport at least one month prior to the effective date of these changes.
1.2.4	The Concession Holder will work with providers of connecting public transport to establish a framework of agreements that includes the following components: - Consultation structure, which involves at least one in-person meeting per year; - Participation of the Concession Holder in the <i>Northern public transport timetable consultation</i> in the month of March preceding the timetable year in question. - Provision of information about changes to the Timetable as referred to in requirements 1.4.3 and 1.4.6 in compliance with the stipulations in requirement 1.2.3; - A procedure to prevent travel interruptions, even in the event of Cancellations and delays, through the provision of as many easy Transfers as possible in those situations; - A procedure for providing easy Transfers, even with additional Departures; - Arrangements in the event of delayed Departures towards the mainland that result in missed last Transfers to bus and/or train according to the Timetable, and the possible deployment of alternative bus or taxi transport in that case. However, these

arrangements must not lead to a deterioration of service level compared to the current situation.

1.3 Transport Plan - content and procedure

Explanation

The shipping company will prepare an annual transport plan with practical steps for operating and improving the ferry services. This plan will include the shipping company's vision for (i) the transport supply for the coming five years given the expected development in transport demand and (ii) passenger-oriented services, paying attention to the entire journey from start to end. The transport plan will also include the proposed timetable for the coming year, with an explanation of any changes (see section 1.4). The transport plan will also include a rate proposal for the coming year (see requirement 9.1.11). And finally, the shipping company will address the topics mentioned by I&W in the policy priorities letter in the transport plan (see also section 14.1).

I&W expects the shipping company to actively involve consumer organisations and local and regional authorities in the drafting of the transport plan and that it will seek their input on a draft version of the transport plan (see Chapter 14 and Annex B2 Planning Cycle).

Requirements

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| 1.3.1 | The Concession Holder will prepare an annual Transport Plan according to the planning and procedure described in Annex B2 (Planning Cycle), with the Transport Plan that is part of their Tender serving as the starting point. |
| 1.3.2 | <p>At a minimum, the Transport Plan will include the following:</p> <ul style="list-style-type: none"> a. A vision for the transport supply for the next five years based on expected developments in transport demand; b. A vision for Passenger-oriented services (i.e. how the Concession Holder will ensure that the services meet the needs of Passengers) throughout the entire journey; c. Further elaboration on the visions described in subsections a and b, including service supply level for the next five years, the products and services to be offered (throughout the journey), Travel Products and prices, Infrastructure, Vessels and Personnel; d. A description of how the Concession Holder complies with the Transport Obligation referred to in section 2.1, including the extent to which the Concession Holder will guarantee passengers a seat; e. A description of how the Concession Holder will respond to foreseeable and unforeseeable situations where Passenger demand for a Connection is substantially greater than can be accommodated by the Departures included in the Timetable (including the deployment of additional Departures as described in requirement 2.1.12); f. A description of how the Concession Holder will coordinate the (implementation of the) Timetable with planned major maintenance of Vessels and Operating Assets and with regular management and maintenance of Operating Assets as referred to in requirement 8.1.7; g. A description of the way in which the Concession Holder will handle the transport of goods in addition to Passenger transport, including |

	the space that will be reserved for goods transport on the Vessels; and h. Any changes to the general terms and conditions referred to in section 12.1. The Concession Holder will explain the consequences of each proposed change listed in sections d to h for the quality of service, substantiating this explanation as much as possible with figures, and it will indicate whether it has considered any alternatives, and if so, which ones.
1.3.3	The Concession Holder will elaborate on the subjects mentioned in the Policy Priorities Letter in the Transport Plan.
1.3.4	The Transport Plan will include an overview of the viewpoints presented by Consumer Organisations and Local and Regional Authorities (during meetings and/or in their recommendations) and the way in which the Concession Holder has addressed these viewpoints, including a well-founded justification if the Concession Holder has not adopted a viewpoint in the Transport Plan. The Transport Plan will also include the recommendations regarding its proposals in the area of travel information, as referred to in requirement 11.1.10.
1.3.5	The Concession Holder will not implement the Transport Plan until the Contracting Authority has approved the Transport Plan. The Contracting Authority will approve the Transport Plan if it is of the opinion that: a. all the elements mentioned in requirement 1.3.2 have been addressed in sufficient detail; b. the subjects from the Policy Priorities Letter referred to in requirement 1.3.3 have been addressed in sufficient detail; c. the Concession Holder has adequately addressed the views referred to in requirement 1.3.4; and d. the Transport Plan meets all other requirements in the Concession.
1.3.6	If the Contracting Authority believes that the Transport Plan does not meet the criteria mentioned in requirement 1.3.5, the Contracting Authority will discuss this with the Concession Holder. If the discussion does not cause the Concession Contracting Authority to revise its assessment, the Contracting Authority may reject all or part of the Transport Plan, with a well-founded explanation of the reasons. In that case, the Concession Holder must submit an alternative proposal, within a reasonable period to be determined by the Contracting Authority, for the rejected (part of the) Transport Plan that will meet the criteria listed in requirement 1.3.5.
1.3.7	The relevant part of the previous Transport Plan that was previously approved by the Contracting Authority will remain in force until the Contracting Authority has approved the alternative proposal, unless the Contracting Authority and the Concession Holder agree on an interim measure for the relevant part between the previous and new Transport Plan.

1.4 Timetable

Explanation

The shipping company will provide passenger transport based on a timetable. The timetable must be robust, meaning it must be feasible under the vast majority of conditions. This means that the shipping company must take into account potential additional travel time that may arise when vessels cannot travel at maximum speed

or have to wait for each other because passage is only possible in certain places. It is the shipping company's responsibility to demonstrate that the timetable is robust.

In principle, the shipping company will only change the timetable once a year, unless a change in the infrastructure conditions, particularly the fairway, necessitates a change in the timetable. The shipping company will ensure good communication regarding changes in the timetable.

Requirements

1.4.1	The Concession Holder will include a proposal for the Timetable for the coming year with the Transport Plan, including an explanation of the intended changes, including any proposed changes in Connections to and from connecting public transport.
1.4.2	The Concession Holder will base the Timetable on realistic travel times, taking into account the conditions of the Infrastructure, in particular the Navigation Channels (see also section 6.2) in such a way that the Timetable will be feasible under all conditions, unless the captain is of the opinion that it is a case of Force Majeure. However, this does not apply if the Contracting Authority determines that the captain could not have reasonably reached this conclusion.
1.4.3	The Concession Holder may amend the Timetable no more than once a year, with the new Timetable coming into effect on the first Tuesday after the end of the Christmas holiday for secondary education in the Northern region.
1.4.4	The Concession Holder will replace the previous Timetable with the Timetable on the date specified in requirement 1.4.3., unless the Contracting Authority has not approved the Timetable in the Transport Plan. In that case, the stipulation in requirement 1.3.7 applies.
1.4.5	The Concession Holder will inform Island Residents and other potential Passengers about the Timetable for the coming year at least one month before the start date via the Relevant Communication Channels.
1.4.6	In deviation from the provisions in requirement 1.4.3, the Concession Holder will be allowed to amend the Timetable mid-term in the event of changes in the conditions of the Infrastructure. The Concession Holder will submit a proposal for an interim change to the Timetable, with a description of the proposed change and a justification for its necessity, to the Contracting Authority for approval at least four weeks before the intended start date. The Concession Holder will inform Consumer Organisations and Local and Regional Authorities about its proposal for an interim change to the Timetable.
1.4.7	In deviation from the provisions in requirement 1.4.6, the Concession Holder does not need to ask the Contracting Authority for prior approval for an interim change to the Timetable if: a. the number of Departures in one day will not change compared to the current Timetable and the departure and arrival times of the Departures will not deviate by more than half an hour from the times in the current Timetable, provided this will not affect the Connections; and/or b. the amended Timetable will be in effect for a maximum of one month; and/or c. the amended Timetable needs to take effect within four weeks due to changes in the Infrastructure.

	The Concession Holder will inform the Contracting Authority, Consumer Organisations and Local and Regional Authorities in advance about this interim change to the Timetable.
1.4.8	The Concession Holder will inform Island Residents and other (potential) Passengers via the Relevant Communication Channels as soon as possible of an interim change to the Timetable as referred to in requirements 1.4.6 and 1.4.7, taking into account the provisions in requirement 11.1.6.

2 Operational Quality

2.1 Transport obligation

Explanation

The shipping company is obliged to transport passengers with a valid Travel Product for a departure. For regular services, this obligation also applies to the passengers' motor vehicles and bicycles. Emergency services, disaster response services and hearses are given priority over other motor vehicles on their way to and from their destination. Passengers may also bring pets under certain conditions. The shipping company does not have exclusive rights with regard to freight transport. However, the shipping company will be allowed to transport trucks (with cargo) on its regular service, provided it meets its obligations regarding passenger transport.

Requirements

2.1.1	The Transport Obligation of the Concession Holder is further defined in requirements 2.1.2, 2.1.4, 2.1.5, 2.1.8 and 2.1.9.
2.1.2	The Concession Holder will transport all Passengers with a valid Travel Product for a Departure along with their luggage and aids, including strollers, walkers, mobility scooters, and folding bicycles, on the Departure in question.
2.1.3	The Concession Holder will give Passengers the option of having their luggage brought on and off board by Staff to make sure it is transported safely during the crossing. The Concession Holder will clearly explain at the terminal and on its website how Passengers can make use of this service. The Concession Holder will not charge Passengers extra for this service.
2.1.4	The Concession holder will transport passengers' pets that are on a short leash or are transported in a bag, basket or crate. The Concession Holder may refuse to transport pets or other animals if the above criteria are not met, if the pets or animals are a nuisance or cause inconvenience to Passengers and/or Staff, and/or if the pets or animals suffer from a contagious disease, as determined by the Staff.
2.1.5	On its Regular Service, the Concession Holder will transport all Motor Vehicles, with or without trailers, and (motor)bikes of Passengers who hold a valid Travel Product for the Departure for their Motor Vehicle and/or (motor)bike.
2.1.6	The Concession Holder is not obliged to transport Motor Vehicles or (motor)bikes (other than folded bicycles) on the Express Services.
2.1.7	The Concession Holder will clearly indicate in the Timetable and on its website which types of Motor Vehicles, trailers, and (motor)bikes Passengers can take with them on each Regular Service and the Express Service vessel .
2.1.8	The Concession Holder will reserve at least four car spaces for Island residents on the first Departure of the Regular service from a Wadden Island and the last Departure of the Regular service to a Wadden Island until 48 hours before the scheduled departure time, and at least two car spaces until 24 hours before the scheduled departure time.
2.1.9	The Concession Holder will ensure that emergency services, disaster response services, and hearses can always travel on Departures of the

	Regular service, both on their outbound and return journeys, and are given priority over all other Motor Vehicles.
2.1.10	The Concession Holder is allowed to transport trucks and trailers without towing vehicles on its Regular service, subject to mainland infrastructure capacity, as long as it meets its obligations regarding Passenger transport and complies with the provisions in requirement 2.1.11.
2.1.11	If the Concession Holder makes use of the option provided in requirement 2.1.10, the Concession Holder will organise periodic meetings with interested freight carriers and estimate the space reservations for freight transport on the Regular service on the basis of these meetings. The Concession Holder will inform the Contracting Authority and the relevant Local and Regional Authority about the outcome of the meetings.
2.1.12	If the Concession Holder can reasonably foresee one month before the relevant day, based on the number of Travel Products sold up to that point and the expected number of Travel Products to be sold up to and including that day that the average occupancy rate, measured in number of Passengers, of the Departures with the Regular service within a Time Block on that day will be 80% or higher, the Concession Holder will deploy at least one additional Departure with the Regular service on the relevant Connection and Direction during that Time Block. The obligation to deploy additional Departures will not apply if the Concession Holder is already using all available Vessels for the operation of the Ferry Services.

2.2 Cancellation

Explanation

It is important for passengers that they can be sure that their departure will take place. I&W therefore expects shipping company to make every effort to minimise cancellations. I&W determines the cancellation rate per quarter for a route based on the data provided by the shipping company. If there is a high cancellation rate, I&W may require the shipping company to draw up an improvement plan and/or impose a fine (see section XX of the concession decision). In assessing the cancellation rate, I&W will take into account force majeure situations as defined in the concession decision.

Requirements

2.2.1	The Concession Holder will ensure that Cancellations will not exceed 1.0% of all scheduled Departures with Regular service or Express service per quarter, not including cases of force majeure. Scheduled Departures include Departures included in the Timetable and planned additional Departures.
2.2.2	The Contracting Authority will determine the Cancellation rate, not including cases of Force Majeure, based on the relevant MIPOV [Management Information Method] data referred to in requirement 13.2.1.
2.2.3	The Concession Holder will be responsible for ensuring that the Timetable is maintained even when a Vessel is temporarily unavailable. If the Concession Holder is inadvertently unable to fully execute the Timetable and meet the Transport Obligation due to the unavailability of a Vessel, the Concession Holder will ensure that Passengers with a valid Travel Product for a Departure that is cancelled can in principle travel on the next Departure, or at least on a Departure that same day. The

Concession Holder will inform Passengers about this in the manner described in requirement 1.4.8.

2.3 Punctuality

Explanation

It is important that the shipping company is punctual in executing the timetable to ensure the reliability of the connections to the Wadden Islands, I&W will determine the delayed Departure rate per quarter for each type of ferry service on a Connection based on the data provided by the shipping company; this includes data on departure and arrival times. The reason for the latter is in part to ensure easy transfers with public transport. If the cancellation rate is too high, I&W may require the shipping company to draw up an improvement plan and/or impose a fine (see section XX of the concession decision). I&W will take into account force majeure situations as defined in the concession decision when assessing the delayed departure rate.

Requirements

2.3.1	The Concession Holder will ensure that Departures do not leave earlier than stated in the Timetable.
2.3.2	The Concession Holder will ensure that per quarter, at least 95% of all Departures with Regular service and at least 95% of all Departures with Express service on a route depart no more than 10 minutes later than the departure time in the Timetable or, in case of an additional Departure, than the planned departure time of this additional Departure.
2.3.3	The Concession Holder will ensure that each quarter, at least 95% of all Departures with Regular service and at least 95% of all Departures with Express service on a Connection arrive no more than 10 minutes later than the arrival time indicated in the Timetable, or in the case of an additional Departure, the planned arrival time of this additional Departure.
2.3.4	The percentages mentioned in requirements 2.2.2 and 2.2.3 shall apply except in cases of Force Majeure and except in cases where later departure and/or arrival times are necessary to provide an easy Transfer to delayed connecting public transport as referred to in requirements 2.4.4 and 2.4.5. These Departures will not be included in the calculation.

2.4 Procedure for disruptions and delays

Explanation

The shipping company will have guidelines that describes what to do in case of disruptions to the timetable, such as delays or cancellations. The shipping company will give I&W, and consumer organisations and local and regional authorities upon request, access to this script. In the event of delays to connecting bus and train services, the Concession Holder will ensure that the ferry service waits for the passengers, as described below. Conversely, the public transport concessions for the provinces of Groningen and Fryslân will stipulate that buses and trains must wait for the ferry, unless there are fewer than 100 passengers on a departure. In that case, the public transport provider in Groningen and Fryslân may organise an alternative transport option if there is demand for it.

Requirements

2.4.1	The Concession Holder will have a guideline with procedures on what to do in case of disruptions in the operation of the Ferry Services Timetable (cancellations, delays, etc.).
2.4.2	The shipping company will give the Contracting Authority, and Consumer Organisations and Local and Regional Authorities upon request, access to this guideline.
2.4.3	In the event of disruptions and delays, the Concession Holder will inform Passengers as soon as possible via the Relevant Communication Channels and through audiovisual displays and announcements on board and at the ports. The Concession Holder will take into account the provisions in requirement 11.1.6.
2.4.4	If a bus is delayed on the Wadden Island, the captain will wait until at least 5 minutes after the scheduled departure time of the connecting Departure, unless it is clear that the delayed bus will not arrive within those 5 minutes. If it concerns the last Departure of the day, the captain may decide to wait longer, weighing the interests of Passengers already on board against the interests of Passengers in the delayed bus.
2.4.5	If a bus and/or train with a Transfer to a Departure to the island is delayed, the captain will wait until at least 10 minutes after the scheduled departure time of the Departure in question, unless it is clear that the delayed bus and/or train will not arrive within those 10 minutes. If a bus and/or train with a Transfer to the last Departure to the island, the captain will wait as long as necessary so passengers on the connecting public transport will be able to make their connection.

2.5 Passenger assessment

Explanation

I&W will conduct an annual customer satisfaction survey to monitor the quality of the ferry services. It currently uses the public transport customer barometer (see also section 13.3). The shipping company will strive to maintain and increase passenger satisfaction for residents and visitors to the Wadden Islands. If the shipping company falls short in this regard, I&W may require the shipping company to prepare and implement an improvement plan.

Requirements

2.5.1	The Concession Holder will ensure that the average passenger rating for each Connection, both in terms of the overall Departure assessment and in terms of the individual underlying quality characteristics, based on the Public Transport Customer Barometer, is at least equal to the reference year 2024 (see Annex B10 Public Transport Customer Barometer 2024 Wadden Island ferries).
2.5.2	The Concession Holder will make demonstrable efforts to continuously increase customer satisfaction among both island residents and island visitors.
2.5.3	The Contracting Authority will engage in discussions with the Concession Holder and may require the Concession Holder to prepare and implement an Improvement Plan: a. if the average passenger rating, in terms of the overall rating of the Departure and in terms of the individual underlying quality

characteristics, is 0.5 points lower than the minimum value referred to in requirement 2.5.1; or

- b. regardless of the average passenger rating, if in any year the Contracting Authority:
 - i. observes significant differences in the rating (in terms of overall assessment or in terms of individual quality characteristics) compared to previous years;
 - ii. observes certain incidents and/or events that might have a significant negative effect on the average passengers rating (in the long term).

3 Safety

3.1 Responsibility and safety level

Explanation

I&W attaches great importance to the safety of the ferry services, for which the shipping company is responsible. The majority of the safety requirements the shipping company must comply with are laid down in laws and regulations. Monitoring compliance is the responsibility of authorised parties, such as the Human Environment and Transport Inspectorate (ILT).

Requirements

3.1.1	The Concession Holder is responsible for the safety of Passengers and Staff. This also includes, but is not limited to, nautical safety (interaction with other vessels on the waterway) during the crossing.
3.1.2	The Concession Holder will ensure that the Staff is informed of any new safety-related developments and the relevant legislation and will act accordingly.
3.1.3	At the request of the Contracting Authority or the responsible safety region, the Concession Holder will contribute to the development of new safety-related regulations and studies.
3.1.4	The Concession Holder will ensure a consistently high level of safety on the docks around the arrival and departure times of the Vessels in the waiting areas and on the Vessels for Passengers and Staff and for Third Parties in the vicinity of the Concession Holder's activities.
3.1.5	The Concession Holder will ensure that its Staff are well trained and equipped to accurately assess (potential) emergencies and to respond appropriately.
3.1.6	To ensure the fire safety of the Vessel, the Concession Holder will take the following measures in addition to the requirements pursuant to laws and regulations and Chapter 6: a. The Concession Holder will require Passengers to leave their vehicles during the crossing and will enforce this rule; b. The Concession Holder will endeavour to position vehicles, in particular electric cars, on the car deck in a way that minimises (fire) safety risks.
3.1.7	In the event of an Emergency, the Concession Holder will be able to have a Vessel operational and ready to depart within one hour in the Port where that Vessel is currently located or a nearby location.

3.2 Communication and house rules

Explanation

Travel safety requires good communication between passengers and staff, between staff members, between staff and other organisations (such as the safety region and KNRM[Royal Netherlands Sea Rescue Institution]), and with other waterway users. The shipping company will communicate the house rules to passengers in a clear and understandable manner.

Requirements

3.2.1	The Concession Holder will ensure that the Staff members on the Vessel are easy to identify and approach for Passengers who need their help.
3.2.2	As part of the general terms and conditions referred to in requirement 12.1.3 the Concession Holder will establish house rules that apply in the waiting areas, on the platforms, and on the Vessels. The Concession Holder will use the house rules to draw the Passengers' attention to safety in a way that is easy to understand. The house rules will include a code of conduct regarding acceptable and unacceptable behaviour throughout the journey, including waiting time (see also section 3.6). The Concession Holder will ensure that Passengers are familiar with these rules, and it will address Passengers or take appropriate measures if they do not comply with the rules.
3.2.3	The Concession Holder will ensure that Staff on the Vessel are able to communicate directly with Staff on shore, and that this communication can take place discreetly in case of emergency.
3.2.4	The Concession Holder will have a telephone number for emergency and disaster response services that is available 24/7 throughout the year.
3.2.5	The Concession Holder will ensure that communication about incidents with parties including the responsible safety region and the KNRM will comply with the guidelines laid down in the Wadden Sea Incident Response Plan or its successor.

3.3 Safety Management System (SMS)

Explanation

In order to implement applicable laws and regulations and take any additional safety measures, the shipping company will establish a safety management system that systematically identifies, assesses, and controls safety risks, for the purpose of preventing accidents and continuously improving safety. It is important for the shipping company to coordinate its safety management system with the parties involved. The safety management system will be evaluated and updated on a regular basis to ensure its effectiveness.

Requirements

3.3.1	The Concession Holder will establish a Safety Management System (SMS) in conformity with European Regulation (EC) no. 336/2006 . At a minimum, the SMS will include the components prescribed in the European Regulation.
3.3.2	If the laws and regulations mentioned in requirement 3.3.1 are amended during the term of the Concession, the Contracting Authority and the Concession Holder will discuss the consequences of the change and whether this constitutes a Major Development. The Concession Holder will (also) take the initiative for this discussion.
3.3.3	The Concession Holder will align the Safety Management System with the safety management system, the safety or supervision plan and other safety policies of the Directorate-General for Public Works and Water Management [Dutch RWS]. The Safety Management Systems will complement each other as needed. The Concession Holder will also align the Safety Management System with the Incident Response Plan Wadden Sea of the responsible safety region. The Concession Holder will also contact the KNRM if necessary.

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| 3.3.4 | The Concession Holder will submit the complete documentation for the Safety Management System to the Contracting Authority and update the documentation at least every five years. |
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3.4 Disaster Simulation Training

Explanation

It is important for the shipping company to be prepared for potential incidents and disasters. A detailed discussion of this subject in the Safety Management System, disaster simulation training, and coordination with the responsible safety region are all important to limit the impact of any incidents.

Requirements

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| 3.4.1 | The Concession Holder will participate (in principle for one day every four years) in an operational or table-top disaster simulation training session (exercise), under the direction of the responsible safety region in accordance with the exercise schedule of the Coordination Scheme Wadden Sea (CRW). Exercises will take place on the basis of the Wadden Sea Incident Management Plan . The deployment of Vessels and safety equipment required for these exercises will be determined by the safety region, but the costs will be borne by the Concession Holder. Participation in this exercise will not replace the necessary periodic training of the Concession Holder's own emergency response team. |
| 3.4.2 | The Concession Holder will participate in the organisation and evaluation of the CRW exercises. This process will be directed by the responsible safety region. The Concession Holder will make every effort to improve safety on the basis of the evaluation. |

3.5 Dangerous goods

Explanation

Safety on board the vessel must be ensured at all times, even when the shipping company is transporting dangerous goods and/or materials. The shipping company must comply with the applicable laws and regulations and take additional safety measures if needed.

Requirements

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| 3.5.1 | In addition to the Regulation for the transport of dangerous goods by land (VLG) , the Concession Holder will take the following measures to safely transport hazardous materials, and it will document these measures in its transport regulations. It will: <ul style="list-style-type: none">a. draw up a list of goods that will not be transported at the same time as persons, in accordance with the list of dangerous goods from the European Agreement concerning the International Carriage of Dangerous Goods by Road (ADR) and approved by the competent Personnel (see subsections d and e);b. designate a location, both on the Vessel and in the Port, for transport units with hazardous materials, with sufficient space around the transport units in conformity with the ADR transport conditions;c. ensure supervision by the driver of a transport unit containing hazardous materials; |
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	d. designate Personnel whom the driver of a transport unit with hazardous materials can contact to report information about the nature, characteristics, and quantity of the hazardous materials in the transport unit; e. provide training for Personnel who are involved with the transport of transport units with hazardous materials during the crossing on the Ferry Service, in accordance with the training regulations of the Regulation for the transport of dangerous goods by road (VLG).
3.5.2	The Concession Holder will document any measures it takes (in addition to the measures referred to in requirement 3.5.1) with regard to the transport of transport units with hazardous materials in its transport regulations. The Concession Holder will coordinate any additional and/or restrictive measures for implementation with the ILT and the Contracting Authority.

3.6 Social safety

Explanation

Passengers and staff must all feel safe before, during and after the crossing on a ferry service. Pursuant to laws and regulations, the shipping company is responsible for social safety during the operation of the ferry services, that is, on the vessels, in the waiting areas, and on and near the platforms. The shipping company will take measures to ensure social safety and it will act in accordance with applicable procedures if a social safety incident has occurred. The shipping company will also be proactive in improving social safety, for example in response to the results of the Public Transport Customer Barometer.

Requirements

3.6.1	The Concession Holder is responsible for the Social Safety of Passengers and Staff on the platforms, in waiting areas, and on the Vessels.
3.6.2	The Concession Holder will work with connecting public transport providers to ensure Social Safety throughout the Journey and will make the necessary agreements with these providers in this context.
3.6.3	The Concession Holder will actively encourage its Staff to report social safety incidents that occur in the workplace and it will assist Staff in filing reports (increasing their willingness to report). If necessary, the Concession Holder will provide legal assistance for Staff in the event of social security incidents, in part for the purpose of recovering any damage resulting from these incidents.
3.6.4	The Concession Holder will establish a procedure for Passengers to report social safety incidents to the Concession Holder, and it will include this procedure in the general terms and conditions referred to in requirement 12.1.3 .
3.6.5	The Concession Holder will treat information about social safety incidents confidentially as stated in requirements 3.6.3 and 3.6.4, it will monitor this information to identify trends, and it will take appropriate follow-up steps.
3.6.6	The Concession Holder will ensure that social safety incidents are documented in accordance with the national ABC methodology or its successor(s). The Concession Holder will include an overview of social safety incidents in its Annual Report.
3.6.7	The Concession Holder will cooperate with and/or support the implementation of national, sector-wide studies on the sense of social

	security among Passengers and Staff. At a minimum, the Concession Holder will cooperate with the Public Transport Customer Barometer (see section 13.3) or its successor(s) to ensure a sense of social security among Passengers.
3.6.8	The Concession Holder will take measures to optimise the sense of social safety and to minimise the occurrence of social safety incidents. The Contracting Authority may require the Concession Holder to prepare and implement an Improvement Plan as a result of one or more social safety incidents, regardless of passenger ratings on the Public Transport Customer Barometer. If it looks like the objectives from the Improvement Plan will (or may) not be realised, the Concession Holder will deploy additional Staff at its own expense to improve Social Safety.

3.7 Personal data security

Explanation

The shipping company may need to process passengers' personal data to operate the concession, for example when people make reservations or purchase travel products. It goes without saying that I&W expects the shipping company to respect the restrictions imposed by laws and regulations (including the General Data Protection Regulation) regarding the collection and use of (personal) data.

Requirements

3.7.1	The Concession Holder will comply with ISO standards 27001 and 27002 or their successors.
3.7.2	The Concession Holder will guarantee, taking into account the state of the art and the costs of implementation, an appropriate level of security in light of the risks and the nature of the personal data to be protected (e.g. for reservations, the purchase of Travel Products, personal travel recommendations and/or travel information).

4 Accessibility

4.1 Accessible vessels

Explanation

It is important that all passengers, including those with visual, auditory, and/or motor impairments, have a comfortable and pleasant travel experience when using the ferry services. Accessibility is considered a basic provision. According to European regulation 1177/2010, individuals with a disability and individuals with limited mobility must be given similar opportunities to use the Ferry Services as other citizens. This means that the shipping company is required to make sure that the vessels and all facilities on board are accessible to these groups.

Requirements

4.1.1	All vessels will be accessible and have seating for Passengers with limited mobility, and they will be accessible for Passengers with strollers, walkers and wheelchairs.
4.1.2	The Concession Holder will provide a sufficient number of accessible parking spaces for aids and a sufficient number of seats for Passengers with limited mobility on each Departure.
4.1.3	The Concession Holder will provide assistance for Passengers with limited mobility, and it will make wheelchairs available to Passengers at no charge for use during the trip and to get on and off the Vessel. Passengers who request assistance when making their reservation will receive confirmation that this assistance will be provided.
4.1.4	The Concession Holder will offer all Passengers who use an aid (such as a wheelchair, walker, mobility scooter) who have made a reservation at least one day in advance (online or by phone) a place on the Departure of a Regular service on which they have reserved a spot.
4.1.5	Each Vessel is equipped with at least one toilet that is suitable for Passengers with limited mobility.
4.1.6	The Concession Holder will have a rescue plan that takes into account Passengers with limited mobility, and the Concession Holder will ensure that the Staff are familiar with this rescue plan.
4.1.7	The Concession Holder will use contrasting colours in the design of all Vessels so that all furniture, poles, buttons, and safety features are clearly visible and recognisable.
4.1.8	The Concession Holder will equip areas where Passengers with limited mobility may but where no Staff are present during the crossing, such as the toilet referred to in requirement 4.1.5, with a way to communicate with the crew that is easily accessible for these Passengers.
4.1.9	The Concession Holder will ensure that the Vessels it deploys on the Regular service are equipped with elevator suitable for Passengers with limited mobility (e.g. wheelchair-bound passengers) for transport between the car deck and the lounge(s), and preferably to/from the outer deck as well
4.1.10	On its Regular Service, the Concession Holder will offer Passengers with limited mobility who indicated at the time of reservation that they will board by car, the opportunity to park as close as possible to an elevator. These designated parking spaces will have enough space around the vehicle so the passengers can get in and out without difficulty. The

reservation system will therefore include a function to allow Passengers to choose this option.

4.2 Staff Support

Explanation

Another essential factor, in addition to the accessibility of vessels for individuals with limited mobility, is the presence of properly trained Staff to help these individuals get on and off the vessel safely and take them to their (designated) seats.

Requirements

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| 4.2.1 | The Concession Holder will ensure that Staff providing assistance to Passengers with limited mobility are trained (and stay current on their training) and are familiar with the procedures to be followed if Passengers with limited mobility want to use the Ferry Service. |
| 4.2.2 | The Concession Holder will ensure that the Staff makes sure that Passengers with limited mobility are able to board the Vessel and make it to their designated seats, especially in rough weather, and that they help these Passengers if necessary to get on and off the Vessel. |

4.3 Clear, accessible information

Explanation

It is important to I&W that travel information should be accessible to everyone. This is why travel information must be available not only in written form, but in audio form and other readable formats as well.

Requirements

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| 4.3.1 | The website and apps will comply with the European accessibility standard EN 301 549 and WCAG. Levels A and AA are applied. |
| 4.3.2 | The Concession Holder will ensure that the travel information mentioned in requirement 11.1.1. is clear and accessible to all Passengers, including Passengers with visual or auditory impairments, by making all written information also available in audio form and other readable formats (e.g. large print). The Concession Holder will not charge Passengers an additional fee for this service. |
| 4.3.3 | Level B1 of the Common European Framework of Reference for Languages is the standard for the clarity of travel information. |
| 4.3.4 | The standard for the accessibility of travel information on websites or mobile applications is the Drempelvrij mark, level AA (see www.drempelvrij.nl). |
| 4.3.5 | The Concession Holder will demonstrate no later than 3 months before the start date of the Concession that the websites and mobile applications are certified with the quality mark of <i>drempelvrij.nl</i> and that they comply with the standards and guidelines in requirement 4.3.1. |

5 Personnel

5.1 Service provision

Explanation

The staff of the shipping company will contribute to a pleasant travel experience by being customer-friendly, knowledgeable, and easily identifiable.

Requirements

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| 5.1.1 | The Concession Holder will ensure that the Staff: <ul style="list-style-type: none">a. has a customer-oriented attitude and exhibits customer-friendly behaviour;b. is knowledgeable and caring;c. is dressed recognisably and professionally. |
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5.2 Qualifications

Explanation

The staff will comply with European and Dutch regulations. In order to be able to respond effectively when passengers ask questions, staff members who are in direct contact with passengers must speak Dutch and English and understand questions that are asked in the Frisian language. Staff members employed on the ferry services to and from Ameland and Schiermonnikoog must also speak German. In order to assist passengers as effectively as possible, customer service staff must be knowledgeable about the Wadden area, the ferry services, and connecting public transport.

Requirements

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| 5.2.1 | Staff members who are in direct contact with Passengers: <ul style="list-style-type: none">a. must have sufficient command of the Dutch and English languages to understand questions posed in Dutch and English and respond in Dutch and English, and to provide safety-related instructions if necessary;b. must understand the most common questions asked by Passengers in Frisian. |
| 5.2.2 | Customer service staff must be knowledgeable about the Wadden area, the Ferry Services (timetables and prices) and connecting public transport, so they can answer questions about these topics. |

Specific requirement for the Eastern Wadden Island ferries concession

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| 5.2.3 | In addition to the provisions in requirement 5.2.1, Staff members who interact directly with Passengers must also have sufficient command of the German language to understand the most common questions asked by Passengers in German and respond in German, and to provide safety-related instructions if necessary. |
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5.3 Organisation and training

Explanation

To ensure that staff members can continue to perform their tasks effectively and provide a safe and pleasant travel experience, the shipping company will have an ongoing focus on staff education, training, and mentoring. The staff are trained to assist passengers as necessary.

Within the framework of being a good employer, the shipping company will conduct an annual employee experience survey through an external party.

Requirements

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| 5.3.1 | The Concession Holder will have an ongoing focus on staff education, training, and mentoring so that staff members are always ready to perform their duties properly in order to provide a high level of customer friendliness, service, and (social) safety. This is in addition to the provision regarding the safety management system referred to in requirement 3.3.1. |
| 5.3.2 | The Concession Holder will conduct an annual employee experience survey through an independent external party. The Concession Holder will report the results of the survey to the Contracting Authority and describe the measures it will take in response to the survey to improve employee experience. |

5.4 Social contribution

Explanation

The shipping company may contribute to society in various ways during its operation of the concession, for example by:

- offering opportunities for people in the region who need to commute to work, and
- contributing to local and regional initiatives.

I&W places great importance on ensuring that everyone can participate fully in society. I&W expects the shipping company to make a social contribution in the form of Social Return on Investment (SROI). I&W uses "Maatwerk voor mensen [Tailored Solutions for People]" to apply SROI: SROI 2.0. This policy offers more room for tailored solutions, resulting in greater social impact.

In consultation with I&W, the shipping company will prepare an action plan before the concession takes effect; this plan will include process agreements and examples of measures/Social Return on Investment (SROI) actions. This action plan will describe how the shipping company will meet the minimum SROI obligation. The shipping company will submit the action plan to I&W for approval and will adjust the action plan as necessary based on I&W's comments.

Based in part on input from local and regional governments, I&W places importance on the shipping company contributing to local and regional social initiatives. Depending on the initiatives, this contribution may count towards fulfilling the SROI obligation.

Requirements

5.4.1	The Concession Holder will contribute to society in conformity with the National Policy "Maatwerk voor Mensen" (SROI 2.0, https://www.maatwerkvoormensen.nl). The Concession Holder will invest at least €200,000 per calendar year (2024 price level) in SROI measures. This minimum value is indexed annually according to the index mentioned in requirement 9.1.8. The Contracting Authority may decide on a Revision (of the indexation) of the minimum value of the SROI measures based on the outcomes of the Midterm Review (see requirement 13.4.1).
5.4.2	Before the start of the Concession, the Concession Holder will draw up an action plan for fulfilling its SROI obligation in accordance with Annex B4 (SROI 2.0), which it will submit to the Contracting Authority for approval no later than one year before the start of the Concession. At a minimum, the Concession Holder will describe: a. what measures it will take and when, and what actions it will take to fulfil its SROI obligation, with examples of these measures and processes; b. the expected impact of these measures/actions; c. how the Concession Holder will monitor the progress of each measure/action and report back to the Contracting Authority.
5.4.3	In the Annual Report, the Concession Holder will account for the progress of the measures/actions in its action plan, including financial accounts for the budget spent on each measure/action and the contribution of the measure/action to the fulfilment of its SROI obligation. If necessary, the Concession Holder will adjust its action plan based on this information in order to fulfil its SROI obligation.
5.4.4	In addition to the provisions in requirements 5.4.1 to 5.4.3, the Concession Holder will endeavour to contribute to local and regional social initiatives, either by means of or in addition to SROI measures.
5.4.5	The Concession Holder will explain in the annual Transport Plan what local and regional social initiatives it contributed to during the previous calendar year and what local and regional social initiatives it will contribute to in the upcoming calendar year. The Concession Holder will describe the impact of the contribution in the previous calendar year and the expected impact of the contribution in the upcoming calendar year.

6 Vessels

6.1 Responsibility for current and new vessels

Explanation

The shipping company is responsible for the operation and purchase, management, and maintenance of the vessels. This is because the shipping company is the most suitable party to (have subcontractors) develop, manage, and maintain (new) vessels that are in alignment with its operational goals. Of course this is done in consultation with I&W as needed. The shipping company will have the freedom to either own or lease the vessels, as long as it makes sure that the ownership of vessels that are eligible for acquisition is transferred at the end of the concession. In addition to the Schedule of Requirements, agreements in this regard will be set out in the Transfer Agreement and the Procedure for the Purchase, Lease, or Renovation of Vessels. Proper maintenance of the vessels is also important to ensure the safety of passengers and staff.

Requirements

6.1.1	The Concession Holder will ensure that all Vessels it employs to operate the Concession comply with all requirements that apply to the Vessels on the basis of or pursuant to laws and regulations and the Concession.
6.1.2	The Concession Holder will take over all the vessels referred to in Annex B14 (Overview of vessels) from the previous concession holder at the takeover value in accordance with the terms and conditions and the procedure set out in Annex A1 (Transfer Agreement) of the Tender Guidelines.
6.1.3	In the event of purchase, lease, and/or renovation of Vessels, the Concession Holder will follow the procedure described in Annex B8 (Procedure for Purchase, Lease, or Renovation of vessels).
6.1.4	All forms of maintenance and renovation of the Vessels are the responsibility of the Concession Holder.
6.1.5	The Concession Holder will ensure that all Vessels are certified according to ISO 9001:2000 or its successor(s).
6.1.6	The Concession Holder will ensure that the quality level of all Vessels during the term of the Concession is at least equal to the quality level in 2025, pursuant to the Customer Satisfaction Survey (see section 13.3).
6.1.7	The Concession Holder will repair wear and damage as soon as possible, but no later than the next docking. Damage to the Vessel as a result of an incident must be reported to the ILT immediately.
6.1.8	The Concession Holder will replace all safety-sensitive components before the end of their technical lifespan.

6.2 General functionality of the vessels

Explanation

To ensure the robust and reliable execution of the timetable, the shipping company must have vessels that can travel fast enough under any weather conditions. The routing and maintenance dimensions of the fairways are decisive for the dimensions of the vessels and the ability of vessels to pass each other and adhere to the timetable. The maintenance dimensions of the fairways are laid down in the National

Water Programme 2022-2027 and are managed by RWS. If changes occur as a result of a Major Development, a review procedure may be initiated (see Annex B12 Major Developments Process and section 8.4). The shipping company is expected to make the vessels available upon request for the installation and use of measuring equipment. Finally, new vessels should be suitable for battery-powered travel in the future (see also Chapter 7 Sustainability).

Requirements

6.2.1	The Concession Holder will ensure that the Vessels can travel in the fairways according to the Timetable included in the National Water Programme 2022-2027 or its successor(s) and that they can travel in conditions that are characteristic for the Wadden Sea, such as low water levels and high mud levels. Section 8.4. explains how to handle significant changes to the dimensions of the Navigation Channels.
6.2.2	The Regular Service Vessels will be constructed in such a way that the Timetable can be executed under any weather conditions (e.g. wind, fog, ice drift, etc.), with the exception of unique weather conditions that occur less than once every ten years. These vessels are equipped with special ice reinforcements. Whether a vessel actually departs under specific weather conditions is up to the captain (see requirement 1.4.2).
6.2.3	The Concession Holder will offer Passengers on Regular Service Vessels the opportunity to access the outer deck if weather conditions allow.
6.2.4	The Concession Holder will operate at least one Regular Service Vessel per day for each Connection that is suitable for the transport of vehicles up to an axle load of 12.5 tons and for the transport of hazardous materials described in section 3.5.
6.2.5	The Concession Holder will ensure that New Vessels deployed for the Concession will be able to travel fully on battery power in the long term, in accordance with the specifications in section 7.1.
6.2.6	The Concession Holder will ensure that New Vessels deployed for the Concession match the future transport demand foreseen at the time of their initial deployment, based in part on the Concession Holder's vision for the transport supply set out in the Transport Plan (see requirement 1.3.2). The Concession Holder will also take into account the current mobility policy of the island and mainland municipalities.
6.2.7	At the request of the Contracting Authority, the Concession Holder will make Vessels available to conduct measurements of the Navigation Channels by installing (or having someone install) measurement equipment (from RWS) on the Vessels and allowing RWS to use this equipment. If modifications to a Vessel or investments are required, the Concession Holder will be compensated.

6.3 Cleanliness and comfort

Explanation

It is important to make sure that passengers feel comfortable and have a pleasant travel experience when using the Ferry Services, and that a variety of different passenger needs are taken into account. The cleanliness of the vessels, toilets, and other facilities contributes to a pleasant travel experience. Comfort also means that vessels must also have enough seating, sufficient space for luggage, and adequate areas for storing bicycles. Facilities such as (folding) tables and Wi-Fi must be available for passengers who want to work on board. Finally, making food and

beverages available for purchase on the Regular Service will contribute to a pleasant travel experience. Food and beverage services are not mandatory on the Express Service in light of the short duration of the journey.

Requirements

6.3.1	The Concession Holder will ensure that Passengers can enjoy clean and tidy Vessels by keeping the interior and exterior of all vessels clean and tidy. At a minimum, this means that: a. any graffiti and damage caused by vandalism is removed or repaired within five business days; b. the interior of all Vessels and the passenger-accessible outdoor areas must be clean at the start of the first Departure of the day; c. the interior of the Vessels and the passenger-accessible outdoor areas must be kept clean during the day.
6.3.2	The Concession Holder will maintain the interior and the passenger-accessible outdoor areas of the vessels in such a way that their functionality and appearance are continuously guaranteed at a high level and that requirement 6.1.5 is met.
6.3.3	To increase passenger comfort, the Concession Holder will ensure that all vessels are low-noise and low-vibration and are equipped with: a. A suitable number of toilets; the number of toilets per passenger (based on the capacity of the Vessels) from 2025 will serve as the minimum; b. A separate rest area for sick passengers; the size of the area will be proportional to the capacity of the Vessel; c. Adequate handholds for passengers to hold on to as they move around the Vessel. d. A properly functioning climate control system; e. Pleasant interior lighting that contributes to a feeling of Social Safety; f. An AED; g. A properly functioning, free Wi-Fi network for Passengers with sufficient speed for normal internet use; h. A sufficient number of spacious waste bins; the number of bins will be proportional to the capacity of the Vessel; i. Clearly indicated luggage spaces.
6.3.4	In addition to requirement 6.3.3, the Concession Holder will ensure that the Regular Service Vessels it deploys are equipped with: a. a hospitality area where affordable (and preferably local and sustainable) foods and beverages are available for purchase. There should also be a good selection of healthy options; b. Adequate handholds for standing Passengers. c. For new or renovated Vessels: a working power outlet for every seat with sufficient capacity to charge a smartphone/laptop that is accessible from every seat; d. Clearly marked and clearly visible spaces for cars, motor vehicles, and bicycles; e. A baby changing area.
6.3.5	At a minimum, the Concession Holder will comply with the following requirements to fulfil the Transport Obligation: a. Sufficient seating on the Regular service and the Express service, provided that the number of Passengers does not exceed the number of available seats on the Express service. b. Sufficient space for (regular) luggage. c. Sufficient (parking) space on the Regular Service for cars, trucks, motor vehicles, and bicycles.

6.3.6	The Concession Holder will ensure that Passengers on the Vessels adhere to the house rules and travel conditions of the Concession Holder.
6.3.7	The Concession Holder is not allowed to display transparent or non-transparent advertisements on the windows. The Concession Holder is allowed to display advertisements in other locations, provided that it complies with requirement 10.1.3.
6.3.8	The Concession Holder will cooperate with initiatives from Third Parties with regard to pre-transport and/or post-transport of luggage. This cooperation will include the sharing of knowledge, active participation in discussions, and making information about the initiatives for pre- and/or post-transport of luggage available on the ticket sales website.

7 Sustainability

7.1 Sustainable vessels

Explanation

The sustainable operation of ferry services is an essential principle for I&W in light of the environmental objectives it is committed to. The shipping company will contribute to these environmental objectives by minimising the impact of the ferry services on the environment and nature. The Concession Holder will endeavour to be as fuel-efficient as possible. Finally, I&W expects the shipping company to pay attention to waste management on board and to avoid waste discharge in waterways in accordance with applicable environmental standards.

I&W will set targets for CO₂ reduction rates compared to vessel emissions in 1990 with a 2024 travel pattern. These percentages will be gradually increased to achieve a completely emission-free operation if and when the necessary charging infrastructure for electric vessels is available. The objectives also focus on reducing the emission of NO_x, particulate matter, other harmful substances and noise, and on promoting the use of environmentally friendly technologies. The aim of the concession is to contribute to the improvement of air quality and the protection of nature by reducing the nitrogen emissions of new vessels as well compared to the reference year 2028. I&W also places importance on preserving environmental and natural core values.

Requirements

7.1.1	The Concession Holder will strive to minimise the impact on the environment and nature as much as possible during the operation of this Concession and to take mitigating measures where possible.
7.1.2	The Concession Holder will endeavour to be as fuel-efficient as possible.
7.1.3	The Concession Holder will not discharge waste generated on the Vessels into the waterway but will collect and dispose of it on shore. This does not include wastewater that has been purified by a treatment plant.
7.1.4	The Concession Holder will make demonstrable efforts to minimise emissions of CO ₂ , No _x , particulate matter, other hazardous materials and noise by means of sustainable technologies.
7.1.5	The Concession Holder will make demonstrable efforts to use biological antifouling on the vessels.
7.1.6	The Concession Holder will reduce the collective CO ₂ emissions of all Vessels during the Concession compared to the collective CO ₂ emissions of all Vessels in 1990 if they would have travelled according to the 2024 sailing pattern, by the following percentages: a. Starting in 2030: 15% CO₂ reduction. b. Starting in 2035: 35% CO₂ reduction. c. Starting in 2040: 65% CO₂ reduction.
7.1.7	As soon as the required Charging Infrastructure becomes operational, the Concession Holder will deploy at least one more Battery-Powered Vessel per Connection per year until all Vessels on this Connection are Battery-Powered in order to achieve 100% CO ₂ [reduction] for the Connection in question compared to the emissions of Vessels in 1990 with a 2024 travel pattern. The Concession Holder will adhere to the Battery-Powered Vessels Introduction Process included in Annex B9 .

7.1.8	The Concession Holder will ensure that the nitrogen emissions from New Vessels are lower than the nitrogen emissions in reference year 2028.
7.1.9	The Concession Holder will endeavour to minimise disruption to the environmental and natural core values. This concerns the values set out in the Main Objective for the Wadden Sea (see Agenda for the Wadden Sea Area 2050).

7.2 Sustainable business operation

Explanation

The shipping company will be expected to cooperate with I&W sustainability initiatives. In this way, the shipping company will not only work towards compliance with environmental objectives but will also make a proactive contribution to the environmentally friendly operation of the concession.

Requirements

7.2.1	The Concession Holder will cooperate with initiatives of the Contracting Authority regarding (innovations in the field of) sustainability.
7.2.2	The Concession Holder will endeavour to separate waste streams on Vessels and in Ports as much as possible.
7.2.3	The Concession Holder will endeavour to minimise the environmental impact of deploying its own vehicle fleet and logistics ashore in the context of operating the Concession.

7.3 Circularity and environment

Explanation

In addition to reducing the emission of harmful substances, I&W also values reducing the use of primary raw materials. I&W will ask the shipping company to draw up a circularity plan, which must be updated before the purchase of new vessels. The plan will focus specifically on the origin of materials, extending the lifespan of products, recycling, and agreements with suppliers to promote circularity. The shipping company will also draw up an environmental plan. This plan will address the environmental impact during the previous period, analyse possible ways to operate the concession in an increasingly environmentally friendly manner, and outline concrete measures to this end. The Concession Holder will also specify when it will implement these measures.

Requirements

7.3.1	The Concession Holder will prepare a Circularity Plan; it may update this plan at its own discretion, but in any case prior to the purchase of New Vessels. The Concession Holder will submit the plan to the Contracting Authority. The Circularity Plan will include a list of concrete circularity measures for the Vessels and operations and will specify when these measures will be implemented. The Circularity Plan will address the following aspects: a. Origin of materials and products; b. Striving for reduction of raw material use and substitution of raw materials by replacing primary raw materials with sustainable (bio)raw materials; c. Longer lifespan, including circular design, "product as a service", repairs;
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	d. High-quality reuse and recycling of used materials and products; e. Work processes; f. Agreements with suppliers; g. Destination of Vessels that are no longer operational.
7.3.2	The Concession Holder will submit the Circularity Plan to the Contracting Authority for review. The Contracting Authority will assess whether the Circularity Plan contributes to the objective set out in requirement 7.1.1. Upon a positive assessment from the Contracting Authority, the Concession Holder will start implementing the measures according to the schedule included in the Circularity Plan. If the Contracting Authority issues a negative assessment, the Concession Holder will revise the parts of the Circularity Plan that do not contribute to the objective stated in requirement 7.1.1 in the opinion of the Contracting Authority.
7.3.3	The Concession Holder will submit the Circularity Plan for informational purposes to the Consumer Organisations and Local and Regional Authorities.
7.3.4	The Concession Holder will prepare an Environmental Plan that includes the following components: a. A report on the Environmental Impact and Nature Impact during the previous period; b. An analysis of possible ways to reduce the Environmental Impact and Nature Impact, and a list of concrete measures for reducing the Environmental Impact and Nature Impact and when these will be implemented.
7.3.5	The Concession Holder must submit the first Environmental Plan to the Contracting Authority no later than one year after the decision to award the Concession to the Concession Holder has become irrevocable. The Concession Holder will update the Environmental Plan every year and prepare a new Environmental Plan every three years, as described in Annex B2 Planning Cycle.
7.3.6	The Concession Holder will submit the Environmental Plan to the Contracting Authority for review. The Contracting Authority will assess whether the Environmental Plan contributes to the objective set out in articles 7.1.1 and 7.1.9. Upon a positive assessment from the Contracting Authority, the Concession Holder will start implementing the measures according to the schedule included in the Environmental Plan. If the Contracting Authority issues a negative assessment, the Concession Holder will revise the parts of the Environmental Plan that, in the opinion of the Contracting Authority, do not contribute to the objective set out in requirement 7.1.1.
7.3.7	The Concession Holder will submit the Environmental Plan for informational purposes to the Consumer Organisations and Decentralised Authorities.

7.4 Sustainability Reporting

Explanation

To effectively monitor developments in the field of sustainability, I&W expects the shipping company to provide annual sustainability reports as part of its annual report. This report will include a detailed description of relevant sustainability elements, including the origin and location of the electricity or RFNBOs used for the vessels, the number of renewable fuel units obtained, and the measures taken and results achieved concerning circularity.

Requirements

7.4.1	The Concession Holder will provide a Sustainability Report as part of its Annual Report. This report will describe and explain the following elements (insofar as these are relevant at that time): a. The implementation of requirements 7.1.1 to 7.1.9 and 7.2.1 to 7.2.3. b. The amount of (each type of) fuel/electricity consumed for Vessels and other parts of the operations and the associated emissions of CO₂, NO_x and particulate matter; c. (If the Concession is (partially) operated with Battery-Powered Vessels:) origin in terms of source and location of the electricity/RFNBOs supplied to the Charging Infrastructure; d. The number of renewable fuel units (see requirement 7.5.1) obtained during the operation of the Concession; e. The results of the measures included in the Circularity Plan (see requirement 7.3.1). f. The results of the measures included in the Environmental Plan (see requirement. 7.3.4). g. Compliance with international and European regulations and recommendations.
7.4.2	The Concession Holder will share the Sustainability Report for informational purposes with Consumer Organisations and Local and Regional Authorities.

7.5 Tradeable sustainability claims and emission allowances

Explanation

When using renewable energy, the shipping company may be able to obtain tradeable emission allowances, such as renewable fuel units. I&W expects the shipping company to provide annual insight into emission allowances obtained and the revenue generated from their sale.

Requirements

7.5.1	When using Renewable Energy, the Concession Holder may obtain tradeable emission allowances, such as Renewable Fuel Units. If the Concession Holder registers the tradeable emission allowances with the Dutch Emission Authority, it will provide the Contracting Authority with an annual overview of the extent of the registered emission allowances and any revenue generated from the sale of these emission allowances.
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8 Infrastructure

8.1 Fairways and operating assets of the ferry ports

Explanation

The shipping company must use the fairways designated by RWS and the operating assets associated with the ferry ports (e.g. the terminal building and the ferry port area, including the docking facilities and shore facilities, staging lanes and entry and exit lanes) for the operation of the ferry services. The operating assets of the ferry ports are owned by the State and are made available to the shipping company (for a market-based fee). Unlike the current situation, where RWS is responsible for the management and maintenance of most operating assets (except for vessels and chargers), the daily (or "first-line") management and maintenance of certain operating assets (see Annex B7 Overview of infrastructure and operating assets) will be assigned to the shipping company. This will contribute to more efficient daily management and maintenance of the operating assets that are closely linked to the terminal and the adjacent ferry terminal area. This new distribution of management and maintenance activities will take effect in 2031, as the current agreements between RWS and maintenance contractors are in effect until that time.

Requirements

8.1.1	The Concession Holder will use the Navigation Channels designated by RWS and the Operating Assets made available by the Central Government Real Estate Agency, unless the Concession Holder and the Concession Provider agree otherwise. An overview of the Navigation Channel and Operating Assets is included in Annex B7 (Overview of infrastructure and operating assets).
8.1.2	The Concession Holder will consult with RWS about the Navigation Channel at least once a quarter. RWS and the Concession Holder will use this consultation to coordinate the use, management and maintenance of the Navigation Channels and to enter into agreements concerning nautical safety.
8.1.3	The Concession Holder will be required to pay the Central Government Real Estate Agency a market-based fee for the use of the Operating Assets. This market-based fee is based on a certain percentage of the gross commercial turnover (total turnover minus passenger transport turnover, see Annex B5 (Real Estate Agreements)) of the Concession Holder. To determine this percentage an appraisal has been carried out, which is included in Annex B6.
8.1.4	Before the start of the Concession, the Concession Holder will enter into an agreement for the term of the Concession with the Central Government Real Estate Agency for the use of the Operating Assets and the applicable fee. The drafts of these real estate agreements and general terms and conditions are included as annex B5.
8.1.5	The Concession Holder will provide the Contracting Authority with a copy of the signed real estate agreement and any amendments to this agreement.
8.1.6	The Concession Holder will be responsible for managing traffic headed for the Ferry Services on the port premises, including the operation of the barriers, and will make the necessary arrangements with RWS and the Central Government Real Estate Agency.

8.1.7	The Concession Holder will be responsible for the daily (or “first-line”) management and maintenance of part of the Operating Assets as of 1 July 2031. RWS is responsible for the daily management and maintenance of the other Operating Assets. The exact division of roles and the corresponding requirements concerning the daily management and maintenance of the various Operating Assets are included in Annex B5 (Real Estate Agreements) .
8.1.8	As an addendum to requirement 8.1.7, RWS will be responsible for all management and maintenance of all Operating Assets until 1 July 2031.

Specific requirement for the Western Wadden Island ferries concession

8.1.9	The Concession Holder will use the ports of Vlieland and Terschelling as its Home Base for the Vessels.
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Specific requirement for the Eastern Wadden Island ferries concession

8.1.10	The Concession Holder will use the ports of Ameland and Lauwersoog as its Home Base for the Vessels. In the event that the port for the Connection to Ameland is reconsidered as a location within the framework of the MIRT exploration Accessibility of Ameland (see section 8.4), the Concession Holder and the Contracting Authority will enter into discussions to determine if this constitutes a Major Development.
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8.2 Shared use of operating assets of the ferry ports

Explanation

At this time there are only formal arrangements regarding the shared use of the infrastructure facilities of Harlingen, Terschelling, and Vlieland by third parties (e.g. freight carriers). To prevent conflicting operations, agreements on shared use will be documented for all ports. Shared users will only be permitted to use the car bridge and the staging lanes, not the terminals. The shipping company will not be required to allow shared use during the loading and unloading process. This process will be subject to the arrival and departure times on to the shipping company's timetable.

Requirements

8.2.1	The Concession Holder will allow shared use of the Production Means (required for loading and unloading freight) for freight transport carried out by Third Parties, except during the period from one hour before the scheduled arrival of a Vessel to half an hour after the actual departure of that same Vessel. In the event of delay or Force Majeure, the Concession Holder will be given priority over a Third Party.
8.2.2	At the request of a Third Party, the Concession Holder, upon approval of this request by RWS, will cooperate with the trial berthing of vessels for the purpose of shared use.

8.3 Waiting areas

To ensure that passengers can wait for boarding in a pleasant environment, the terminal buildings at the ferry ports must have comfortable and accessible waiting areas. It is important that passengers can wait in a comfortable environment and that the waiting areas are open around departure and arrival times.

Requirements

8.3.1	The Concession Holder will provide heated, covered, comfortable, clean, and smoke-free waiting areas at the ferry terminals (in the terminal building and/or on the ferry terminal grounds).
8.3.2	The waiting rooms will be accessible for Passengers with limited mobility.
8.3.3	The waiting areas will be equipped with toilets, at least one of which will be accessible for Passengers with limited mobility.
8.3.4	At a minimum, the Concession Holder will make cold and hot beverages available for purchase at suitable facilities in the waiting areas on shore.
8.3.5	The Concession Holder will ensure that the waiting areas are open at least half an hour before the departure time of each Departure that is listed in the Timetable. In the event of delays and cancellations of the Express and/or Regular service, the Concession Holder will keep the waiting areas open at least until the actual departure of the delayed or next Departure. If the last Departure of the day is cancelled, the Concession Holder will keep the waiting area open for at least 2 hours after the scheduled departure time of this Departure, unless all stranded Passengers have left the waiting area before that time.
8.3.6	The Concession Holder will provide a physical counter/kiosk for pedestrians (with or without a bicycle) as referred to in requirement 12.2.3 in or near the waiting area.

8.4 Dealing with fairway developments affecting the connection to Ameland (specifically for the Eastern Wadden Island ferries concession)

Explanation

Due to the following uncertainties and developments, it is not yet known what the connection to Ameland will look like throughout the concession period from 2029 to 2044:

- The MIRT exploration Accessibility Ameland commenced in 2024. This MIRT exploration investigates various alternatives for the fairway and route, including options with different fairway dimensions and options with different departure/arrival locations on the mainland. The current plan is to make a preferred decision by the end of 2026.
- The new National Water Programme (NWP) and the new Natura 2000 Wadden Sea Management Plan will take effect in 2028. The future dimensions of the fairway will be specified in the NWP as well.
- In addition to these planned processes with uncertain outcomes, the dynamics of the Wadden Sea (including the rise of the tidal flats and changing fairways) are difficult to predict, which may require unforeseen adjustments to the dimensions of the fairway. The latter may also happen as a result of a policy change and/or a legal ruling.

It is important that it is clear how I&W and the shipping company will work together to deal with any changes regarding the connection to Ameland (and possibly in the future to Schiermonnikoog as well). To this end, a procedure will be set up for developments outside the sphere of influence of the shipping company with major structural (financial) consequences (= major development), such as a change in the dimensions of the fairway or a change in the departure/arrival location on the mainland, where the shipping company cannot be expected to absorb these

consequences within the framework of the existing agreements (see also [Annex B12 Major Developments Procedure](#)). In that event, I&W and the shipping company will review this procedure together to adjust the requirements from the Schedule of Requirements and the commitments in the tender as necessary in order to arrive at an appropriate solution.

Specific requirement for the Eastern Wadden Island ferries concession

8.4.1	Until the Contracting Authority indicates otherwise, the Concession Holder will operate on the basis of the current situation with regard to the Ameland Navigation Channel (dimensions as included in the National Water Programme 2022-2027) and the current departure and arrival locations.
8.4.2	The Concession Holder will actively participate in discussions with the Contracting Authority and RWS regarding developments concerning the Ameland Navigation Channel. The purpose of this consultation, which will take place at least once a year, is to determine in a timely manner whether and when a change in the dimensions of the Navigation Channel can be expected.
8.4.3	The Concession Holder will cooperate with the MIRT exploration Ameland and any other processes relating to the Ameland Navigation Channel. This cooperation will include the sharing of substantive and operational knowledge about the Ferry Services, the (confidential) sharing of information about, among other things, operating costs and revenues, and active participation in meetings.
8.4.4	If it becomes clear that the dimensions of the Ameland Navigation Channel and/or the departure/arrival location on the mainland for the Connection to Ameland will change (for example as a result of the MIRT exploration, the NWP, and/or an unexpected development), the Contracting Authority will determine whether this constitutes a Major Development. This is the case if the future situation will deviate significantly from the situation described in requirement 8.4.1 and this deviation has major structural (financial) consequences for the Concession Holder. In that case, the Concession Holder and the Contracting Authority will discuss a possible Revision of the Concession. The Concession Holder and the Contracting Authority will also consider other relevant related developments to prevent multiple Revisions of the Concession in quick succession.
8.4.5	If the Contracting Authority and the Concession Holder agree that the Major Development is reason for a Revision of the Concession as referred to in requirement 8.4.4, the Concession Holder will prepare a Revision proposal for the operation of the Ferry Services to and from Ameland until the end of the Concession term. The Concession Holder will apply the following principles: i. The prices for Island Residents will not increase more than is permitted according to the provisions in Chapter 9; ii. The accessibility of Ameland will still be guaranteed; iii. The (financial) continuity of the Concession Holder will not be jeopardised; iv. The revision will not lead to an increase in the return achieved by the Concession Holder. The Revision Proposal will outline the impact of the Major Development on: a. the required number and type of Vessels (including the total transport capacity for the Connection);

	b. the total costs, broken down into personnel, materials and fuel; c. the expected number of Passengers and vehicles to be transferred and the expected Passenger Revenues. If the outcomes of the MIRT exploration Ameland are (a) reason for the Revision of the Concession, the outcomes of the MIRT exploration, including a calculation of the operating costs and revenues of the ferry service, should serve as a reference.
8.4.6	The Contracting Authority will assess the Revision Proposal on the basis of the following Concession components: a. The extent to which the objectives pursued by the Contracting Authority for the Concession will continue to be achieved; b. Service level (proposed Timetable, including the number of Departures) and the provided Departure capacity; c. Expected use of the Ferry Services (passenger numbers); d. Rates; e. Operational quality, in particular in terms of meeting the specified requirements in Chapter 2; f. Expected development regarding customer satisfaction; g. Financial impact on the Concession Holder; h. The Concession Holder's realisation of the plans drawn up as part of its Tender and during its operation of the Concession and the products and services included in the plans.
8.4.7	Based on the Revision Proposal and the assessment by the Contracting Authority, the Contracting Authority may decide to amend, supplement or annul agreements as laid down in the Concession Decision, the Schedule of Requirements, the Financial provisions and annexes to these documents, after consultation with the Concession Holder, or take measures to enforce compliance with existing agreements (if necessary). The effective date of these changes will be agreed upon between the Contracting Authority and the Concession Holder, taking into account a reasonable implementation period.
8.4.8	If the Contracting Authority and the Concession Holder do not agree that there is a Major Development and/or that the Major Development should give rise to a Revision of the Concession as referred to in requirement 8.4.4, an escalation mechanism will be triggered. This escalation mechanism consists of the Contracting Authority and the Concession Holder jointly commissioning an independent expert to provide a binding opinion on the issues on which there is no agreement. The costs of the independent expert will be divided equally between the Contracting Authority and the Concession Holder.
8.4.9	From the moment a Major Development, as referred to in requirement 8.4.4, occurs until the Review of the Concession is completed and the Concession Holder has implemented the resulting changes, the Concession Holder will endeavour to minimise adverse effects on the operation of the Ferry Services, particularly on the Timetable and prices, during this transitional period.

9 Rates, payment and reservations

9.1 Pricing

Explanation

It is important that the ferry services should remain affordable for island residents and visitors. To this end, I&W will place a cap on the starting values of the main rates for island residents and visitors (hereafter: protected travel rights) for the first year of the new concession period. I&W will determine the maximum price increase on the basis of a composite index. A study is currently being done on a possible revision of this composite index (see requirement 9.1.8). I&W reserves the right to revise the indexing method, depending on the findings of this study, in the publication of the final Schedule of Requirements. I&W will also require the shipping company to apply a discount rate for frequent travellers, and the shipping company will not be allowed to charge passengers for hand luggage and mobility aids. This will contribute to accessible and affordable connections for all users of the ferry services.

Requirements

9.1.1	The Concession Holder will offer a portfolio of Travel Products to meet the needs of various groups of Passengers that complies with the provisions of this Article.
9.1.2	The Travel Products mentioned in Annex B11 (Overview of Protected Travel Rights) are considered Protected Travel Rights. The Concession Holder will honour all Protected Travel Rights, unless the Concession Holder agrees on an alternative Protected Travel Right with the Contracting Authority after consultation with Consumer Organisations and Local and Regional Authorities. Upon approval by the Contracting Authority, an alternative Protected Travel Right may replace the existing Protected Travel Right.
9.1.3	The Concession Holder is not allowed to charge island residents and visitors more than the rates (price level as of 1 January 2025) for the Protected Travel Rights listed in Annex B11 (Overview of Protected Travel Rights). These prices are for round trips; they include 9% VAT but not the tourist tax referred to in requirement 9.1.7, and they will be indexed annually as of 2026 according to the method described in requirement 9.1.8. If the Concession Holder has offered lower rates for Protected Travel Rights in the Tender, the Contracting Authority will use the offered rates as maximum rates for the relevant Protected Travel Rights; in other words, these rates replace the relevant maximum rates in Annex B11 (Overview of Protected Travel Rights).
9.1.4	For one-way trips, the Concession Holder will charge no more than 60% of the round trip rate, as stated in Annex B11 (Overview of Protected Travel Rights).
9.1.5	The Concession Holder will apply a discount rate for frequent Travellers.
9.1.6	The Concession Holder will not charge an additional fee for hand luggage or mobility aids, such as strollers, buggy's, walkers, wheelchairs, mobility scooters, tricycles, folding bicycles, and assistance dogs.
9.1.7	The Concession Holder will collect the tourist tax on behalf of the relevant Local and Regional Authorities for the first day of a visitor's stay on the

	Wadden Islands and will remit the collected taxes to the relevant Local and Regional Authorities.
9.1.8	Every year, the Contracting Authority will determine the maximum rate increase based on a composite index that is based on the most recent Macroeconomic Outlook and the Central Economic Plan (CEP) of the Netherlands Bureau for Economic Policy Analysis and data from Statistics Netherlands. The index is structured as follows: - 65% increase in labour costs for the sector; - 27.8% IMOC (government consumption price, net materials); and - 7.2% development in fuel costs. The Concession Holder may increase the rate of Protected Travel Rights and the rates included in the Tender once a year, up to the maximum set by the Contracting Authority.
9.1.9	The Contracting Authority may decide on a Revision of the index as mentioned in requirement 9.1.8, according to the procedure described in section XX of the Concession Decision, based on the outcomes of the Midterm Review (see requirement 13.4.1) or when transitioning to electric transport (see requirement 7.1.7).
9.1.10	The Concession Holder will include a rate proposal in its Transport Plan, not including tourist tax, which includes the Travel Products and associated rates for Island Residents and visitors the Concession Holder intends to apply in the following calendar year, taking into account the provisions in this section and using the rate proposal that is part of the Tender as a starting point. The Concession Holder will comply with the procedure and planning described in Annex B2 (Planning Cycle).
9.1.11	The Concession Holder cannot implement the rate proposal until the Contracting Authority has approved the Transport Plan with the rate proposal.
9.1.12	The Concession Holder will inform Passengers at least one month before the effective date of the price change through Relevant Communication Channels.
9.1.13	The Concession Holder will publish an annual overview of all prices on its website, and this overview should be clear and easy to find. The Concession Holder will ensure that the rates for Island Residents are also visible to the Contracting Authority.
9.1.14	The Contracting Authority may take the initiative to introduce a new Travel Product and ask the Concession Holder to conduct an impact analysis for the new product. Based on this impact analysis, the Concession Holder and the Contracting Authority will discuss product conditions, feasibility, and whether the new product is a good fit for the existing portfolio of Travel Products. If the Contracting Authority subsequently asks the Concession Holder to introduce the new Travel Product, the Concession Holder and the Contracting Authority will discuss the product conditions and the implementation of this Travel Product in further detail. The Concession Holder will not refuse this request on unreasonable grounds.
9.1.15	The Concession Holder will offer Local and Regional Authorities the opportunity to introduce a new Travel Product for specific target groups, at a cost deemed reasonable by the Contracting Authority for the respective Local and Regional Authorities. The Concession Holder will make every effort to offer the Travel Product in a form that is easy to understand for Passengers and the relevant Local and Regional Authorities.

9.2 Payment methods

Explanation

It is important that passengers will be able purchase travel products online and in person in a relatively easy manner. In order to encourage the use of public transport connecting to ferry services, the shipping company will accept, where (technically) possible, payment systems that are commonly used at that time for travel (with various forms of) public transport.

Requirements

9.2.1.	The Concession Holder will have a fully functioning payment system that complies with the requirements regarding personal data (section 3.7).
9.2.2.	The Concession Holder will use, where technically feasible in the opinion of the Contracting Authority, the public transport card (OV Chipcard or its replacement if it is no longer being used), OVpay (payment via bank card), and other payment systems that are commonly used for (multimodal) public transport.
9.2.3	The Concession Holder will offer Passengers the opportunity to purchase Travel Products via: a. the website of the Concession Holder; and b. at a physical location in the terminal.

9.3 Reservations and cancellations

Explanation

The shipping company must have a properly functioning reservation system. The reservation system must be set up in such a way that island residents are able to purchase travel products for departure up to 24 hours before the departure time, even on busy days, as described in [section 2.1](#).

Requirements

9.3.1.	The Concession Holder will have a reservation system that complies with the requirements regarding personal data (section 3.7).
9.3.2	The Concession Holder will offer Passengers the option to reserve a seat on an Express Service or Regular Service Departure and a Motor Vehicle or Bicycle space on a Regular Service Departure free of charge via: a. the website of the Concession Holder; and b. at a physical location in the terminal.
9.3.3.	The Concession Holder will offer Passengers the opportunity to change their reservation, free of charge, up to at least one hour before departure and to cancel, free of charge, up to at least one month in advance via: a. the telephone number of the Concession Holder; b. the website of the Concession Holder; c. at a physical location in the terminal.
9.3.4	The Concession Holder will ensure that Island Residents can reserve one of the guaranteed car spaces for Island Residents through the reservation system, as mentioned in requirement 2.1.8 .

10 Marketing

10.1 Marketing activities and responsibility

Explanation

The shipping company's marketing activities should be focused on retaining passengers, enhancing the image of the ferry services and increasing brand awareness. The shipping company is responsible for executing these marketing activities. It is important that the shipping company adheres to the Dutch Advertising Code and that no forms of auditory marketing are used in the waiting areas on the vessels. I&W considers it important for the shipping company to coordinate its marketing activities with stakeholders and providers of connecting public transport, and to inform parties such as I&W, consumer organisations, and local and regional authorities about these activities.

Requirements

10.1.1	The Concession Holder will make demonstrable efforts with its marketing activities to at least maintain the transport demand at its current level, to enhance the image of the Ferry Services and to increase brand awareness.
10.1.2	The Concession Holder is responsible for the development and execution of its marketing activities.
10.1.3	The Concession Holder will adhere to the Dutch Advertising Code in the development and execution of its marketing activities.
10.1.4	The Concession Holder will not use any form of auditory marketing on the Vessels and in the waiting areas.
10.1.5	The Concession Holder will coordinate its marketing activities with providers of connecting (public) transport.
10.1.6	The Concession Holder will inform the Contracting Authority, Consumer Organisations, and Local and Regional Authorities about its marketing activities.
10.1.7	The Concession Holder will strive to collaborate with tourism services, travel agencies, and providers of connecting (public) transport in its marketing activities, and it will align these activities with initiatives and developments in the field of integrated and cross-concession marketing activities.
10.1.8	The Concession Holder will distribute information about the Ferry Services upon request at the counters and information centres of Third Parties.

11 Travel Information

11.1 General travel information

Explanation

I&W places importance on passengers being well-informed before and during their journey, on board and in the ports. To this end, it is important that travel information is available for free, accessible, and downloadable via websites, (a) mobile application(s), and customer service. In addition, it is important that current, real-time information about departures and expected arrival times is made available and shared immediately. Information about connecting transport and tourist information should be provided on board via audiovisual displays. The shipping company will seek recommendations from consumer organisations and local and regional authorities on how to provide travel information to passengers.

The shipping company will share information about its ferry services with third parties upon request. In addition, the shipping company will provide data on the planning and execution of the timetable to NDOV [National Public Transport Data] and DOVA [Local Public Transport Authorities]. The purpose of these initiatives is to standardise travel information.

Requirements

11.1.1	The Concession Holder will ensure optimal availability, within the limits of its authority, of all relevant information for Passengers about Connections, Transfers, rates, and the accessibility of vessels and waiting areas.
11.1.2	The Concession Holder will provide complete and accurate data in a timely manner regarding the planning and execution of the Timetable (including cancellations of Departures) directly to NDOV and DOVA Public Transport Data in accordance with the provisions in the document "Concession Annex on Public Transport Datasets" or its successor(s). ¹
11.1.3	The Concession Holder will maintain proper records of Departures, including scheduled and actual departure and arrival times from the Ports, cancellations of Departures, and Force Majeure situations.
11.1.4	The Concession Holder will provide revised and/or additional data on the operation of the Concession to NDOV and DOVA Public Transport Data in accordance with the relevant (revised) standards within one year after agreements have been made about this, at the national level or by the Contracting Authority.
11.1.5	If the Concession Holder publishes(different) data in addition to the data provided in conformity with the requested BISON [Management of Information Standards for Public Transport in the Netherlands] interfaces (see www.bison.dova.nu) to purchasers of travel information services or for its own travel information services, it will also make these data available at the same time, at no cost, and fully documented, to NDOV and DOVA Public Transport Data.
11.1.6	The Concession Holder will provide real-time information about the Timetable ² . In the event of changes to the Timetable, the Concession

¹ can be found at: <https://dova.nu/document/concessiebijlagen>

² Real-time within the meaning of the Decree of 3 June 2024 amending the Public Transport Accessibility Decree in connection with the implementation of Directive (EU) 2019/882 of the European Parliament and of the Council of 17 April 2019 on accessibility requirements for products and services (OJ EU 2019, L 151).

	Holder will communicate the revised departure times and expected arrival times. In addition, Passengers on board and in the ports will be informed about alternative departures and the possible impact on their continued journey with connecting public transport.
11.1.7	The Concession Holder will provide information on connecting transport and current tourist information about the Wadden area via audiovisual displays on the Vessels and in the waiting areas and terminals. The information will meet the following requirements: - Advertising on audiovisual displays is permitted as long as it does not obstruct travel information about arrival and departure times. If a waiting area or seating area does not contain multiple screens, the advertisements will alternate with travel information, and the time and destination of the line will be visible. No advertisements will be shown around arrival and departure times. - When approaching the destination point, information about possible transfer options with connecting transport will be shown to facilitate a smooth ongoing journey. - The Concession Holder will ensure that the layout of information on the displays is recognisable: a block with current information at the top; a block with upcoming events in the middle; and a block with the sender at the bottom. In the event of a disruption or emergency, a broad block in a bright colour will appear on top of the sender block with information about the disruption and/or emergency. - The Concession Holder will ensure that the text is easy to read in terms of font and colour. For icons, the standard icons of the International Union of Railways are used.
11.1.8	The Concession Holder will distribute information about the Ferry Services upon request at the counters and information centres of Third Parties, preferably in digital format.
11.1.9	The Concession Holder will provide the travel information referred to in Articles 11.1.2 to 11.1.8 free of charge.
11.1.10	At least once a year, as part of the Transport Plan, the Concession Holder will seek recommendations from Consumer Organisations and Local and Regional Authorities on how to provide travel information to passengers pursuant to this section.

11.2 Travel information on websites, apps and at customer service counters

Explanation

The websites and apps that provide travel information must comply with European laws and regulations. Information must be at least available in Dutch and English. For Eastern Wadden Island ferries, the information must also be available in German.

Requirements

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| <p>11.2.1 The Concession Holder will ensure that people can request, view, and download the following travel information free of charge via websites, mobile application(s), and the Concession Holder's customer service:</p> <ol style="list-style-type: none"> An overview of the timetable, including connecting services; |
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This means that the travel information will be provided without delays or waiting times due to data processing.

	b. Rates; c. Applicable terms and conditions, as referred to in requirement 12.1.3; d. A customer service phone number; e. Website with the Concession Holder's travel information; f. Information about the accessibility of national or regional travel information systems, including 9292; g. Address and telephone number of the national Public Transport Disputes Committee.
11.2.2	The Concession Holder will ensure that the following information about each Departure is visible to Passengers when they book tickets on the website: a. The number of available passenger spaces; b. The number of available car and bicycle spaces; c. The length of the sailing time.
11.2.3	Information must be available in at least Dutch and English.

Specific requirement for Eastern Wadden Island ferries

11.2.4	In addition to the provisions in requirement 11.2.3, the information will also be available in German.
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12 Passenger Rights

12.1 Terms and conditions

Explanation

The protection of passenger rights is an essential part of this concession. The shipping company will establish general terms and conditions to ensure the comfort of passengers and comply with European laws and regulations. The general terms and conditions will include important aspects such as prices and payment, changes and cancellations, and rights in the event of delays and emergencies. The terms and conditions will also address the application and establishment of the conditions, dissolution and sanctions, how the shipping company will provide assistance to passengers with limited mobility and children, and how animals are accommodated on the vessel. They will also address the procedures for hand luggage transport and lost property. Specific house rules and a code of conduct for passengers will be implemented to promote social safety. Finally, the terms and conditions will include a procedure for reporting social safety incidents and the follow-up steps to be taken by the shipping company.

Requirements

12.1.1	The Concession Holder will draw up general terms and conditions which set out the rights and obligations of Passengers.
12.1.2	The Concession Holder will ensure that the general terms and conditions do not conflict with the present concession and applicable laws and regulations regarding passenger rights, and it will ensure that the Passenger rights are at least comparable to the general terms and conditions used by the holders of the Western Wadden Island ferries transport concession and Eastern Wadden Island ferries transport concession in 2025; this is subject to the assessment of the Contracting Authority.
12.1.3	The Concession Holder will ensure that the general terms and conditions cover the following subjects: a. Application and establishment of conditions b. Rates and payment c. Changes and cancellations d. Dissolution and sanctions e. Assistance for passengers with limited mobility and children f. On the vessel: animals and hand luggage g. Lost and found h. House rules and code of conduct for Passengers i. Procedure for Passengers to report social safety incidents and follow-up steps to be taken by the Concession Holder j. Rights in case of delays and emergencies k. Concession Holder procedure for handling personal data l. Complaints and suggestions m. Liability n. Disputes and applicable law o. Changes in terms and conditions
12.1.4	The Concession Holder will make the general terms and conditions available via the internet, (a) mobile application(s), and the Concession Holder's customer service.

12.2 Customer Service

Explanation

The shipping company will provide customer service to assist passengers with questions, complaints, and in exercising their rights. The customer service will be available via multiple channels, e.g. in writing, online, in person at information desks, and by phone. To meet the needs of passengers, the customer service will be available at times that align with the timetable.

Requirements

12.2.1	The Concession Holder will ensure that its customer service can be reached in writing, online, by phone, and in person at the counters.
12.2.2	The customer service will be available by phone at the times when the Concession Holder carries out Departures, i.e. from at least 15 minutes before the scheduled departure of the first Departure of the day listed in the Timetable until at least 15 minutes after the actual arrival time of the last Departure of the day listed in the Timetable.
12.2.3	The physical information desks for the relevant Ferry Service will be open at least 45 minutes before each Departure of the day according to the Timetable of the Ferry Service. The physical information desks for the Ferry Service will not close earlier than 15 minutes after the actual arrival of the last Departure of the day in the Timetable for the Ferry Service.

12.3 Complaints and suggestions

Explanation

The shipping company will have a low-threshold procedure for submitting complaints that complies with the requirements of Regulation 1177/2010. The system will be accessible via various communication channels, such as telephone, internet, and regular mail. The system will be free of charge for passengers and it will be designed to process complaints and suggestions in a customer-friendly manner.

Requirements

12.3.1	The Concession Holder will have a complaints procedure. The complaints procedure will cover the topics included in the general terms and conditions in Article 12.1.3.
12.3.2	The Concession Holder will provide a low-threshold procedure for submitting complaints and it will announce the availability of this option at the start of the Concession through Relevant Communication Channels and at physical information desks, and submitting a complaint/suggestion and the processing thereof will be free of charge to the person in question.
12.3.3	The Concession Holder will announce any changes to the procedure via the Concession Holder's website.
12.3.4	Passengers and other stakeholders will be able to communicate complaints and suggestions to the Concession Holder in the following ways: a. By telephone, at no more than the standard regional rate, and the number will be available at least during office hours on business days. b. In writing, via the internet or via a free telephone number.

12.3.5	Passengers who submit a written complaint or suggestion will receive confirmation from the Concession Holder within five business days, at the latest, that their complaint has been taken into consideration.
12.3.6	Initially, the handling of complaints and suggestions is a matter between the Concession Holder and the Passenger or other stakeholders. When dealing with complaints/suggestions related to aspects that are partially or completely beyond the purview of the Concession Holder, the Concession Holder will contact the Third Party who is responsible or jointly responsible and decides in consultation with this Third party who will process the complaint/suggestion going forward. In the acknowledgement of receipt, the Concession Holder will specify the party who will handle the complaint/suggestion.
12.3.7	The Concession Holder will be affiliated with the national Public Transport Disputes Committee.
12.3.8	Every year, the Concession Holder will send a summary of submitted complaints and suggestions, and how they were handled, to the Contracting Authority, Local and Regional Authorities, and Consumer Organisations for informational purposes.

12.4 Lost and found

Explanation

The shipping company will develop a low-threshold, clear procedure for handling lost and found property. This procedure will be user-friendly and will be communicated to passengers so they know how to report and retrieve lost property.

Requirements

12.4.1	The Concession Holder will have a procedure for reporting, handling, and returning lost property that is accessible to Passengers and is in accordance with the general terms and conditions. The Concession Holder will ensure that Passengers are aware of this procedure.
12.4.2	The Concession Holder will keep found items for at least three months at no cost to the Passenger in question.

12.5 Compensation scheme

Explanation

It is important to I&W that the shipping company makes sure that passengers receive appropriate compensation in the event of a disrupted journey. Regulation (EU) 1177/2010 and Regulation 2021/782 establish clear standards to protect passengers from inconveniences due to delays, cancellations or other travel issues. The shipping company is required to implement a compensation scheme that complies with these standards. Passengers will be able to take advantage of this scheme via a user-friendly procedure. The shipping company will also ensure that the compensation scheme is communicated clearly and accessibly via its own website and other channels.

Requirements

12.5.1	The Concession Holder will compensate Passengers in the event of a cancellation or delay of a Departure. The Compensation Scheme used by the Concession Holder will be in accordance with Regulation (EU)
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	1177/2010 in the event of a disrupted journey (cancellation or delay of departure) affecting a Passenger.
12.5.2	The Concession Holder will provide Passengers with a user-friendly procedure for taking advantage of the Compensation Scheme.
12.5.3	The Concession Holder will ensure that Passengers are aware of the Compensation Scheme and that the scheme is easy to find on the Concession Holder's website in accordance with requirement 12.5.1.

13 Management and monitoring

13.1 Cooperation between Concession Holder and Contracting Authority

Explanation

An effective management and accountability relationship between I&W and the shipping company is necessary to achieve the objectives of the concession and to ensure that the shipping company meets all requirements and fulfils its commitments. To this end, a meeting about the (further) development and implementation of the concession will be held at least once a quarter. The annual policy priorities letter will serve as a framework (see section 14.1) and as the basis for the transport plan for that year (see also section 1.3). In addition, the shipping company must prepare an annual report at the end of each year, with a review of the developments and achievements of the previous year. The annual report will include a description the way it has fulfilled its SROI obligation (see section 5.4) and the sustainability report (see section 7.4).

Requirements

13.1.1	At least once a quarter, the Concession Holder and the Contracting Authority will discuss the implementation, (further) development, and operation of the Concession. The Concession Holder will ensure that every meeting is attended by representatives of the Concession Holder who are authorised to enter into agreements and commitments on behalf of the Concession Holder during the concession meeting. The Contracting Authority reserves the right to change the frequency of the concession meetings.
13.1.2	The Concession Holder will inform the Contracting Authority about the execution of the Implementation Plan by means of progress reports. The Implementation Plan, which is part of the Tender, describes how the Concession Holder will ensure that the Concession will be operational as of 9 January 2029 in accordance with all stipulated requirements and the elements offered in its Tender, and how it will ensure a seamless start of the Concession.
13.1.3	The Concession Holder will prioritise the subjects specified by the Contracting Authority in an annual Policy Priorities Letter to the Concession Holder in the (further) development of the Concession (see requirement 14.1.2).
13.1.4	The Concession Holder will describe in the Transport Plan how it intends to address the subjects mentioned in the Policy Priorities Letter (see also requirement 1.3.3).
13.1.5	The Contracting Authority and the Concession Holder will consult at least once a quarter on how the Concession Holder is addressing the subjects mentioned in the Policy Priorities Letter.
13.1.6	Once a year, the Concession Holder will prepare an Annual Report in accordance with the schedule in Annex B2 (Planning Cycle) and in accordance with section 3.7. The Annual Report will include the following: a. The financial accounts referred to in Article xxxx of the Financial provisions. b. An annual transport overview of the past year showing the main results, including at least the following:

	i. Number of transported Passengers and vehicles (with breakdown); ii. Number of Departures; iii. Number of complaints; iv. Punctuality and cancellations; c. A review of the implementation of the Transport Plan, in particular the extent to which and the way in which the subjects mentioned in the Policy Priority Letter were addressed. d. The manner in which the Concession Holder fulfilled the SROI obligation and contributed to local and regional social initiatives as referred to in section 5.4. e. The sustainability report referred to in section 7.4.
13.1.7	The Concession Holder will submit the Annual Report to the Contracting Authority for review. If the Contracting Authority determines that part of the Annual Report as described in requirement 13.1.6 is insufficient, the Concession Holder will revise the relevant part of the Annual Report within the period specified by the Contracting Authority and resubmit the Annual Report for approval to the Contracting Authority.
13.1.8	If the Contracting Authority, based on the Annual Report, determines that the Concession Holder has not met certain requirements or has insufficiently fulfilled certain commitments, it may demand an Improvement Plan from the Concession Holder, as described in section X of the Concession Decision.
13.1.9	The Annual Report is intended for the Contracting Authority and will only be published to the extent that this is required by law. The annual transport report referred to in requirement 13.1.6. sub b is an exception to this and will be published.

13.2 Management information method (MIPOV)

Explanation

It is important for the effective operation of the concession that I&W has insight into the activities carried out by the shipping company as part of the concession. This information will be requested on the basis of the most current Model Information Profile for Public Transport. This is a national uniform description, prepared by the authorities in consultation with regional carriers, of the information elements to be provided about the implementation of public transport.

Requirements

13.2.1	The Concession Holder will provide the Contracting Authority on a monthly basis, but no later than 30 days after the end of each month, with all data regarding the operation of the Concession, as included in and in accordance with the methodology of the "Public Transport Information Profile Model 2025" (MIPOV 2025 or its successor(s)).
13.2.2	The Concession Holder will make the data referred to in requirement 13.2.1. available to the Contracting Authority via an online dashboard with analysis and export functions (at the connection and departure levels) in accordance with the standards and layout established by the Contracting Authority, whether or not at the proposal of the Concession Holder. The Concession Holder will ensure that: a. the Contracting Authority can download data and reports at any time via the online dashboard and perform analyses on this data;

	b. the data and reports are available to the Contracting Authority during the Concession; and c. all data and reports are transferred to the Contracting Authority at the end of the Concession.
13.2.3	The Concession Holder will demonstrate to the satisfaction of the Contracting Authority, no later than three months before the start of the Concession, that it can provide the data in accordance with the established standards and layout, and that the online dashboard referred to in requirement 13.2.2. functions to the satisfaction of the Contracting Authority.
13.2.4	The data to be provided by the Concession Holder will be available via the online dashboard from the start of the Concession until at least one year after the end of the Concession.
13.2.5	The information referred to in requirements 13.2.1 and 13.2.2 is intended for the Contracting Authority and will not be made public, unless the Contracting Authority is compelled to do so by a legal obligation or a court ruling.
13.2.6	If changes occur in the MIPOV 2025 during the concession period or if a replacement version of the MIPOV 2025 is adopted, the Concession Holder will provide information in accordance with this amended or replacement version at the request of the Contracting Authority.

13.3 Customer Satisfaction Survey

Explanation

A customer satisfaction survey will be conducted at least annually on behalf of I&W. The survey that is currently used is the Public Transport Customer Barometer. The shipping company is expected to actively participate in the organisation and execution of the public transport customer barometer and in any additional studies on passenger satisfaction.

Requirements

13.3.1	The Concession Holder will actively participate in the organisation and execution of Customer Satisfaction Surveys conducted on behalf of the Contracting Authority and with any additional national or regionally agreed studies on passenger satisfaction.
13.3.2	If the design of the Customer Satisfaction Survey changes, the Contracting Authority and Concession Holder will discuss the possible impact of this change on the standards set out in the Schedule of Requirements regarding Passenger satisfaction.

13.4 Midterm Review and Quality Investigation

Explanation

Given the length of the concession, it is essential to periodically evaluate progress and compliance with agreements and their impact on policy objectives. This is why a Midterm Review (MTR) is planned at the halfway point of the concession, in order to determine to what extent the operation of the concession contributes to the policy objectives and whether there are any reasons to revise certain agreements. In addition, I&W may decide to subject the shipping company's transport offering to a review.

Requirements

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| 13.4.1 | At the halfway point of the Concession, in 2036, the Concession Holder will cooperate with a Midterm Review (MTR) to be conducted on behalf of the Contracting Authority. The MTR will examine to what extent the operation of the Concession contributes to the realisation of the policy objectives. The Concession Holder will publish the result of the MTR, with the exception of confidential company information. If the MRT outcome results in a Revision of the Concession, the procedure described in section X of the Concession Decision will be used. |
| 13.4.2 | In addition to the MTR, the Contracting Authority may also subject the transport offer of the Concession Holder to a visit, in which case observers will assess the operation of the Ferry Services at the request of the Contracting Authority in terms of the quality aspects included in the Schedule of Requirements. The Contracting Authority will discuss the findings of the observers with the Concession Holder. If the findings reveal problems, the Concession Holder will provide an explanation of the causes and specify what measures it will take to resolve these problems in order to improve the Ferry Service operation. |

14 Cooperation and passenger input

14.1 Policy Priority letter

Explanation

I&W places great importance on effective cooperation with local and regional authorities and consumer organisations. To this end, I&W involves local and regional authorities and consumer organisations in its annual determination of policy priorities for the coming year. These policy priorities may pertain to broad subjects like sustainability and quality improvement, or subjects that are raised by the parties. I&W will document the prioritised subjects - the policy priorities - in an annual policy priorities letter to provide guidance for the continued development of the concession. The prioritised subjects must align with the concession requirements and the policy objectives of I&W. The shipping company must also be able to implement the priorities independently or in cooperation with local and regional authorities and management and local parties. The priorities must also be proportional and reasonably feasible and they must respect the position of the shipping company.

Requirements

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| 14.1.1 | Every year, the Contracting Authority will organise a meeting in accordance with the schedule described in Annex B2 (Planning Cycle) , to discuss the policy priorities with the Local and Regional Authorities and Consumer Organisations in the presence of the Concession Holder. |
| 14.1.2 | Based in part on this discussion, the Contracting Authority will prepare an annual Policy Priorities Letter which specifies the subjects that have priority in the (continued) development of the Concession (see also Annex B2 (Planning Cycle)). These subject may pertain to: <ul style="list-style-type: none">a. Subjects raised by the Local and Regional Authorities and Consumer Organisations;b. Results of satisfaction analyses of the Customer Panels included in requirement 14.3.3;c. Accessibility Route Card and other relevant programmes/external developments;d. Improvement measures for specific Connections in the event of disproportionally poor performance. |

14.2 Cooperation with Local and Regional Authorities and Consumer Organisations

Explanation

I&W places great importance on the involvement of local and regional authorities and consumer organisations. This falls largely under the responsibilities of the shipping company. Based on legislation and the current concessions, local and regional authorities and consumer organisations may advise the shipping company with regard to the transport plan. I&W will use a cooperation protocol to encourage the shipping company to include local and regional authorities and consumer organisations in issues other than the transport plan as well. In terms of listening to passenger input, it is important to I&W that the consumer organisations are an

accurate reflection of the passengers they represent. This is in addition to the regulatory requirements.

Requirements

14.2.1	Prior to the start of the Concession, the Concession Holder will work with the Local and Regional Authorities and Consumer Organisations to prepare a cooperation protocol to promote good relationships with these parties. To this end, an annual meeting will be organised which is separate from meetings to discuss the Transport Plan described in Annex B2 (Planning Cycle).
14.2.2	The Concession Holder may be invited by the Local and Regional Authorities and Consumer Organisations to meetings of these parties that are directly related to the Ferry Services on dates and times to be determined in consultation.
14.2.3	Before the Concession Holder submits the Transport Plan to the Contracting Authority, the Concession Holder will ask the Local and Regional Authorities and Consumer Organisations for recommendations in accordance with the schedule described in Annex 2 (Planning Cycle).
14.2.4	Once a year, the Concession Holder will organise a meeting to discuss the draft of the Transport Plan with the Local and Regional Authorities and Consumer Organisations. The Contracting Authority will be present at this meeting.
14.2.5	The Concession Holder will adopt the recommendations of the Local and Regional Authorities and Consumer Organisations; if it doesn't adopt these recommendations it must explain why not.

14.3 Passenger input

Explanation

The shipping company will set up a customer panel to ensure that passenger input is taken into account in the organisation and operation of the ferry services. At a minimum, the customer panel will represent the businesses that are located on the islands. Unlike consumer organisations, the customer panel does not have a legal basis. This means that the customer panel does not have to issue a unanimous recommendation. The purpose of the customer panel is to provide recommendations for potential modifications of the provided services.

Requirements

14.3.1	The Concession Holder will set up a Customer Panel for each Connection. The Concession Holder will make sure that the Customer Panel is a broad, inclusive representation of individuals who use the Ferry Services for this Connection or who are dependent on these Ferry Services. The businesses located on the islands will be represented on the Customer Panel by at least one representative per island.
14.3.2	The Concession Holder will meet with the Customer Panels at least once every six months.
14.3.3	The Concession Holder will analyse the customer satisfaction of the Customer Panels and will use this to inform its decisions. The Concession Holder will inform the Contracting Authority, Consumer Organisations and Local and Regional Authorities about the results and what the Concession Holder plans to do with these results.