

ANNEX H TO SELECTION GUIDELINES PROGRAMME LOGISTICS, PMCM LANDSIDE, PIER-AIRSIDE, TERMINAL

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1. INTRODUCTION TO ANNEX H

This Annex H is meant to give a general description of the scope (Ch. 2), clarify the Suitability Requirements, more specifically the necessary competences to demonstrate the technical ability (Ch. 3), and the Selection Criteria (Ch. 4). The Selection Guidelines will provide a more general description of the Projects, procedure and formalities.

2. SCOPE OF SERVICES - GENERAL DESCRIPTION

The Consultant will act as the principal representative of SNBV, advising on and managing the respective Project, on all aspects to achieve the intended result. The Appointment will run from the design phase up to and including completion and handover of the project. SNBV will remain the principal decision-maker. The intended end result is a successful and controlled management of the process of the Projects, resulting in a timely and successful completion within budget, of the Projects Terminal, Pier-Airside and Landside.

Lot 1. Programme management and construction management of Programme Logistics

The Consultant will assist, facilitate and support SNBV in all matters relevant for lot 1. The Consultant will prepare, carry out, assist, support, facilitate or manage the following (not limitative):

- Complete programme interfaces and contractors co-ordination
- Capital programme logistical plan;
- Procurement, construction supervision and maintenance of temporary construction & welfare facilities
- Detailed planning manual, and site possession handback arrangements
- Interface management
- Health, safety and environment including programme/projects security
- Equipment (movement, storage, lease & sub-leased, rental etc)
- Materials movement, storage & warehouses
- Traffic Management & routing
- Supply chain international
- Batching facilities

Lot 2, PMCM Project Landside, Lot 3. PMCM Project Pier-Airside, Lot 4. PMCM Project Terminal

For each respective lot, the Consultant will assist, facilitate and support SNBV in all matters relevant for the Project Management and Construction Management of the respective

Projects. The Consultant will prepare, carry out, assist, support, facilitate or manage the following (not limitative):

- Project management
- Construction management
- Baseline master schedule development, management and update
- Reference documents and applicable codes
- Document control systems management and governance
- Complete tendering services
- Schiphol framework product integrations
- Testing and commissioning
- Complete Authority compliance and inspections;
- Operating & Maintenance manuals delivery and staff training
- Handover and defects liability period (initial and final acceptance)
- Quality management, complete QA/QC processes and methodology
- Temporary facilities, logistics and early/critical works management across each project lot
- Support of SNBV with stakeholder management and gateway approvals
- Assist SNBV team with design management and reviews
- Early contractor involvement (ECI) process
- Health, safety and environment
- Construction supervision
- Contract administration
- Claims reviews and recommendations
- Change management
- Tenant management
- Project communication
- Elemental cost plan, monitoring, updates, and reporting

The full Scope and the requirements based on the Scope of Services will be described in greater detail and will be made available with the Request for Proposal. SNBV reserves the right to assign additional and related work as well as the coordination of this work. These will be conducted within the scope of the Appointments to the Consultant. Also, SNBV has the right to not assign any part of the Appointments.

3. FIRST SELECTION: SUITABILITY REQUIREMENTS

3.1 Introduction

The Selection Phase is divided into the following steps:

Selection phase	
Step	Process
1. Grounds for Exclusion	Assessment on the basis of AW 2012 Grounds for Exclusion as described in paragraph 4.1.1 of the Selection Guidelines.
2. First Selection: Suitability Requirements a. financial and economic capacity; b. technical and professional capability; c. registrations.	Subsequently, the Applications will be assessed based on the Suitability Requirements relating to financial and economic capacity, technical and organisational competence and social eligibility as described in paragraph 4.1.2 of the Selection Guidelines.
3. Detailed Selection: Selection criteria	The Applications will be assessed based on the Selection Criteria as described in paragraph to 4 of this Annex to select 5 Candidates for the Award phase.

4. Verification of ESPD and Selection	As described in paragraph 4.2.2 of the Selection Guidelines
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The Grounds for Exclusion, financial and economic capacity, registrations, verification and selection procedures, are described in Chapter 4 of the Selection Guidelines. This Annex focuses on the Suitability Requirements, specifically the competences and the Selection Criteria.

3.2 General requirements

The Candidates must possess the core competences necessary to successfully fulfil the duties under the Appointments. The Candidates must demonstrate these competences with Reference Projects. This must be done during the Application by completing the form in Annex D for each First Selection Reference Project. The general requirements for each Reference Project are:

1. The requirements have to be demonstrably fulfilled.
2. Reference Projects can only contain activities that have been actually performed by the Candidate itself (not by a third party or a subcontractor of the Candidate, etc.). If and when a Candidate or Syndicate member relies on a Third Party that has performed these activities; this must be independently verifiable, and in any such case Candidate (or Syndicate Member) must comply with the requirements as set out in paragraph 2.4 of these Selection Guidelines relating to Engaging Third Parties.
3. Reference Project(s) was completed ten (10) years or less prior to the final Application deadline.
4. Reference Projects must have been completed to the satisfaction of the client.
5. The Candidate may list Reference Projects carried out in a syndicate or alliance. This experience is only included in the assessment if the Candidate can prove that it has performed the relevant activities itself. Only the demonstrable share of the Candidate in the syndicate or alliance is taken into consideration.
6. The Candidate can list Reference Projects in which it was a subcontractor, on the condition that the Candidate can prove that these projects have been carried out to the satisfaction of the principal client of the main contractor.
7. If a Reference Project meets several requirements, it may be entered as Reference Project alongside more than one requirement. For Suitability Requirements 1. Project Management, 2. Construction Management, 3. Logistics and 4. Scheduling, no less than two (2) different Reference Projects must be submitted.

*For example: one Reference Project can be submitted to meet Suitability Requirements 1, 2, 4, and 5. A second Reference Project can be submitted to meet Suitability Requirements 3, and 6.
It is not possible to submit one Reference Project for Suitability Requirements 1, 2, 3, and 4.*

8. Reference is made to a 'Complex Project'. It is important to distinguish two different meanings. The meaning depends on the lot for which the Competence and Reference Project are intended.

For Lot 1. Programme Logistics Complex Project means:

A programme that includes:

- *Provision, maintenance and security of large complex temporary workers welfare accommodation, construction project offices, warehouse, storage facilities for use by multiple contracting entities*
- *Management of movement of workers and supervisors using shuttle bus service from main compound to place of work and people movement planning*
- *Management of movement of large construction items such as pre-fabricated products, including provision of temporary access routes, batching facilities*
- *Co-ordination and planning of activities of several major contracting entities*

Examples could include support and maintenance of construction workers camps for large infrastructure programmes.

For Lot 2. PMCM Landside Complex Project means:

A project that includes:

- *Reconfiguration of an urban road network that needed temporary roads to ensure proper traffic flow during the works in a constrained live operational environment.*
- *Relocation of a main route of underground utilities, including multiple services connections (not being residential connections) in a live operational environment.*

For Lots 3. PMCM Pier-Airside and 4. PMCM Terminal Complex Project means:

A project that includes:

Non-residential, non-storage, non-industrial building with a functionally complex Programme of Requirements, meaning a building with various separate logistical user flows such as visitors and/or employees, a high level of security for these flows of people, various user functions or designated uses for the building. Examples can be a convention centre, a building for exhibitions, a museum, hospital, train or transport station, or airport terminal. The building is constructed in a live operational environment with complex operational and physical interfaces during the construction stage.

To qualify for the Competences, the Reference Project must comply with the definition of Complex Project, relevant for that lot.

For example: to qualify for lot 2. PMCM Landside, a Reference Project as described in Competence A must comply with Complex Project, as described in the definition above for lot 2. PMCM Landside. A Reference Project for a Complex Project for lot 3. PMCM Pier-Airside will not qualify for Landside.

Please note that in several Suitability Requirements reference is made to the design phases, as described are derived from FIDIC. These are only to give Candidates an impression of the phase. FIDIC (or DNR 2011) experience are not mandatory for the Reference Project.

For all lots, in general the same Competences are required. Due to the difference in type of work on the one hand (civil engineering and building) and project size on the other, the required size of the Reference Project is adjusted for some of the requirements.

3.3 Suitability Requirements - Competences

Suitability Requirements - Competences overview
1. Project Management and Finance 1.1 Design 1.2 Delivery 1.3 Commercial
2. Construction Management and supervision
3. Logistics
4. Scheduling
5. Health, Safety and Environment
6. Risk Management

The competences, the Minimum Requirements for each competence and the Reference Project(s) to be used to demonstrate those competences are described in further detail below.

Competence 1. Project Management and Finance

Project management and financial control during the different phases of the Projects are essential to SNBV. The Candidates must have the capacity and knowledge to monitor and control the entire process. The Candidate must demonstrate that it has the required competences.

A maximum of two (2) Reference Projects may be used to comply with the criteria of this Competence.

The Reference Project must comply with the general requirements and the following criteria:

- 1.1 *The Candidate was responsible for contract management for a Complex Project, of the Design Phase, on time, budget and scope, including approval of payments, and furthermore, including, but not limited to at least the following 5 disciplines:*
 - a. *contract services, including design team deliverables management*
 - b. *providing procurement services within a project, including assisting with procurement procedures, developing selection and award strategy, reviewing tender documents, and assessing tenders*
 - c. *gateway approval*
 - d. *quality assurance/quality control, including reviews of design team deliverables/output*
 - e. *reporting*

- 1.2 *The Candidate was responsible for contract management for a Complex Project, of the delivery phase (Construction Phase), on time, budget and scope, including approval of payments, and furthermore, including, but not limited to at least the following 5 disciplines:*
 - a. *the contract of the main constructor, or the primary contractors*
 - b. *quality assurance/quality control*
 - c. *interface management, including the interface and integration of existing operational assets and systems of the Client and third parties*
 - d. *commissioning and handover, meaning providing professional expertise for starting up, calibration and/or certification of an operating system or a building and managing the handover procedure*
 - e. *claim and change Management, including assisting with and assessing of change requests from, and claims and disputes with, other contractors.*

- 1.3 Candidate was responsible for commercial management (financial management), including at least, but not limited to developing, tracking and controlling programme/master budget of a Complex Project. This should include making financial reports, financial contract management, including approval of monthly payments and valuation of variations.

Each Reference Project must comply with the following Minimum Requirement pertaining to the project size. A distinction is made between the lots:

	Logistics	Landside	Pier-Airside	Terminal
Project Size Minimum in € millions based on construction costs, ex VAT	500	20	50	100
Duration of assignment of the Candidate based on minimum amount of consecutive months for 1.1 (Design Phase) and also for 1.3 (commercial)	60	12	12	24
Duration of assignment of the Candidate based on minimum amount of consecutive months for 1.2 (Construction Phase)	60	20	20	30
The Reference Project must relate to an airport construction used for the primary process of an airport. The airport must have a volume greater than or equal to five (5) million arriving and departing passengers per year.	Minimum Requirement for 1.1 and 1.2 Optional for 1.3	Optional	Minimum Requirement for 1.1 and 1.2 Optional for 1.3	Minimum Requirement for 1.1 and 1.2 Optional for 1.3

Competence 2. Construction Management and supervision

Construction management is at the heart of this Tender, as it will be critical to closely monitor the construction in a live operational and complex environment. Due to the specific and ongoing complexities, it is essential that the Candidate has durable experience and has been involved for the entire construction process. The Candidate must demonstrate that it possesses the necessary competences.

A maximum of one (1) Reference Project may be submitted to comply.

The Reference Project must comply with the general requirements and the following criteria:

- The Candidate must demonstrate that it has experience with construction management of a Complex Project, including, but not limited to at least 3 out of the 4 following disciplines:
 - a. management of the main constructor(s) methodology and site activities
 - b. quality assurance and quality control, of at least:
 - construction products and technical requirements
 - implementation of the major processes of the Reference Project

- c. coordination of major activities with special regards to impact on external parties, including working within failsafe type methods
- d. appointed as the principal contractor, meaning with the primary responsibility for the health and safety aspects of the Reference Project.

- For the following Minimum Requirements pertaining to the Reference Project a distinction is made between the lots:

	Logistics	Landside	Pier-Airside	Terminal
<i>Project Size Minimum in € millions based on construction costs, ex VAT</i>	500	20	50	100
<i>Duration of assignment of the Candidate based on minimum amount of consecutive months</i>	60	20	20	30
<i>The Reference Project must relate to an airport construction used for the primary process of an airport. The airport must have a volume greater than or equal to five (5) million arriving and departing passengers per year.</i>	<i>Minimum Requirement</i>	<i>Optional</i>	<i>Minimum Requirement</i>	<i>Minimum Requirement</i>

Competence 3. Logistics

An important component of the Appointments will be the coordination and planning of the logistics relating to the Projects in coordination with the other projects of the capital program. The Candidate must therefore demonstrate that it has the required competence in managing logistics in a complex environment. This must have been for a sizable period, to ensure that the experience is substantive. Due to the specific demands that come with the Projects, specific experience to an airport environment is required.

A maximum of one (1) Reference Project may be submitted to comply.

The Reference Project must comply with the general requirements and the following criteria:

- Candidate was responsible for the management of logistics, including, but not limited to:
 - a. Site logistics plan

and furthermore, including but not limited to at least 4 of the following 8 criteria:

 - b. Coordination of materials movement/storage external and internal in area of limited construction space
 - c. Facilitation of segregated contractors access to the Construction locations
 - d. Coordination of a site wide logistical and materials delivery/storage/access plan
 - e. Coordination and implementation of a 'planned disruption phasing manual'
 - f. Traffic management
 - g. Welfare, catering and accommodation
 - h. Coordination of heavy plant (e.g. cranes), hoardings and fencing
 - i. Installation of back-up utilities during service take-over
- The Reference Project is a Complex Project, as defined above.
- For the following Minimum Requirements pertaining to the Reference Project a distinction is made between Requirements the lots:

	Logistics	Landside	Pier-Airside	Terminal
<i>Project Size Minimum in € millions based on construction costs, ex VAT</i>	500	20	50	100

<i>Duration of assignment of the Candidate based on minimum amount of consecutive months</i>	60	20	20	30
<i>The Reference Project must relate to an airport construction used for the primary process of an airport. The airport must have a volume greater than or equal to five (5) million arriving and departing passengers per year.</i>	Minimum Requirement	Optional	Minimum Requirement	Minimum Requirement

Competence 4. Scheduling

Scheduling and planning are an integral part of the Appointment. The Candidate must demonstrate that it possesses the necessary competences. The reference project must comply with the general requirements and the following criteria:

A maximum of one (1) Reference Project may be submitted to comply.

- *The Candidate must demonstrate that it has experience within a Complex Project with developing, tracking and controlling the programme schedule or master schedule, identifying critical event path ways, and including, but not limited to, the planning of at least 3 of the 6 following disciplines:*
 - a. *the Design phase.*
 - b. *the approvals, including permits and client approvals.*
 - c. *the procurement and mobilisation.*
 - d. *the construction activities and interfaces.*
 - e. *commissioning of key events.*
 - f. *the phased completions with complex handovers.*
- *For the following Minimum Requirements pertaining to the Reference Project a distinction is made between Requirements for the lots:*

	Logistics	Landside	Pier-Airside	Terminal
<i>Project Size Minimum in € millions based on construction costs, ex VAT</i>	500	20	50	100
<i>Duration of assignment of the Candidate based on minimum amount of consecutive months</i>	60	20	20	30
<i>The Reference Project must relate to an airport construction used for the primary process of an airport. The airport must have a volume greater than or equal to five (5) million arriving and departing passengers per year.</i>	Minimum Requirement	Optional	Minimum Requirement	Minimum Requirement

Competence 5. HSE (Health, Safety and Environment)

HSE plays an important role for SNBV. Therefore, it is important that the Candidates possess a high level of health & safety management for the projects. The Candidate must demonstrate this by providing a maximum of one (1) Reference Project that complies with the general requirements and the following criteria:

- *Candidate was responsible for at least 1 of the 2 following criteria:*

- a. the monitoring and controlling of health & safety management (general and construction safety) during the Design, Engineering and/or Construction and handover phase in a Complex Project. This will at least include, but not be limited to the following disciplines:
 - monitoring and controlling the implementation of health & safety plans, and the monitoring and controlling of compliance by the constructor to those plans
 - an assessment of the interface of the health & safety plan with the safety aspects outside the Reference Project, meaning at least health & safety plans of other projects or of a project programme
- b. the monitoring and controlling of the environmental management plan, during the Design, Engineering and/or Construction and handover phase in a Complex Project.

Competence 6. Risk & opportunity management

Due to the complex nature of the Projects at hand and the high-profile of Schiphol, it is important that the Candidates possess a high level of risk & opportunity management for projects. The Candidate must demonstrate this by providing a maximum of one (1) Reference Project that complies with the general requirements and the following criteria:

- Candidate was at least responsible for 1 of the 2 following criteria:
 - a. for the risk management during the Design, Engineering and/or Construction and handover phase in a Complex Project. This will at least include, but not be limited to the following disciplines:
 - implementing risk response plans,
 - tracking identified risks,
 - critical path activities and risk analysis
 - monitoring risks,
 - identifying new risks, and
 - controlling and evaluating risks
 - b. for opportunity management during the Design, Engineering and/or Construction and handover phase in a Complex Project in the following areas:
 - safety
 - schedule
 - budget
 - quality
- **IMPORTANT NOTICE:** only for this specific Competence Risk Management, it is possible to provide a Reference Project for each lot that qualifies for either definition of Complex Project (either as described for Project Logistics, Project Pier-Airside and Terminal, or as described for Project Landside).
- For the Minimum Requirement with regards to project size a distinction is made between the lots:

	Logistics	Landside	Pier-Airside	Terminal
Project Size Minimum in € millions based on construction costs ex VAT	500	20	50	100

4. DETAILED SELECTION: SELECTION CRITERIA

4.1. Introduction

Detailed Selection	
Step	Process
Detailed selection: Selection criteria	The Applications will be assessed based on the Selection Criteria as described in this paragraph to select 5 Candidates for the Award phase.

If more than five Candidates remain following the First Selection, a Detailed Selection will take place based on the Selection Criteria stated in this paragraph in order to arrive at a maximum of five (5) Candidates who will be invited to submit a Proposal.

For the substantiation of the Detailed Selection, Candidates can use the Reference Projects submitted during the First Selection (see chapter 3 of this Annex H). Candidates are permitted to provide other Reference Projects and to use the same Reference Project for more than one Selection Criterion. This must be done during the Application by completing the form in Annex E for each Detailed Selection Reference Project.

SNBV reserves the right to demand additional evidence in order to verify the correctness of the statements made by the Candidate.

SNBV is also allowed to verify the correctness of the statements made by the Candidate by means of a call with the primary client and/or a site visit. To this purpose the Candidate must submit the necessary information within the format of Annex E.

The general requirements for Reference Projects as applicable to the First Selection also apply to the Detailed Selection (see paragraph 3.2 of this Annex H).

The Selection Criteria must have been met on the date of Application.

The Selection Criteria for all four lots have overlap. However, they also differ in certain distinct areas. For clarity purposes, the selection criteria will be dealt with separately, first for Lot 1. Programme Logistics, then for Lot 2. PMCM Landside, and then Lot 3. PMCM Pier-Airside together with Lot 4. PMCM Terminal.

4.2 Overview scoring

	Selection Criteria 1. Logistics	Mx Pts	Selection Criteria 2. Landside	Mx Pts	Selection Criteria 3. Pier-Airside/4. Terminal	Max Pts
1	Project Management	15	Project Management	15	Project Management	15
2	Construction Management	10	Construction Management	20	Construction Management	15
3	Logistics	20	Logistics	10	Logistics	15
4	Scheduling	10	Scheduling	10	Scheduling	15
5	HSE	10	HSE	10	HSE	10
6	Risk & Opportunity Management	10	Risk & Opportunity Management	10	Risk & Opportunity Management	10
7	Multidisciplinary within a Reference Project	10	Multidisciplinary within a Reference Project	10	Multidisciplinary within a Reference Project	10
	<i>Total points</i>	<i>85</i>	<i>Total points</i>	<i>85</i>	<i>Total points</i>	<i>90</i>

4.3 SELECTION CRITERIA LOT 1. Programme management & construction management of the Programme Logistics

Selection criterion 1: Project Management

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 1: Project Management & Finance.

Only one Reference Project is to be submitted for this criterion. This can be one of the Reference Projects submitted for Suitability Requirement 1: Project Management & Finance.

To score extra points, the Candidate must demonstrate that it was responsible for the two most relevant disciplines, as described under Suitability Requirement 1, within the same Reference Project.

Disciplines for Project Management Lot 1. PROGRAMME LOGISTICS		Assessment & score [max 15 points]
a	<i>Additional points can be scored if the Candidate can demonstrate that it was responsible for Project management during the Design Phase and the Construction phase within one Reference Project.</i> <i>Each criteria must comply with at least the Suitability Requirement by itself.</i>	1.1 and 1.2 within one Reference Project → 15 points

Selection criterion 2: Construction Management

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 2: Construction Management Supervision.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 2: Construction Management Supervision.

To score extra points, the Candidate must demonstrate that the Candidate was responsible all the described disciplines under Suitability Requirement 2, within the same Reference Project.

Disciplines for Construction Management Lot 1. PROGRAMME LOGISTICS		Assessment & score [max 10 points]
	<ul style="list-style-type: none"> a. <i>management of the main constructor(s) methodology and site activities</i> b. <i>quality assurance and quality control, of at least:</i> <ul style="list-style-type: none"> - <i>construction products and technical requirements</i> - <i>implementation of the major processes of the Reference Project</i> c. <i>coordination of major activities with special regards to impact on external parties</i> d. <i>appointed as the principal contractor, meaning with the primary responsibility for the health and safety aspects of the Reference Project.</i> 	4 disciplines → 10 points

Selection criterion 3: Logistics

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 3: Logistics.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 3: Logistics.

To score extra points, the Candidate must demonstrate that the Candidate was responsible for more than the described disciplines within the Reference Project.

Disciplines for Logistics		Assessment & score
Lot 1. PROGRAMME LOGISTICS		[max 20 points]
<i>Candidate was responsible for <u>the management of:</u></i>		5 disciplines → 5 points
<i>b. Coordination and management of materials storage external and internal in area of limited the construction space</i>		6 disciplines → 8 points
<i>c. Facilitation of segregated contractors delivery access to the construction locations</i>		7 disciplines → 11 points
<i>d. Coordination of a site wide logistical and materials delivery/storage/access plan for multiple contractors</i>		8 disciplines → 14 points
<i>e. Traffic management and movement of large equipment or pre-fabricated units</i>		9 disciplines → 17 points
<i>f. Management of concrete/batching facilities and deliveries</i>		10 disciplines → 20 points
<i>g. Major workers changing areas, welfare, catering and office accommodation for multiple contractors staff and workforce</i>		
<i>h. Coordination of people movements by bussing from main accommodation site to/from the construction areas</i>		
<i>i. Coordination and implementation of a 'planned disruption phasing manual', to inform users of impending construction and to co-ordinated activities of several projects and operations</i>		
<i>j. supply chain international</i>		
<i>k. procured common goods (e.g. concrete, asphalt, scaffolding and equipment)</i>		

Selection criterion 4: Scheduling

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 4: Scheduling.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 4: Scheduling.

Disciplines for Scheduling		Assessment & score
Lot 1. PROGRAMME LOGISTICS		[max 10 points]
<i>Additional points can be scored, if the Reference Project meets at least the following:</i>		complies → 10 points
<ul style="list-style-type: none"> ▪ <i>The activities must have included at least, but not limited to developing, tracking and controlling the programme schedule or master schedule of the Complex Project, including, identifying critical event pathways, and including, but not limited to, the planning of:</i> 		

	<ul style="list-style-type: none"> • <i>the management of the complex during the 'construction' period, including catering and maintenance of facilities.</i> • <i>the management of storage of major materials and batching facilities</i> • <i>the movement of large products and workers</i> 	
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Selection criterion 5: HSE

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 5: HSE.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 5: HSE.

Disciplines for HSE Lot 1. PROGRAMME LOGISTICS	Assessment & score [max 10 points]
<p><i>Points can be scored if the Candidate can demonstrate that it was responsible for</i></p> <p><i>a. Health & Safety management,</i></p> <p><i>b. monitoring and controlling of the environmental management plan and</i></p> <p><i>Each criteria must comply with at least the Suitability Requirement by itself.</i></p>	<p>a. and b. within one Reference Project → 10 points</p>

Selection criterion 6: Risk & Opportunity management

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 6: Risk & Opportunity Management.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 6: Risk & Opportunity Management.

Risk & Opportunity management Lot 1. PROGRAMME LOGISTICS	Assessment & score [max 10 points]
<p><i>Points can be scored if the Candidate can demonstrate that it was responsible for both a. Risk management, and b. Opportunity management within one Reference Project.</i></p> <p><i>Each criteria must comply with at least the Suitability Requirement by itself.</i></p>	<p>a. and b. within one Reference Project → 10 points</p>

Selection criterion 7: Multidisciplinary within a Reference Project

Only one Reference Project is to be submitted for this criterion.

The more a Candidate can demonstrate that it has experience with a multitude of the essential disciplines within one Reference Project, the more this is valued. The assessment is as follows:

Criteria for multidisciplinary Lot 1. PROGRAMME LOGISTICS	Assessment & score [max 10 points]

<p><i>Candidate was responsible for <u>the management of:</u></i></p> <p>One or more of the following disciplines within a Reference Project, from the list below:</p> <ul style="list-style-type: none"> <input type="checkbox"/> the construction of office accommodation and welfare buildings <input type="checkbox"/> Warehouse and storage buildings - management of goods and products <input type="checkbox"/> movement of large numbers of people and materials <input type="checkbox"/> office, welfare and canteen/catering and maintenance thereof, on a daily basis <input type="checkbox"/> Utility installations and maintenance <input type="checkbox"/> development and monitoring of the planning and scheduling of multiple projects <input type="checkbox"/> Batching facilities <input type="checkbox"/> Equipment, movement, storage, lease and sub-lease, rental etc. 	Number of disciplines 1- 3 → 2 points
	Number of disciplines 4-5 → 4 points
	Number of disciplines 6 → 6 points
	Number of disciplines 7 → 8 points
	Number of disciplines 8 → 10 points

4.3 SELECTION CRITERIA LOT 2. PMCM LANDSIDE

Selection criterion 1: Project Management

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 1: Project Management & Finance.

Only one Reference Project is to be submitted for this criterion. This can be one of the Reference Projects submitted for Suitability Requirement 1: Project Management & Finance.

To score extra points, the Candidate must demonstrate that it was responsible for more disciplines, as described under Suitability Requirement 1, within the same Reference Project.

Project Management & Finance Lot 2. PMCM LANDSIDE		Assessment & score [max 15 points]
a	<p><i>Additional points can be scored if the Candidate can demonstrate that it was responsible for Project management during the Design Phase and the Construction phase and Finance within one Reference Project.</i></p> <p><i>Each criteria must comply with at least the Suitability Requirement by itself. For example: Contract management Design Phase can only be counted with Finance, if the activities of both fulfil the Suitability Requirements by themselves.</i></p>	1.1 and 1.2 and 1.3 within one Reference Project → 8 points
b	<p><i>Additional points can be scored, if the Reference Project relates to an airport construction used for the primary process of an airport. The airport must have a volume greater than or equal to five (5) million arriving and departing passengers per year.</i></p>	complies → 7 points

Selection criterion 2: Construction Management

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 2: Construction Management Supervision.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 2: Construction Management Supervision.

To score extra points, the Candidate must demonstrate that the Candidate was responsible for more than the described disciplines under Suitability Requirement 2, within the same Reference Project.

Disciplines for Construction Management Lot 2. PMCM LANDSIDE		Assessment & score [max 20 points]
	<i>Additional points can be scored, if the Reference Project relates to an airport construction used for the primary process of an airport. The airport must have a volume greater than or equal to five (5) million arriving and departing passengers per year.</i>	complies → 20 points

Selection criterion 3: Logistics

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 3: Logistics.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 3: Logistics.

To score extra points, the Candidate must demonstrate that the Candidate was responsible for more than the described disciplines within the Reference Project.

Disciplines for Logistics Lot 2. PMCM LANDSIDE		Assessment & score [max 10 points]
	<i>Candidate was responsible for <u>the management of</u>:</i>	5 disciplines → 3 point
	<i>a. Coordination of materials movement/storage external and internal in area of limited the construction space</i>	6 disciplines → 4 points
	<i>b. Facilitation of segregated contractors access to the Construction locations</i>	7 disciplines → 5 points
	<i>c. Coordination of a site wide logistical and materials delivery/storage/access plan</i>	8 disciplines → 6 points
	<i>d. Coordination and implementation of a 'planned disruption phasing manual', to inform users of impending construction</i>	
	<i>e. Traffic management</i>	
	<i>f. welfare, catering and accommodation</i>	
	<i>g. Coordination of heavy plant, hoardings, fencing</i>	
	<i>h. Installation of back-up utilities during service take-over</i>	
	<i>Additional points can be scored, if the Reference Project relates to an airport construction used for the primary process of an airport. The airport must have a volume</i>	complies → 4 points

<i>greater than or equal to five (5) million arriving and departing passengers per year.</i>	
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Selection criterion 4: Scheduling

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 4: Scheduling.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 4: Scheduling.

To score extra points, the Candidate must demonstrate that the Candidate was responsible for the scheduling of more than the described disciplines within the Reference Project.

Disciplines for Scheduling Lot 2. PMCM LANDSIDE	Assessment & score [max 10 points]
<p><i>Additional points can be scored, if:</i></p> <p><i>(a) the Reference Project relates to an airport construction used for the primary process of an airport. The airport must have a volume greater than or equal to five (5) million arriving and departing passengers per year,</i></p> <p><i>or</i></p> <p><i>(b) the Reference Project at least includes, but is not limited to:</i></p> <ul style="list-style-type: none"> <i>○ Reconfiguration of a railway or lightrail network that needed to ensure proper traffic flow during the works in a constrained live operational environment.</i> <i>○ Relocation of a main route of underground utilities, including multiple services connections (not being residential connections) in a live operational environment.</i> <i>○ This Reference Project does not have to qualify as a Complex Project, but must also meet the following Minimum Requirements:</i> <ul style="list-style-type: none"> <i>▪ The activities must have included at least, but not limited to developing, tracking and controlling the programme schedule or master schedule of a Complex Project, including, identifying critical event pathways, and including, but not limited to, the planning of:</i> <ul style="list-style-type: none"> <i>• the Design phase.</i> <i>• the approvals.</i> <i>• lead times for delivery of critical components.</i> <i>• the construction activities.</i> <i>• commissioning of key events.</i> <i>• the phased completions with complex handovers of the Project.</i> <i>▪ A Project Size Minimum of <u>€ 20 million</u> based on construction costs, ex VAT</i> <i>▪ A duration of the assignment of the Candidate with a minimum amount of <u>20</u> consecutive months.</i> 	<p>complies with (a) or (b) → 10 points</p>

	<i>IMPORTANT NOTICE: only for this sub-section b. it is not necessary that the Reference Project meets the criteria of Complex Project.</i>	
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Selection criterion 5: HSE

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 5: HSE.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 5: HSE.

HSE Lot 2. PMCM LANDSIDE	Assessment & score [max 10 points]
<p><i>Points can be scored if the Candidate can demonstrate that it was responsible for both a. Health & Safety management, and b. monitoring and controlling of the environmental management plan within one Reference Project.</i></p> <p><i>Each criteria must comply with at least the Suitability Requirement by itself.</i></p>	<p>a. and b. within one Reference Project → 10 points</p>

Selection criterion 6: Risk & Opportunity management

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 6: Risk & Opportunity Management.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 6: Risk & Opportunity Management.

Risk & Opportunity management Lot 2. PMCM LANDSIDE	Assessment & score [max 10 points]
<p><i>Points can be scored if the Candidate can demonstrate that it was responsible for both a. Risk management, and b. Opportunity management within one Reference Project.</i></p> <p><i>Each criteria must comply with at least the Suitability Requirement by itself.</i></p>	<p>a. and b. within one Reference Project → 10 points</p>

Selection criterion 7: Multidisciplinary within a Reference Project

Only one Reference Project is to be submitted for this criterion.

The more a Candidate can demonstrate that it has experience with the management of a multitude of the essential disciplines within one Reference Project, the more this is valued. The assessment is as follows:

Criteria for multidisciplinary Lot 2. PMCM LANDSIDE	Assessment & score [max 10 points]
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	<p>The number of disciplines that were involved in the contract that was managed by the Candidate for the Reference Project (urban works), from the list below:</p> <ul style="list-style-type: none"> <input type="checkbox"/> structures -> elevated roads or tunnels <input type="checkbox"/> substantial rail infrastructure, such as tram, railway, metro <input type="checkbox"/> substantial traffic light systems <input type="checkbox"/> controlled access systems or CCTV <input type="checkbox"/> storm water drainage, power cables and/or data cables <input type="checkbox"/> sewer and/or gas services 	<p>Number of disciplines 1- 3 → 2 points</p> <p>Number of disciplines 4-5 → 4 points</p> <p>Number of disciplines ≥ 6 → 6 points</p>
b)	<p>Methodologies used in the Reference Project:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Systems Engineering <input type="checkbox"/> BIM 	<p>1 methodology → 2 points</p> <p>Both methodologies → 4 points</p>

4.4 SELECTION CRITERIA FOR BOTH LOT 3. PMCM PIER-AIRSIDE AND LOT 4. PMCM TERMINAL

Selection criterion 1: Project Management

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 1: Project Management.

Only one Reference Project is to be submitted for this criterion. This can be the same as one of the Reference Projects submitted as for Suitability Requirement 1: Project Management.

To score extra points, the Candidate must demonstrate that the Candidate was responsible for more disciplines within the same Reference Project.

Disciplines for Project Management Lots 3. and 4. PIER-AIRSIDE / TERMINAL	Assessment & score [max 15 points]
<p><i>Additional points can be scored if the Candidate can demonstrate that it was responsible for Contract management during the Design Phase and the Construction phase and Finance within one Reference Project.</i></p> <p><i>Each criteria must comply with at least the Suitability Requirement by itself. For example: Contract management Design Phase can only be counted with Finance, if the activities of both fulfil the Suitability Requirements by themselves.</i></p>	<p>1.1 and 1.2, or 1.1 and 1.3, or 1.2 and 1.3 within one Reference Project → 8 points</p> <p>1.1 and 1.2 and 1.3 within one Reference Project → 15 points</p>

Selection criterion 2: Construction Management

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 2: Construction Management Supervision.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 2: Construction Management Supervision.

To score extra points, the Candidate must demonstrate that the Candidate was responsible for more than the described disciplines within the Reference Project.

Disciplines for Construction Management Lots 3. and 4. PIER-AIRSIDE / TERMINAL	Assessment & score [max 15 points]
<ul style="list-style-type: none"> a. <i>management of the main constructor(s) methodology and site activities</i> b. <i>quality assurance and quality control, of at least:</i> <ul style="list-style-type: none"> - <i>construction products and technical requirements</i> - <i>implementation of the major processes of the Reference Project</i> c. <i>coordination of major activities with special regards to impact on external parties</i> d. <i>appointed as the principal contractor, meaning with the primary responsibility for the health and safety aspects of the Reference Project.</i> 	<p>4 disciplines → 15 points</p>

Selection criterion 3: Logistics

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 3: Logistics.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 3: Logistics.

To score extra points, the Candidate must demonstrate that the Candidate was responsible for more than the described disciplines within the Reference Project.

Disciplines for Logistics Lots 3. and 4. PIER-AIRSIDE / TERMINAL	Assessment & score [max 15 points]
<p><i>Candidate was responsible for <u>the management of:</u></i></p>	<p>5 disciplines → 9 points</p>
<ul style="list-style-type: none"> a. <i>Coordination of materials movement/storage external and internal in area of limited the construction space</i> 	<p>6 disciplines → 9 points</p>
<ul style="list-style-type: none"> b. <i>Facilitation of segregated contractors access to the Construction locations</i> 	<p>7 disciplines → 12 points</p>
<ul style="list-style-type: none"> c. <i>Coordination of a site wide logistical and materials delivery/storage/access plan</i> 	<p>8 disciplines → 15 points</p>
<ul style="list-style-type: none"> d. <i>Coordination and implementation of a 'planned disruption phasing manual', to inform users of impending construction</i> 	
<ul style="list-style-type: none"> e. <i>Traffic management</i> 	
<ul style="list-style-type: none"> f. <i>welfare, catering and accommodation</i> 	
<ul style="list-style-type: none"> g. <i>Coordination of heavy plant, hoardings, fencing</i> h. <i>Installation of back-up utilities during service take-over</i> 	

Selection criterion 4: Scheduling

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 4: Scheduling.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 4: Scheduling.

To score extra points, the Candidate must demonstrate that the Candidate was responsible for more than the described disciplines within the Reference Project.

Disciplines for Scheduling Lots 3. and 4. PIER-AIRSIDE / TERMINAL	Assessment & score [max 15 points]
<p><i>Developing, tracking and controlling the programme schedule or master schedule of a Complex Project, including, identifying critical event pathways, and including, but not limited to, the planning of:</i></p> <ul style="list-style-type: none"> <i>a. the Design phase</i> <i>b. the approvals</i> <i>c. the procurement</i> <i>d. the construction activities</i> <i>e. commissioning of key events</i> <i>f. the phased completions with complex handovers of the Reference Project.</i> 	<p>4 disciplines → 9 points</p> <p>5 disciplines → 12 points</p> <p>6 disciplines → 15 points</p>

Selection criterion 5: HSE

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 5: HSE.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 4: HSE.

Disciplines for HSE Lots 3. and 4. PIER-AIRSIDE / TERMINAL	Assessment & score [max 10 points]
<p><i>Points can be scored if the Candidate can demonstrate that it was responsible for both a. Health & Safety management, and b. monitoring and controlling of the environmental management plan within one Reference Project.</i></p> <p><i>Each criteria must comply with at least the Suitability Requirement by itself.</i></p>	<p>a. and b. within one Reference Project → 10 points</p>

Selection criterion 6: Risk & Opportunity management

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the Suitability Requirement 6: Risk & Opportunity Management.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for Suitability Requirement 6: Risk & Opportunity Management.

Disciplines for Risk & Opportunity Lots 3. and 4. PIER-AIRSIDE / TERMINAL	Assessment & score [max 10 points]
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<p><i>Points can be scored if the Candidate can demonstrate that it was responsible for both a. Risk management, and b. Opportunity management within one Reference Project.</i></p> <p><i>Each criteria must comply with at least the Suitability Requirement by itself.</i></p>	<p>a. and b. within one Reference Project → 10 points</p>
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Selection criterion 7: Multidisciplinary within a Reference Project

The more a Candidate can demonstrate that it has experience with a multitude of suitability requirements, the better this is valued in this selection criterion.

The submitted Reference Project must comply with the general requirements and the Minimum Requirements as described in the specific Suitability Requirements.

Only one Reference Project is to be submitted for this criterion. This can be the same Reference Project submitted as for a Suitability Requirement.

Criteria for multidisciplinary Lots 3. and 4. PIER-AIRSIDE / TERMINAL		Assessment & score [max 10 points]
a)	<p>Amount of Suitability Requirements within one Reference Project as described in paragraph 3.3 of this Annex H:</p> <ol style="list-style-type: none"> 1. Project management and finance 2. Construction management and supervision 3. Logistics 4. Scheduling 5. Risk management 6. Health, Safety, Environment 	<p>2 suitability requirements → 2 points</p> <p>3 suitability requirements → 3 points</p> <p>4 suitability requirements → 4 points</p> <p>5 suitability requirements → 5 points</p> <p>6 suitability requirements → 6 points</p>
b)	<p>Additional points can be obtained if the Reference Project also meets selection criterion 1, 2, 3, and/or 4.</p>	<p>1 selection criterion → 1 point</p> <p>2 selection criteria → 2 points</p> <p>3 selection criteria → 3 points</p> <p>4 selection criteria → 4 points</p>

4.5 Assessment and ranking

The ranking of the Candidates, as referred to in article 12 of ARN²⁰¹⁶, is determined on the basis of the total score for each lot separately. For each lot, the following applies:

The Candidate with the highest number of total points will be ranked as number 1, the Candidate with the next highest score will be ranked as number 2 etc. The Candidates ranked in positions 1 – 5 will be selected to submit a Proposal for the respective lot (i.e. participate in the Award phase).

For lot 1. Programme Logistics

If multiple Candidates achieve are ranked equally, the score of Selection Criterion 3 will break the tie.

If multiple Candidates also achieve the same score for this total, the score of Selection Criterion 7 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 1 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 2 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 4 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 5 will break the tie.

If Candidates also achieve the same score for this criterion, the final ranking of the Candidates in question will be decided by drawing lots.

For lot 2. PMCM Landside:

If multiple Candidates achieve are ranked equally, the score of Selection Criterion 7 will break the tie.

If multiple Candidates also achieve the same score for this total, the score of Selection Criterion 2 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 1 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 3 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 4 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 5 will break the tie.

If Candidates also achieve the same score for this criterion, the final ranking of the Candidates in question will be decided by drawing lots.

For lots 3. PMCM Pier-Airside and 4. PMCM Terminal:

If multiple Candidates achieve are ranked equally, the total score of Selection Criterion 7 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 2 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 1 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 3 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 4 will break the tie.

If Candidates also achieve the same score for this total, the score for Selection Criterion 5 will break the tie.

If Candidates also achieve the same score for this criterion, the final ranking of the Candidates in question will be decided by drawing lots.