European Stability Mechanism

Annex 1 Terms of Reference

1. Background and overview of requirements

1.1 Background

The European Stability Mechanism (the "**ESM**") is a permanent crisis resolution mechanism established by the euro area Member States as an intergovernmental organisation under public international law, with its seat and principal office at 6a, Circuit de la Foire Internationale, L-1347 Luxembourg (the "**Building**"). Its purpose is to ensure the financial stability of the euro area as a whole and of its Member States experiencing severe financing problems by providing financial assistance through a number of instruments. The ESM currently rents approximately 9,400 m^2 of space in the Building and provides about 300 workspaces, with average daily office presence between 50-70%.

The ESM requires a single provider (the "**Service Provider**") to provide facilities management service desk (the "**FM Service Desk**") services to the ESM. The Service Provider will support the ESM Facilities Management Team (the **"FM Team"**) in conducting operational support services and coordination services of third-party providers, under the supervision of the FM Team.

It is anticipated that the new contract awarded to a successful Candidate (the "**Contract**" or the "**Framework Agreement**") will commence in June 2025.

The Service Provider will be required to provide the services as further described below (the "**Services**"). The role of the Service Provider will be to not only maintain business continuity of the Services, but also to add value in standardising and improving the quality of the Services (e.g., to be proactive in identifying improvements and delivering efficiencies).

Due to the fact, that the Building is a rental space, the third party Landlord' Service Manager is the key contact for the Service Provider regarding issues related to the assets under the responsibility of the Service Manager and for works in certain areas of the Building. The Service Provider will interact directly with the Service Manager to clarify operational issues in this context.

In addition to Landlord's Service Manager, the Service Provider will interact directly with other ESM-contracted third-party providers, as explained in this ToR.

1.2 Overview of services

The Service Provider is required to provide Services and Optional Services Ongoing and On-demand services to ESM. The Services will be provided on an ongoing basis from the beginning of the Contract through the entire term of the Contract. The Optional Services may be requested during the term of the Contract and may be exercised on a temporary or permanent basis.

The following Services, which are described in detail in Section 2 (*Description of Services) are required from the effective date of the Contract*:

a) Services

- Ticket management (Customer Service Desk)
- Daily FM support operations (operational inventory management, badge management, support with events, and other operational support services)

The following Optional Services, which are described in detail in Section 2 (*Description of Services*), may be required at a later stage as determined by the ESM in its sole discretion:

b) Optional Services

- Sustainability services (ESG management, waste management, energy management)

- Project management and support services

- Occupational health and safety (OHS) services

- Full inventory management

- Third-party provider management

In addition, the Service Provider has to perform tasks related to contract administration, reporting and meetings, all described in detail in Section 7: *Reporting* and Section 8*: Meetings* below.

All Services are required to be carried out according to the applicable regulations and industry-accepted standards and best practises, as well as internal policies and guidelines.

The ESM has concluded different types of facility management contracts, including the provision of security and driver, cleaning, catering, technical maintenance, plant maintenance services and others. The Service Provider is required to cooperate efficiently with such providers whose tasks might directly or indirectly interact with the performance of the Services provided by the Service Provider. The Service Provider's personnel will be required to liaise directly with other providers.

1.3   Practical Information

1.3.1   Working hours

The ESM office hours are from 6am to 8pm on ESM business days[1] (the "**ESM Office Hours**"). These extended hours are provided to facilitate building maintenance as well as late working. The Service Provider's on-site Key Personnel is expected to have usual working hours from 9am to 5pm on ESM business days.

The Calendar of the ESM business days for 2025 is attached to the Request for Proposal (see annex 7). For subsequent years under the Framework Agreement, the calendar of ESM business days will be delivered to the Service Provider at the end of the year for the following year.

Services and optional services will be delivered on site at the ESM premises, however in a very limited cases prior to the ESM approval on-line services will be also possible.

1.3.2   Security and access to the Building

The on-site Service Provider's personnel will be provided with entrance badges to the ESM premises. The Service Provider will be fully responsible for the security and any loss of these badges.

The Service Provider personnel are not allowed to bring external persons who have no business in the Building (this includes their family members and friends), or animals into the Building.

The Service Provider will announce any visitors, which do not have a permanent access badge to the ESM Security Desk via the Ticketing system (this includes any personnel from subcontractors of the Service Provider). The Service Provider is responsible for all announced **personnel**, which they must escort at all times. When announcing the visitors, the Service Provider will open a ticket in ESM ticketing system, indicating the first and last name of all workers, including a short description of the work to be executed, date and estimated time of arrival and departure of the workers.

1.3.3   Systems

The ESM currently utilises ServiceNow as its ticketing system (referred to as the "ESM Ticketing System"), an RFID-based system for inventory management (the "ESM Inventory Management System"), and a separate system for access control and badge management (the "ESM Access Management System"). These systems may be subject to change during the term of the framework agreement. Regardless of the systems adopted by the ESM, the Service Provider will be required to

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[1] ESM business days (the "Business Days") are days when ESM is open for business and not always aligned with working days in Luxembourg as ESM may have additional/different holidays. The ESM will always inform the Service Provider about ESM holiday schedule for a given calendar year.

operate with the systems in use. The ESM will ensure that the Service Provider is given all the necessary licenses and introductions into the systems. The Service Provider will not be compensated for any time required for training and induction courses for this system.

2. Description of the services

This section describes in detail the Services that the Service Provider will provide during the term of the Contract.

2.1 Services

The Service Provider will be required to provide the Services listed below on an ongoing basis. The Service Provider performing the Services listed below will provide minimum two full-time dedicated persons to work on-site at the ESM premises (the "**Service Desk Officer**" and the "**Service Manager**"). The allocation of tasks and responsibilities between these two roles for the services outlined below shall be determined at the discretion of the Service Provider, with the clear line of responsibility and supervision.

In addition to the operational staff, the service provider is required to appoint an Account Manager (the "**Account Manager**"). The Account Manager will be responsible for the comprehensive oversight and management of the contract, ensuring full compliance with all applicable requirements and standards in service delivery. Furthermore, the Account Manager will serve as the primary point of contact for ESM management, facilitating effective communication and coordination.

The Service Provider must ensure that the personnel performing the roles of the Service Desk Officer, the Service Manager, and the Account Manager are able to provide organised, structured, and up-to-date information and data on all ongoing activities in his/her responsibility. Adequate back-up person(s) must be provided for the duration of absence of the primary person assigned to these duties. The back-up person(s) must be fully informed of all the activities and trained, so that s/he can quickly take over in case of unexpected absences. The Service Provider must provide personnel requested under this Contract on a daily basis. The Service Desk Officer, the Service Manager, and the Account Manager are considered Key Personnel of the Service Provider. The minimum personnel requirements for individuals performing these roles are outlined in Section 5.

2.1.1 Ticket management

The Service Provider personnel, performing the ticket management, will serve as the primary point of contact for the internal customers, primarily the ESM members of staff, and will act as the organisation's FM Service Desk. The Service Provider is responsible for addressing daily concerns as they relate to Facilities Management function, delivering exceptional customer service, and ensuring the highest level of customer satisfaction. The Service Provider, serving as FM Service Desk will be approachable by customers either via the ticket, by email, phone call, or by physically coming to the designated FM Service Desk location in the Building. Commitment, diligence, and enthusiasm are expected to define the Service Provider's approach and attitude.

The Service Provider shall operate the FM Service Desk, ensuring that all tasks are fulfilled promptly and thoroughly. This includes providing direct communication with customers on FM-related topics, providing regular feedback, addressing general inquiries, and coordinating task execution with relevant service providers and team members as needed. The Service Provider will support the FM Team in conducting the ticket management under the supervision of the FM Team. The FM Team will keep the overall responsibility for the FM Service Desk.

The Service Provider will ensure effective processing and monitoring of all tickets, including but not limited to requests, feedback, and incidents. The Service Provider personnel performing the ticket management is responsible to maintain service continuity, swift response times, and clear communication with the customers. Key tasks include but are not limited to:

- *Contact point:* The Service Provider personnel will act as the primary point of contact for all ticket related requests.

- *Ticket creation:* The Service Provider will handle the creation of tickets for daily requests, feedback, or incidents on behalf of the Service Provider or other parties (e.g. customer), regardless of the manner in which they were reported/requested (via email, phone, in person, etc.)

- *Ticket acceptance and assignment:* The Service Provider is responsible for gathering and inputting necessary ticket details (e.g., room, category, sub-category, type). The Service Provider must amend the short description field as needed to briefly summarize the ticket content and assign each ticket to the appropriate assignment groups and individuals. A confirmation of ticket receipt must be promptly communicated to the requestor the FM contact responsible for the ticket must be flagged.

- *Due date follow-up:* The Service Provider must monitor ticket due dates, sending reminders to responsible parties/ person for tickets that have a due date the same week to ensure timely completion. And the Service Provider must send reminders to responsible parties/ person for all tickets with overdue dates.

- *Status updates and communication:* The Service Provider must maintain open lines of communication with requestors and end users, especially the customer, providing updates on ticket status to ensure transparency and clarity, e.g., when the work will be completed, what is the current progress of the work, etc.

- *Close tickets:* The Service Provider is responsible for monitoring ticket resolutions and conducting regular status reviews to ensure timely closure of completed tickets.

- *Reporting:* The Service Provider is responsible for providing regular reporting regarding the tickets, as well as ad-hock reports, as requested by the FM Team.

Currently, the average annual volume of FM related tickets is around 2,600 tickets per year.

a) Ticket accuracy, response times and customer satisfaction (KPIs)

The Service Provider performance will be measured via the monthly KPI evaluation, where each breach of the criteria will be counted as a failure (see Annex 6 for more details). Some of the key KPIs are:

- Assigning tickets – response time: All tickets opened must be assigned within the time defined in KPIs, depending on the priority.

- Populating, addressing and closing tickets: All fields must be correctly filled out and assigned to the responsible person/provider. Regular, at least weekly (in case of regular request, or daily in case of more urgent requests) feedback must be provided to the requestor. Tickets must be regularly monitored and closed in due time.

- Resolving tickets: Percentage of inquiries resolved during the service desk without escalation or further FM Team support must be above threshold (for example, ≥ 20%)

- Customer satisfaction ratings: Rating received from customers must be above thresholds set in the KPI (for example, customer satisfaction score ≥ 75%).

The full list of defined KPIs is provided in the Annex 6. KPIs are subject to occasional review and will be amended if agreed by both parties. See Section 9 for more information.

The Service Provider will provide a weekly feedback to the FM service manager, and can at that time share and escalate to the FM service manager any observations it may have regarding the tickets created, including the ones subject to the ticket response times listed below.

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b) Ticket reports

The Service Provider performance of the ticket management will be monitored by the ESM via the means of various reports generated from the ESM ticketing tool. The FM Team may generate, or ask the Service Provider to generate, the following non-exhaustive pre-defined automated reports:

- Report on all tickets created by the Service Provider;
- Report on all tickets from a given day that are not assigned;
- Report on all tickets with empty fields;
- Report on all tickets and to whom they were assigned;
- Report on all overdue tickets; and
- Report on all tickets which have been set to 'Finally Closed'.

The reports may be created on ad-hoc, daily or monthly basis.

c) Third-party provider coordination

Any and all issues with the efficient and effective realization of the tickets will be brought to the attention of the responsible FM Team member.

In order to follow up on the execution of the tickets, help meeting the deadlines and meet the quality requirements, the Service Provider will be required to liaise, align and at times coordinate the activities of the third-party providers on an on-going basis. Other service providers with whom the regular collaboration is needed include the following:

- Catering services
- Cleaning services
- Technical services/ building maintenance management
- Security services
- Plants maintenance services
- Events services.

In order to better assess the effort required by the Service Provider to provide the service coordination services, the scope of the services currently provided by the mentioned third parties is briefly described in the Appendix 1 of this ToR. There may be other service providers on the site, permanently or on demand, with whom the coordination is required by the Service Provider. The responsible FM Team member will keep the Service Provider fully informed of the existence and scope of the third-party providers on the site and their scope.

In addition to third-party service providers, one of the main service providers for ESM on the site is the Property Manager, which acts on behalf of the Landlord, and provides technical services via its sub-providers.

2.1.2 Operational inventory management

The Service Provider is responsible for ensuring smooth operational inventory management, covering all aspects from inventory receipt to disposal. Key tasks include but are not limited to:

- *Contact point:* The Service Provider personnel will act as the primary point of contact for all inventory related requests, received either via a ticket, or otherwise.

- *Inventory receipt and storage:* Managing and overseeing the receipt of inventory items, including the inspection of deliveries and signing of delivery confirmations. Completing delivery form and ensuring proper storage placement, while ensuring that the storage area remains organised, well-maintained and efficiently organised.

- *RFID coding:* Applying RFID tags to inventory items and putting the inventory and all relevant properties into the ESM Inventory Management System.

- *Inventory relocation:* Coordinating inventory relocations to and from customers (issuance and return of assets), including status checks of incoming and outgoing items and documentation of any remarks or damages.
- *Asset disposal:* Assist and/or coordinating the asset disposal activities, in line with regulatory and organisational guidelines, as instructed by the FM Team.

2.1.3 Operational support with events

Events at the ESM can be organised by the third-party provider contracted for event management, or internally by the ESM FM Team and other internal members of staff. For events held within the Building, the Service Provider shall deliver operational support throughout the preparation, execution, and follow-up phases. Leveraging their in-depth familiarity with the ESM premises, the on-site personnel of the Service Provider will carry out event-specific tasks assigned to them. Key tasks include but are not limited to:

- *Furniture setup and coordination:* When furniture setup, removal, or relocation is needed for event purposes, the Service Provider will coordinate with the lift-and-shift provider, instructing them on storage locations, setup configurations, and placement specifics. The set-up can be required in any part of the Building, to include conference area, hallway areas, canteen, meeting rooms, etc.
- *Assistance with equipment and operational event set-ups:* The Service Provider will assist event-specific third-party providers, including those supplying technical equipment, hostesses, or other event-specific services, ensuring all setups meet the event requirements. The Service Provider will support with the set-up of microphones, as needed.
- *Coordination with Event management company:* The Service Provider will assist, as agreed, the event management service provider in set-up of the event.
- *Coordination with existing service providers:* The Service Provider will liaise with and coordinate existing providers such as catering, cleaning, and technical to ensure seamless integration of additional event related requirements.

Annually, the ESM hosts about 20 events and about 40 speaker seminars total. Level of involvement of the Service Provider is dependent on whether an event management organisation is hired to manage the event, or not. Management of events of a larger scale are typically done by the events management provider.

2.1.4 Badge management

The Service Provider shall be responsible for conducting comprehensive badge management of all programmable badges. Non-programmable badges, such as visitor badges, are managed by the ESM third-party security provider. The scope of badge management tasks includes but is not limited to:

- **Badge activation:** The Service Provider will handle the announcement of new joiners, program badges, synchronize badge data, design and print badges, and prepare certificates of receipt for issued badges.
- **Badge deactivation:** Tasks include blocking access rights for deactivated badges and preparing certificates of return to maintain security protocols.
- **Modification of access rights or credentials**: The Service Provider must manage requests for changes to access rights or credentials (online or offline system), implement these changes, and update all necessary credentials accordingly.
- **Data entry and updates:** The Service Provider will ensure that badge information is accurately entered into the ESM badge management system, including adding details for new joiners and updating records for returned badges.

The Service Provider will fulfil these responsibilities to uphold a secure and efficient badge management, ensuring all procedures align with the operational requirements and security policies of the ESM. The main responsibility for the badge management remains with the ESM FM Team. The list of activated badges will constantly be reviewed and monitored by the ESM FM Team and where required communicated and consulted with business to determine if user's badge should still be active or not.

On average, FM Team has about 2-5 requests weekly related to badge management, with the number varying from month to month.

2.1.5 Other operational support services

The Service Provider will support the FM Team in a variety of tasks related to facility management operations, ensuring smooth and efficient processes. These tasks include, but are not limited to:

- **Coordination of new joiner and leaver processes**: Overseeing and managing the logistical and operational aspects related to onboarding new employees and offboarding departing staff, ensuring that all requirements are met and processes are executed seamlessly;

- **Execution and assistance with evacuation procedures**: Supporting the execution of evacuation procedures, including participation in drills and ensuring all safety protocols are adhered to;

- **Assistance with organisation of the trainings for the ESM staff**: Coordination with ESM third-party providers to schedule training options for ESM staff, like first aid training, fire fighting training, etc.

- **Assistance with addressing of complaints by the ESM staff (internal users)**: Assistance to FM Team member in addressing the complaint in regards to the third-party providers or Service desk function.

- **Assistance with document management**: Organising, maintaining, and updating records to ensure proper documentation and quick retrieval of information when needed;

- **Assistance with reviewing of the documents, to ensure up-to-datedness**: Support periodic reviews of documents to confirm their up-to-datedness, consistency, and compliance with current standards and procedures;

- **Drafting and publishing news articles in relation to operations or projects**: Preparing clear and concise written materials to communicate updates, initiatives, or accomplishments, and distributing them to relevant stakeholders;

- **Preparation of meeting minutes**: Attending various meetings to accurately document discussions, decisions, and action items, and distributing the minutes promptly to relevant parties;

- **Preparation of annual ESG reports**: Assist the FM Team and liaise with the landlord to collect, organise, and compile relevant data for various ESG reports. This includes sourcing information on energy consumption, waste management, water usage, employee engagement metrics, diversity and inclusion, and other relevant ESG indicators as specified by the ESM;

- **Daily walkthroughs in the office**: Perform regular office walkthroughs, note all deficiencies and open tickets for them to be addressed.

The FM Team maintains overall responsibility and will provide relevant instructions to the Service Provider, who will then be accountable for the successful execution of these tasks.

2.2 Optional services

This section outlines in detail the optional services that could be requested to the Service Provider under the Framework Agreement during its term. The ESM reserves the right to request or not such

services during the Contract term. For optional services, the Service Provider must provide additional personnel to execute the required tasks. If no specific roles are outlined for these services, the personnel must meet the minimum requirements specified in section 5.2.

2.2.1 Sustainable services

The Service Provider is asked to provide the sustainable services, consisting of ESG management, waste management and energy management, on an optional basis.

The Service Provider personnel performing the sustainable services will provide a dedicated individual (the "**Sustainability Manager**"), at the effort level agreed with the FM Team, and as required to meet the workload demands. The Sustainability Manager will ensure the effective implementation of sustainability initiatives, compliance with regulatory and certification standards, and the achievement of the organisation's sustainability objectives. This role carries full responsibility for tracking and analysing sustainability data, developing and implementing ESG measures, overseeing waste and energy management strategies, and ensuring alignment with environmental standards. The Sustainability Manager will respond to, and will get the strategic guidance and decisions from the responsible FM Team member. The Sustainability Manager must be able to provide organised, structured, and up-to-date information and data on all ongoing activities in his or her responsibility. A strong analytical and systematic approach is essential for monitoring KPIs, ensuring compliance with sustainability frameworks, and optimising sustainability performance. To address workload demands, the Service Provider may also deploy additional support staff (the "**Sustainability Support**") as needed. Adequate back-up person(s) must be provided for the duration of absence of the primary person assigned to these duties. The back-up person(s) must be fully informed of all the activities and trained, so that s/he can quickly take over.

The range of tasks and processes will be designed under the umbrella of sustainability strategy, to achieve the organisation's sustainability objectives. Sustainable services that might be required include primarily the following:

a) ESG management

As an international financial institution with a public mandate, the ESM is dedicated to integrating environmental, social, and governance (ESG) best practices into its operations. This commitment is exemplified by the publication of six consecutive annual Carbon Footprint reports, which provide comprehensive analyses of ESM's operational carbon footprint, benchmarked against past performance and the 2018 baseline.

In order to support these ESG initiatives, the Service Provider will be expected to provide support by carrying out the following non-exhaustive tasks:

- **Implement reporting standards:** This includes developing dashboards or tracking tools to maintain transparent progress oversight. If measures do not meet targets, submit proposals for potential adjustments.
- **Advice on sustainability/ ESG initiatives:** Develop initiatives to advance the ESM's sustainability/ ESG practices. This may include recommending energy-efficient technologies, suggesting operational process improvements, or proposing sustainability best practices.
- **Support certification processes:** If the ESM decides to pursue a sustainability certification like EMAS, the Service Provider support the certification process by providing guidance, assisting with documentation, conducting internal audits, creating plans, following on task execution, and coordinating with certification bodies to ensure a smooth process of certification and re-certification.
- **Derivation of ESG measures**: Collaborate with the ESM to analyse the collected ESG data and identify key performance areas for improvement. Assist in formulating actionable measures to enhance ESG performance. This includes measures from small-scale activities to ticket-based initiatives;

- **Implementation, monitoring, and control of ESG measures:** Coordinate and support overseeing the implementation and execution of the defined measures, provide regular updates to ensure all actions align with established goals and timelines.

By fulfilling these tasks, the Service Provider will contribute to the ESM's continuous improvement in environmental and social practices, and help uphold ESM's commitment to responsible and transparent governance.

b) Waste management

Waste management involves the thorough analysis and minimisation of waste quantities through a structured approach that promotes sustainable practices. To effectively implement waste management, the Service Provider will work in close collaboration with the FM Team and ESM cleaning provider by extension, who is responsible for supplying waste quantity data. The Service Provider must ensure full compliance with SuperDrecksKescht (SDK) certification standards (or other standards, as determined by ESM) and alignment with ESM's ESG initiatives. The responsibilities of the Service Provider include, but are not limited to, the following key tasks:

- **Preparation of waste quantity analysis**: Conduct detailed analyses of waste volumes to establish a clear understanding of current waste generation and trends.
- **Derivation of optimization measures**: Identify and develop targeted strategies aimed at reducing waste, enhancing overall efficiency, and promoting sustainable practices.
- **Control and adaptation of measures**: Implement and monitor the effectiveness of waste reduction initiatives, making necessary adjustments to ensure continuous improvement from the outset.
- **Sustainable management of waste**: Determine the most environmentally responsible methods for handling waste, ensuring leftover materials are managed in an ecologically sound manner.

c) Energy management

The Service Provider will deliver comprehensive energy management aimed at improving energy efficiency through a detailed and continuous optimisation process. These services will include but are not limited to:

- **Analysis of energy consumption**: Conduct in-depth assessments of current energy usage to identify patterns, inefficiencies, and areas for potential improvement.
- **Derivation of optimisation measures**: Develop and propose targeted strategies to enhance energy efficiency and reduce overall energy consumption.
- **Monitoring and adaptation**: Implement energy optimisation measures and continuously monitor their effectiveness, making necessary adjustments to ensure alignment with established energy goals.
- **Collaboration**: Coordinate closely with the technical provider, the Service Manager and relevant FM Team members to ensure seamless integration of energy management efforts within the broader operational framework.

The Service Provider will be responsible for collecting and preparing all necessary data to support energy management activities, maintaining accurate and up-to-date records to facilitate effective monitoring and strategic decision-making.

2.2.2 Project management and support services

The Service Provider may be tasked with managing internal projects by delivering comprehensive quality assurance and establishing detailed project parameters. This includes ensuring adherence to quality standards and at the same time adherence to a capped project budget throughout all project phases. Additionally, the Service Provider will support the overall management of internal projects by

providing consistent and effective assistance, facilitating smooth project execution and coordination. As part of the project management responsibilities, the Service Provider must regularly report progress to the FM Team and prepare decision proposals when necessary. To ensure efficient project management, the Service Provider must maintain direct communication with all relevant project stakeholders, including ESM staff members, third-party providers, or the landlord.

The Service Provider delivering project management and support services will appoint a qualified, dedicated "Project Manager" for each internal project assigned. Each project must have an individual Project Manager, responsible for overseeing its execution. However, a single Project Manager may handle multiple ESM projects, provided their workload capacity allows. To address workload demands, the Service Provider may also deploy additional support staff ("Project Support") as needed. The Project Manager will act as the primary point of contact for the ESM throughout the project's duration, ensuring the delivery of organized, structured, and up-to-date information and data related to all activities within their scope of responsibility. Scope and level of engagement of the Project Manager and/or Project Support will be determined in advance to the start of each project, by doing the effort estimation and capping the PM cost for that project.

2.2.3 Occupational Health and Safety (OHS) services

To ensure a safe and compliant working environment at the ESM building, the Service Provider may be asked to provide expert recommendations on best practices in the field of OHS and support the ESM in the implementation and management of a comprehensive OHS strategy. This includes defining roles, coordinating training and drills, developing processes and maintaining documentation, conducting inspections, and ensuring continuous improvement in alignment with organisational and legal requirements.

The Service Provider delivering OHS services will appoint a dedicated individual (the "**OHS Manager**"), who has the necessary knowledge and experience in OHS matters. The OHS Manager will oversee the implementation of the OHS strategy on tactical and operational level, act as the primary point of contact for the FM Team, and coordinate between internal and external stakeholders. The OHS Manager must ensure the delivery of organised, structured, and up-to-date information and data related to all activities within their scope of responsibility. To address workload demands, the Service Provider may also deploy additional support staff (the "**OHS Support**") as needed. Adequate back-up person(s) must be provided for the duration of absence of the primary person assigned to these duties. The back-up person(s) must be fully informed of all the activities and trained, so that s/he can quickly take over.

The responsibilities of the Service Provider include, but are not limited to, the following key tasks:

a) Collaborative safety and resilience management

The Service Provider shall support in defining, implementation, and overseeing the FM-related tasks, to ensure clear definition of responsibilities, effective coordination and execution, all as part of the ESM's overall safety and resilience management. Key deliverables include, but may not be limited to:

- Support the close collaboration with those responsible for incident management, business continuity planning, and health and accident management, to align efforts and ensure seamless integration of OHS measures.
- Establishing and managing interfaces between FM and other responsible parties to ensure efficient communication and implementation of OHS-related initiatives.
- Support the FM Team members in their responsibilities for critical areas such as business continuity planning, incident management, and OHS-related HR topics.

b) Planning, coordination of trainings and drills management

The Service Provider shall coordinate and ensure the execution of all required OHS trainings, including:

- Planning, organising and ensuring mandatory trainings, including Fire Marshal certification and First Aid training, delivered by qualified providers.

- Conducting regular training programs and scenario-based drills to enhance emergency response capabilities, covering topics such as ergonomics, fire safety, first aid, and evacuation procedures.
- Maintaining comprehensive training records to ensure compliance with organisational and legal requirements.
- Regularly evaluating training effectiveness and updating training needs based on risk assessments or organisational changes.

c) Process development and documentation management

The Service Provider shall actively contribute to the development and refinement of OHS processes while maintaining comprehensive documentation and tailored response plans to ensure traceability, compliance, and readiness. This includes, but is not limited to:

- Providing expert input for the creation and improvement of OHS protocols, emergency plans, and risk mitigation measures.
- Standardising and maintaining documentation such as policies, handbooks, risk assessments, role descriptions, and templates.
- Producing regular, ad-hoc, and event-related reports covering hazards, incidents, compliance, and quality assurance.
- Preparing incident-specific documentation, including lessons learned, mitigation measures, and updates to processes to prevent recurrence.
- Developing and maintaining emergency-specific response plans as well as communication and coordination protocols to mitigate risks, enhance readiness, and ensure effective responses during emergencies.
- Ensuring regular updates to framework documents and safety plans, including communication protocols, defined responsibilities, evacuation routes, reporting structures, and process guidelines, to reflect inspections, audits, organisational changes or new requirements.

d) Inspections and compliance monitoring

The Service Provider shall implement a systematic approach to inspections, compliance monitoring, and regular reviews to ensure the efficiency and effectiveness of OHS measures. Responsibilities include:

- Performing scheduled and ad-hoc inspections and audits of ESM third-party provider and ESM facilities to assess compliance, identify risks, and evaluate the implementation of OHS measures.
- Documenting findings from inspections and audits, recommending corrective actions, and monitoring their implementation to ensure resolution.
- Regularly reviewing preventive measures, OHS protocols, and the performance of defined roles to identify areas for improvement.
- Evaluating the overall impact of OHS measures and roles, ensuring continuous alignment with organisational and legal requirements.

e) Communication and awareness

To ensure staff engagement and compliance, the Service Provider must establish and maintain effective communication channels, including:

- Regular OHS updates via, posts, newsletters, brochures, and targeted campaigns.
- Comprehensive onboarding for new staff on OHS protocols and emergency procedures.
- Clear and prompt reporting mechanisms for hazards and incidents.

- Communication and collaboration with local emergency services such as police, fire departments, municipal services (e.g., water and electricity providers), and public transportation authorities.

2.2.4 Full inventory management

The inventory management service shall encompass a comprehensive execution of the inventory management for the property, with a specific focus on the seamless integration between the physical inventory and its administration within the ESM Inventory Management System.

The service provider's responsibilities include, but are not limited to:

- Maintaining and ensuring the functionality of the ESM Inventory Management System, including updates, adaptations to the inventory structure or properties, and coordination of troubleshooting. The Service Provider will be in direct contact with the third-party responsible for the ESM Inventory Management System.

- Transferring all physical inventory data and managing it within the ESM Inventory Management System to uphold data integrity and alignment with physical assets. Updating the system data as required, i.e. move or disposal of inventory, new purchases.

- Conducting ad-hoc inspections of the inventory and verifying the accuracy of data properties in the ESM Inventory Management system.

- Coordinating and overseeing the annual inventory process, which includes verifying und updating existing inventory and its attributes, both physically and within the system, identifying items for disposal.

- Collaborating with the ESM third-party providers and landlord Service Manager, to obtain and implement preventive maintenance measures as they relate to assets that are part of the ESM inventory, with the aim to extend the life spam and ensure quality of inventory items over the years.

The Service Provider personnel performing the inventory management services will provide a dedicated individual (the "**Inventory Manager**"), at the effort level agreed with the FM Team, and as required to meet the workload demands. The Inventory Manager will bear full responsibility for ensuring optimal system functionality, data precision and property accountability. This role involves working closely with and supervising the Service Desk Officer responsible for Operational property management. The Inventory Manager will respond to, and will get the strategic guidance and decisions from the responsible FM Team member. The Inventory Manager must be able to provide organised, structured, and up-to-date information and data on all ongoing activities in his or her responsibility. The individual must possess a strong affinity for systems, organisation and logical approach, in order to ensure that the full ownership and effective management of the ESM Inventory Management System can be provided. To address workload demands, the Service Provider may also deploy additional support staff (the "**Inventory Support**") as needed. Adequate back-up person(s) must be provided for the duration of absence of the primary person assigned to these duties. The back-up person(s) must be fully informed of all the activities and trained, so that s/he can quickly take over.

2.2.5 Third-party provider management

The Service Provider will support the FM Team in daily operations by coordinating third-party providers (except Service provider) that are needed for an optimal operation of the ESM building, to include, but not to be limited to follow-up on the ticket realization, coordination of activities to ensure everyone's alignment, etc. On behalf of the ESM the Service Provider's responsibilities include coordinating the execution of tasks, thus supporting the quality assurance of the defined third-party. For the third-party provider coordination, the Service Provider will work closely with the responsible FM Team member.

The third-party provider coordination encompasses a variety of tasks and processes aimed at supporting the daily planning, monitoring, controlling, and improving of the third-party providers'

performance to ensure they meet agreed service levels and business objectives. The main aspects of third-party provider coordination include, but are not limited to:

- **Contact point:** The Service Provider serves as the primary interface amongst the third-party providers and the FM Team when required, coordinating the planning and upcoming tasks. The responsibilities encompass to support coordination and organisation of both routine activities, such as maintenance schedules, weekly menus, and cleaning plans, as well as recurring one-off tasks (ad-hoc and planned) like inspections, catering orders, and additional or on-demand cleaning services. The Service Provider's role ensures seamless communication and efficient alignment between all parties involved.

- **Performance monitoring:** This involves the support of continuously monitoring the performance and quality of services to ensure they meet agreed standards. This may include monitoring SLAs, KPIs, and other metrics as defined by the FM Team. Further, it includes reporting and ensuring the requirements from the framework agreements with third-party providers are met.

- **Ticket resolution:** The Service Provider is responsible for ensuring that the third-party providers resolve their assigned tickets within the agreed timeframes. The Service Provider oversees compliance with response and resolution targets, addressing any delays to maintain service quality and adherence to contractual commitments.

- **Controlling and optimising:** Based on monitoring results, actions are taken to improve third-party provider performance and address potential issues. This may involve suggestions for changes to the scope of the contract, training of third-party providers, suggestion of optimisation measures to reduce costs, reduce carbon footprint, improve processes, etc.

- **Relationship management:** Actively maintaining the relationship with third-party providers and the landlord Service Manager, to ensure successful collaboration. This includes regular meetings, communication, feedback, and conflict resolution.

- **Compliance:** The Service Provider supports to ensure that all services align with legal requirements and company policies, maintaining full compliance with applicable standards across service areas. The Service Provider supports in overseeing occupational safety standards with a focus on technical services, ensuring that all activities meet established regulatory and safety benchmarks to uphold a secure and compliant working environment.

- **Data management:** In a more structured, automated way, providing required data deriving from service provision and management, to support initiatives and justify improvement projects, to include providing of data required for Carbon footprint report (energy, water consumption, waste management data, etc.).

- **Financial management:** The Service Provider supports the monitoring and managing costs associated with the services provided by the third-party providers to ensure they remain within budget. In addition, The Service Provider supports to optimise resource use, including staffing and materials, to achieve sustainable, cost-effective operations while maintaining high service quality.

- **Complaint management:** The Service Provider coordinates the complaint resolution process, ensuring that all feedback, complaints, or suggestions for improvement are promptly addressed. The Service Provider evaluates each issue, determines the appropriate corrective actions, and coordinates their implementation as necessary. This approach fosters continuous improvement and enhances service quality, while maintaining strong relationships with stakeholders.

Appendix 1 to this ToR gives short description of the current third-party providers' scopes.

The Service Provider personnel performing the third-party provider management services will provide a dedicated individual (the "**Third-party Manager**"), at the effort level agreed with the FM Team, and as required to meet the workload demands. The Third-party Manager will bear full responsibility for ensuring optimal system functionality, data precision and property accountability. This role carries full responsibility for coordinating service providers, maintaining data accuracy, ensuring contract compliance, and supporting operational service delivery. The Third-party Manager will respond to, and will get the strategic guidance and decisions from the responsible FM Team member. The Third-party Manager must be able to provide organised, structured, and up-to-date information and data on all ongoing activities in his or her responsibility. A strong systematic and analytical approach is required to effectively manage third-party provider's performance, oversee ticket resolution, monitor KPIs, and optimise service quality. To address workload demands, the Service Provider may also deploy additional support staff (the "**Third-party Management Support**") as needed. Adequate back-up person(s) must be provided for the duration of absence of the primary person assigned to these duties. The back-up person(s) must be fully informed of all the activities and trained, so that s/he can quickly take over.

3. Payment terms

The Service Provider will issue an invoice at the beginning of each calendar month which shall cover the Services provided during the preceding calendar month.

4. Start-up phase and handover

Upon signature of the Contract, the Service Provider will manage the transition of the Services from the ESM FM Team to the Service Provider in order for the Service Provider to commence the provision of the Services (the "**Start-Up Phase**"). The Start-Up Phase must be completed within a maximum of three (3) months of the effective date of the Contract. During the Start-Up Phase, the FM Team will continue to be responsible for overseeing of the delivering the Services, while supervising the Service Provider's daily activities (on-the job training).

As part of the Start-Up Phase, the Service Provider will be required to perform the following non-exhaustive list of activities in order to comply with all obligations under the Contract:

- Personnel and resource planning of the personnel for the services: Upon signature of the Framework Agreement, the Service Provider will deliver to the ESM responsible person a list of all names of the Service Provider personnel as provided in the technical proposal, including the replacement personnel. The Account Manager, Service Manager and Service Desk Officer are considered the Key Personnel. (the Service Provider must ensure that the Key Personnel has the necessary competences (see section 5.3); qualifications of the Service Provider personnel may be verified by the ESM (see section 5.2);

- Upon signature of the Contract, the ESM will organise interviews with the Candidates proposed, such interviews will take place within 10 days (20 days if proposed candidates do not satisfy the ESM needs). Selected Candidates will start as soon as the ESM will provide confirmation, preferably within a month, and in any case no later than 1.5 months after the contract signature date.

- The Key Personnel, apart from the Account Manager, must be approved by the ESM upon signing of the Contract. All Key Personnel will participate in the Start-Up Phase;

- Introduce the Service Provider personnel to the ESM and relevant third parties (e.g., landlord, service providers, official authorities, etc.) and provide their contact details, e.g., name, telephone number, e-mail address, etc. where relevant to the FM Team;

- Collaborate with and support the designated FM Team responsible person, i.e., to organise, prepare and moderate technical meetings, deliver requested input, etc.;

- Review of all current documentation for the service delivery (e.g., service descriptions of third-party providers, operational procedures and processes, etc.);

- Review the existing documentation relevant to its function, propose adjustments if necessary;

- Participate in walkthrough the Building in order to obtain the necessary knowledge of the space and functionalities;

- Create an action plan detailing tools and activities required as per these Terms of Reference (including reporting, meetings set-up, KPI evaluation, complaints procedure, annual forecast of any relevant improvements, etc.) and thus ensuring a proper provision of the Services;

- Create and provide a business continuity plan to responsible FM Team member within first month after signing of the Framework agreement (see Section 8); plan will be reviewed by responsible FM Team member and returned to the Service provider within a month of its receipt; The Service Provider will incorporate all the ESM comments and finalize the plan before the end of Start-up period;

- In liaison with the responsible FM Team member, set-up all the necessary accreditation to be able to use digital tools (ESM account, access to ServiceNow, Interflex, etc.)

- Set up all organisational and workflow related procedures for the smooth transition of the Services;

- The ESM will provide trainings to all the Key Personnel. Trainings will be provided during the Start-up Phase and the Service Provider will be responsible to continue to train the personnel in order to keep the level of performance for the entire contract duration;

- Present observations for optimisations based on the Start-up Phase.

As soon as the relevant tasks described above have been completed, the Service Provider will inform the ESM to start the approval of the Start-Up Phase. The ESM together with the Service Provider will check the fulfilment of the tasks and approve the Start-Up Phase or request the correct fulfilment of the incomplete tasks by the Service Provider. When the Start-Up Phase has been accepted by the ESM in writing (including via email), the Service Provider will be responsible for providing the Services.

5. Company and personnel requirements

5.1 Company requirements

Throughout the entire Contract term, the Service Provider must, if required, hold relevant authorisations from public authorities relating to the performance of the Services.

The ESM seeks to enhance its environmental social and governance (ESG) practices on an ongoing basis. In this context the ESM implements measures to enhance its environmental, social and governance profile and to align with best practices. Therefore, when providing the Services, the Service Provider undertakes to apply measures, including but not limited to those listed below, in relation to its ESG practices. The ESM may also require the Service Provider to support the implementation of specific measures by the ESM seeking to enhance the institutional ESG practices, when needed (i.e. reduction of waste generation and energy consumption, practices to ensure balanced representation across gender, age, ethnicity, and other dimensions of diversity). At the ESM

request, the Service Provider will provide information, reports and written confirmations regarding the Service Provider's compliance with these obligations, where applicable.

Environmental protection:

- Promote regional suppliers and subcontractors to limit transport distances and reduce greenhouse gas emissions;
- Minimise use of energy, materials and resource consumption and reduce production of waste on ongoing basis;
- Deploy environmentally friendly products;
- Use of equipment with low energy consumption and
- Develop electrical, hybrid and other eco-friendly car fleet and promoting carpooling among employees;
- Strive to work paperless, to print 2-sided documents and in black & white by default;
- Use printed papers for drafts or note logs;
- Collect and sort out used cartridges, IT and electronic materials, used uniforms, PVC packaging and many other materials for recycling;
- Switch off lights, computers and other machines when not used or leaving;
- No use of one-stand plastic items for daily use like glasses, cups, plates, swizzle sticks.

Inclusion and social policies:

- Ensure equal opportunities for all employees;
- Apply the local regulations concerning the employment of vulnerable groups of persons;
- Promote the ongoing improvement of employment conditions;
- Create opportunities for first-time job seekers in Luxembourg and in the surrounding region;
- Comply with the collective labour agreement;
- Implement a targeted employee retention policy based, etc., on early payment of salaries, internal promotion opportunities, better workplace policies, regular feedback from team members.

Safety and health measures:

- Apply the local regulations concerning the safety and health measures at the workplace;
- Have trained personnel in charge of safety and health measures;
- Implement 'zero work accident' policies;
- Undertake safety audits at workplaces on a regular basis;
- Establish and comply with safety procedures and manuals;
- Provide each employee with regular and up-to-date safety & health trainings and instructions.

5.2 General personnel minimum requirements

The Service Provider will provide a dedicated team composed of key personnel (the "**Key Personnel**") and all personnel considered necessary for the provision of the Services to the ESM. The '**Key Personnel**' includes the personnel required to fulfil the roles of the Account Manager, the Service Manager, the Service Desk Officer, and their designated back-ups. The list of Key Personnel may be expanded to include other personnel when optional services are used, subject to responsible FM Team member determination.

The Key Personnel often handle very sensitive commercial and personal information. This requires that the Key personnel is selected keeping in mind the required level of confidentiality needed in the tasks to be carried out. The Service Provider shall be responsible for ensuring that confidentiality is preserved during and after the duration of the contract, in accordance with the relevant confidentiality provisions of the contract. Each Key personnel will sign a Non-Disclosure Agreement and the contractor will be responsible to ensure that its terms are respected.

The Service Provider will ensure that all personnel providing services to the ESM consistently perform their duties with diligence, due care, and professionalism. The Service Provider will also ensure that they possess the necessary skills, qualifications, and training required for their tasks. Furthermore, the Service Provider will guarantee that its personnel fully comply at all times with the ESM's security, health, and safety policies and guidelines.

The Service Provider must ensure that all personnel will meet the following minimum non-exhaustive requirements, unless otherwise defined in section 5.3:

- Have sufficient experience in the relevant field (minimum 2 years of relevant experience);
- Be fully capable of performing the duties described in these Terms of Reference;
- Be helpful and courteous and able to work under pressure;
- Be good problem solvers with a can-do attitude.

The ESM shall receive a CV for each candidate proposed by the Service Provider for personnel assigned to provide services. The ESM will have the right to interview each candidate and evaluate their suitability for the role. Based on this evaluation, the ESM will decide whether the candidate is deemed suitable. Should the ESM determine that a candidate is unsuitable or incapable of fulfilling the required duties for any reason, the Service Provider must propose an alternative candidate.

The Service Provider must ensure that all personnel, including new personnel, if any, referred to further in this section, must have clean police track record. Upon the request of the ESM and to the extent allowed by legal regulations, the Service Provider will provide full details of the previous employment, police clearance certificates and applicable training and qualification records of the Service Provider personnel assigned to work at the ESM Premises.

5.2.1 Personnel replacement

The Service Provider will ensure, to the best of its abilities, the continuity of the assigned Key Personnel. The Key Personnel will be substituted only in exceptional cases. The Service Provider will also ensure that the holidays taken by the Key Personnel do not coincide at any time.

The Service Provider is responsible to ensure continuity of Services by providing temporary replacement for on-site personnel during their leave, other absences for any reason, or inability to perform.

The Service Provider will provide a replacement if requested by the ESM. Such replacements will be in all respects at the expense of the Service Provider and the substitutes will be no less experienced or qualified than the personnel being replaced. The handover period between personnel being replaced and new personnel must be at least one month.

The Service Provider will immediately advise the ESM should it propose to replace any personnel, or should any personnel announce its departure for whatever reason. The replacement of personnel will adhere to the same procedures as the initial placement. This includes providing the candidate's CV and conducting an interview, with the ESM making the final decision on the candidate's suitability. The Service Provider will ensure that all new personnel will receive an appropriate theoretical and practical introduction, which will be conducted by the Service Provider without using any ESM resources and during the period of not less than one month of on-site, on-the-job training.

If in the reasonable opinion of the ESM any of the Service Provider's personnel is incapable of carrying out his/her duties; is unsuitable to provide the Services for whatever reason (including, but not limited to justified complaints from the ESM members of staff and/or visitors); or has materially failed, in the opinion of the ESM, to carry out its duties with reasonable skill and care, the ESM may require that the Service Provider replace such person.

Upon receipt of such request, the Service Provider will provide a satisfactory replacement individual to perform the relevant tasks of the replaced person within two weeks from the time ESM made a request. The costs of such replacement will be at the Service Provider expense and the substitute will be no less experienced or qualified than the person being replaced. Also in this case, the replacement of personnel will adhere to the same procedures as the initial placement. This includes providing the candidate's CV and conducting an interview, with the ESM making the final decision on the candidate's suitability.

5.3 Specific personnel minimum requirements

In addition to the general personnel minimum requirements for the Service Providers personnel working on the ESM premises, the Service Provider will comply with the following specific personnel minimum requirements as outlined below.

5.3.1 Account Manager

The Account Manager will have good leadership and communication skills. The Account Manager responsibilities will include, but are not limited to, the following:

- Oversee the Contract, including the start of the Services during the Start-Up Phase (including any Services provided by the subcontractors);
- Monitor the provision of the Services and ensure compliance with requirements applicable to them;
- Act as a key management contact for the ESM;
- Prepare ad-hoc reports, if necessary;
- Agree and review any additional key performance indicators ("KPI"), and monitor existing KPIs;
- Agree and review any changes to the defined Service Level Specifications ("SLS");
- Oversee the development of the relationship between the Service Provider and the ESM;
- Work on continuous improvement initiatives;
- Work with the ESM responsible contact person on any Contract related matters: e.g., negotiate and prepare input for contracts/ amendments;
- Create, amend, review and agree contract financial proposals, where required;
- Attend annual and ad-hoc meetings;
- Acting as the first point of contact for all enquiries relating to personnel replacement.

In order to fulfil the above responsibilities, the Account Manager must meet the minimum requirements set out below:

- Bachelor's or Master's degree in contract management, facility management, property management, business administration, project management or related field. A European Qualification Framework (EQF) Level 6 or higher is preferred;
- A minimum of 3 years working experience in a similar role;
- Fluency in English (written and spoken, equivalent to level C1 of the Common European Framework of Reference for Languages).
- Good knowledge of Luxembourg national laws and practices related to the role;

- Strong analytical and problem-solving skills;
- Excellent organisational and communication skills.

5.3.2   Service Manager

To fulfil the responsibilities outlined in section 2.1 and 2.2 as required2.1.4, the Service Manager must meet the following minimum requirements:

- Bachelor's degree in property management, facilities management, business administration, or a related field. A European Qualification Framework (EQF) Level 6 or higher is preferred;
- Significant experience (minimum 3 years) in property management or facilities coordination, with a focus on customer service management and managing of third-party service providers;
- Fluency in English (written and spoken, equivalent to level C1 of the Common European Framework of Reference for Languages).
- Working knowledge in French (equivalent to level B2 of the Common European Framework of Reference for Languages); Knowledge of French or German is an advantage but not essential;
- Excellent knowledge of Microsoft Office (Word, Excel, Outlook, Powerpoint);
- Strong organisational skills to coordinate multiple third-party providers effectively;
- Excellent communication for managing relationships with third-party providers and the ESM stakeholders;
- Analytical and problem-solving skills to assist monitoring performance (KPIs), assessing risks and implementing improvements, with the ability to produce and interpret reports;
- Financial acumen to monitor expenses and suggest cost saving measures;
- Understanding of occupational health and safety standards, and other legal requirements;
- Ability to manage complaints effectively, ensuring timely resolution and continuous service improvement;
- Good understanding of the FM operations in the building for effective coordination of services; including: cleaning and catering processes, technical building systems, security measures and event management;
- Understanding of access management systems and knowledge of data entry and updates, especially in a corporate or institutional environment;
- Familiarity with use of various digital tools, such as ticketing tools, inventory systems, etc.
- Ability to work independently while demonstrating reliability and precision in executing tasks and record-keeping;
- Effective communication skills for coordinating with the FM Team, new joiners, and other stakeholders;
- Awareness of data protection and confidentiality standards to safeguard badge information and access data;
- Preparedness to train and coordinate with a designated back-up person to ensure service continuity during absences.

5.3.3   Service Desk Officer

To fulfil the responsibilities outlined in section 2.1 and 2.2 as required, the Service Desk Officer must meet the following minimum requirements:

- Bachelor's degree in customer service field, communications, facilities management, business administration, or related field preferred or equivalent qualification;

- Proven experience (minimum 3 years) in a similar role, preferably within facilities management, property management, or customer service environments;
- Fluency in English (written and spoken, equivalent to level C1 of the Common European Framework of Reference for Languages);
- Working knowledge in French (equivalent to level B2 of the Common European Framework of Reference for Languages);
- Familiarity with ticketing systems (ServiceNow is an advantage);
- Familiarity with inventory management tools; experience with inventory systems is an advantage;
- Good working knowledge of Microsoft Office (Word, Excel, Outlook, PowerPoint);
- Excellent verbal and written communication and customer service skills to act as the main contact point for various stakeholders;
- Strong organisational skills, detail oriented;
- Understanding of facilities management processes and the ability to provide operational support during events and day-to-day activities;
- Ability to handle a dynamic workload and respond to ad-hoc requests, ensuring consistent and reliable support; ability to work well under pressure.
- Basic project management skills to assist in planning, scheduling, and monitoring service activities;
- Attention to detail for accurate data tracking, report preparation, and documentation;
- Proficiency in supporting performance monitoring and assisting in compliance adherence;
- Basic understanding of building operations, including technical and non-technical services;
- Experience in coordinating routine property management tasks such as maintenance scheduling, cleaning plans, and ad-hoc service requests;
- Advance skills in document management and organisation;
- Ability to work closely with the Service Manager and act as a reliable on-site presence to ensure smooth day-to-day operations.

5.3.4 Sustainability Manager

To fulfil the responsibilities outlined in section 2.2.12.2.2, the Sustainability Manager must meet the following minimum requirements:

- Bachelor's or Master's degree in environmental sciences, sustainability management, energy management, business administration, or a related field. EQF Level 6 or higher is preferred;
- Minimum of 3 years of experience in sustainability management, ESG reporting, waste management, or energy efficiency projects within a corporate, financial, or facility management environment;
- Good working knowledge of Microsoft Office (Word, Excel, Outlook, PowerPoint), data visualisation tools, and sustainability reporting platforms;
- Fluency in English (written and spoken, equivalent to level B2 of the Common European Framework of Reference for Languages). Knowledge of French or German is an advantage but not essential;
- Knowledge of ESG best practices, including carbon footprint analysis, sustainability certifications (e.g., EMAS), and regulatory compliance;

- Ability to collect, analyse, and present sustainability data, including energy consumption, waste quantities, and ESG performance indicators. Experience in developing tracking tools, dashboards, and reports for progress monitoring;
- Ability to develop and oversee sustainability initiatives, ensuring seamless execution and alignment with organisational sustainability goals.

5.3.5   Sustainability Support

To fulfil the responsibilities outlined in section2.2.1, the personnel performing the role of the Sustainability Support must meet the following minimum requirements:

- Vocational training or associate degree in sustainability management, environmental sciences, business administration, or a related discipline. EQF Level 4 or equivalent is preferred;
- At least 1 year of experience in sustainability coordination, ESG reporting, energy management, waste management, or administrative support in a sustainability-related role;
- Fluency in English (written and spoken, equivalent to level B2 of the Common European Framework of Reference for Languages). Knowledge of French or German is an advantage but not essential;
- Good working knowledge of Microsoft Office (Word, Excel, Outlook, Powerpoint);
- Ability to maintain accurate records and documentation for sustainability projects, including waste and energy management data;
- Basic understanding of environmental regulations and sustainability standards, supporting compliance efforts;
- Ability to support the Sustainability Manager, FM Team, and service providers in coordinating sustainability efforts.

5.3.6   Project Manager

To fulfil the responsibilities outlined in section 2.2.2, the Project Manager must meet the following minimum requirements:

- Bachelor's or Master's degree in project management, engineering, business administration, or a related field. EQF Level 6 or higher is preferred;
- Minimum of 4 years of experience in project management, ideally within facilities management, corporate environments, or service sectors; and proven experience in managing projects of a similar scope and complexity to the one requiring a project manager;
- Certification in project management (e.g., PMP, IPMA or equivalent) is highly desirable;
- Fluency in English (written and spoken, equivalent to level C1 of the Common European Framework of Reference for Languages);
- Working knowledge in French (equivalent to level B2 of the Common European Framework of Reference for Languages);
- Excellent Microsoft Office skills (Word, Excel, Outlook, Powerpoint);
- Strong leadership and organisational skills for overseeing multiple projects and ensuring adherence to scope, budget, timelines, and quality standards;
- Excellent communication and interpersonal skills to manage direct interactions with stakeholders, including FM Team, ESM staff, third-party providers, and Landlord;
- Proficiency in preparing detailed decision proposals;
- Experience in quality assurance processes and maintaining project budget controls;

- Competence in progress tracking and reporting to provide regular updates to the FM Team;
- Understanding of risk management and the ability to mitigate potential project challenges effectively.

5.3.7 Project Support

To fulfil the responsibilities outlined in section 2.2.2, the personnel performing the role of the Project Support must meet the following minimum requirements:

- Vocational training or associate degree in project management, business administration, or a related discipline. EQF Level 5 or equivalent is preferred;
- At least 1 year of experience in a project support or coordination role, preferably in facilities management or a corporate environment;
- Fluency in English (written and spoken, equivalent to level B2 of the Common European Framework of Reference for Languages). Knowledge of French or German is an advantage but not essential;
- Good working knowledge of Microsoft Office (Word, Excel, Outlook, Powerpoint);
- Good organisational and communication skills for assisting the Project Manager with project execution and coordination;
- Ability to assist in progress tracking, reporting, and maintaining structured project documentation;
- Willingness to adapt to dynamic project needs and collaborate closely with the Project Manager to achieve project objectives.

5.3.8 OHS Manager

To fulfil the responsibilities outlined in section 2.2.3, the OHS Manager must meet the following minimum requirements:

- Bachelor's or Master's degree in occupational health and safety, environmental health, industrial engineering, or a related field. EQF Level 6 or higher is preferred;
- At least 5 years of extensive experience in OHS roles, including risk assessment, emergency preparedness, and implementation of safety protocols;
- Relevant certifications such as NEBOSH, IOSH, or equivalent European OHS qualifications;
- Fluency in English (written and spoken, equivalent to level C1 of the Common European Framework of Reference for Languages). Knowledge of French or German is an advantage but not essential;
- Excellent Microsoft Office skills (Word, Excel, Outlook, Powerpoint);
- Comprehensive understanding of European and Luxembourg-specific OHS laws, regulations, standards, and best practices;
- Strong analytical skills for conducting risk assessments, scenario analyses, and developing mitigation plans;
- Excellent organisational and communication skills to implement comprehensive safety measures and coordinate training and drills;
- Familiarity with software and tools related to risk management, emergency preparedness systems, and data reporting (e.g., FACT24);
- Experience in creation of detailed response plans and oversee their implementation and effectiveness.

5.3.9   OHS Support

To fulfil the responsibilities outlined in section 2.2.3, the personnel performing the role of the OHS Support must meet the following minimum requirements:

- Vocational training or associate degree in occupational health and safety, environmental studies, or a related field. EQF Level 5 or equivalent is desirable;
- At least 2 years of experience in supporting OHS initiatives or working in a related safety role;
- Fluency in English (written and spoken, equivalent to level B2 of the Common European Framework of Reference for Languages). Knowledge of French or German is an advantage but not essential;
- Good working knowledge of Microsoft Office (Word, Excel, Outlook, Powerpoint);
- Basic knowledge of OHS principles and regulations, including Luxembourg-specific standards;
- Strong organisational skills for assisting with documentation, monitoring, and reporting and to support training sessions and coordinate with the OHS Expert and relevant stakeholders;
- Familiarity with tools and software used for emergency preparedness and OHS data management;
- Flexibility to adapt to various OHS tasks and collaborate closely with the OHS Expert.

5.3.10   Inventory Manager

To fulfil the responsibilities outlined in section 2.2.4, the Inventory Manager must meet the following minimum requirements:

- Vocational training or associate degree in logistics, supply chain management, business administration, or a related field. EQF Level 5 or higher is desirable;
- Minimum of 3 years of experience in inventory management using an inventory management system;
- Familiarity with inventory management systems and related technologies;
- Familiarity with ticketing systems (preferably ServiceNow) is advantageous;
- Experience working in facilities management or property management environments is advantageous;
- Fluency in English (written and spoken, equivalent to level B2 of the Common European Framework of Reference for Languages). Knowledge of French or German is an advantage but not essential;
- Good working knowledge of Microsoft Office (Word, Excel, Outlook, Powerpoint);
- Strong attention to detail to ensure accurate data entry, alignment with physical assets, and data integrity through regular ad-hoc inspections;
- Effective collaboration skills for working closely with the Service Desk Officer and other stakeholders;
- Ability to plan, coordinate, and oversee annual inventory processes, including updates, disposals, and new entries;
- Ability to coordinate system updates and work directly with third-party providers for troubleshooting and system improvements.

5.3.11   Inventory Support

To fulfil the responsibilities outlined in section 2.2.42.2.3, the personnel performing the role of the Inventory Support must meet the following minimum requirements:

- Vocational training or relevant experience in logistics, supply chain management, business administration, or a related field. EQF Level 4 or higher is desirable;
- At least 1 year of experience in inventory management or administrative support in a similar environment;
- Basic familiarity with inventory management systems and related technologies;
- Experience with ticketing systems (e.g., ServiceNow) is beneficial but not required;
- Fluency in English (written and spoken, equivalent to level B1 of the Common European Framework of Reference for Languages); knowledge of French or German is beneficial but not essential;
- Basic proficiency in Microsoft Office (Word, Excel, Outlook, PowerPoint);
- Strong attention to detail for accurate data entry and alignment with physical inventory records;
- Ability to work collaboratively with the Inventory Manager, Service Desk Officer, and other stakeholders;
- Support in inventory tracking, data updates, and general administrative tasks under the supervision of the Inventory Manager;
- Ability to assist in annual inventory processes, including updates and reconciliations.

5.3.12   Third-Party Manager

To fulfil the responsibilities outlined in section 2.2.5, the Third-Party Manager must meet the following minimum requirements:

- Vocational training or associate degree in property management, facilities management, business administration, or a related field. EQF Level 6 or higher is desirable.
- Minimum of 3 years of experience in third-party provider coordination, contract management, or provider performance monitoring within a facility management, property management, or corporate services environment.
- Excellent working knowledge of ticketing systems (preferably ServiceNow), Microsoft Office (Word, Excel, Outlook, PowerPoint), and contract management tools.
- Fluency in English (written and spoken, equivalent to level C1 of the Common European Framework of Reference for Languages). Knowledge of French or German is an advantage but not essential.
- Experience in planning, monitoring, and coordinating third-party services, ensuring alignment with contractual requirements, compliance standards, and business objectives.
- Ability to track KPIs, SLAs, and contractual obligations, including performance assessments and quality assurance of external providers.
- Understanding of cost monitoring and resource optimisation to ensure third-party services remain within budget while maintaining high-quality standards.
- Proven ability to handle complaints, resolve service-related conflicts, and maintain productive relationships with providers and customers.
- Familiarity with legal and regulatory requirements relevant to third-party service management, including occupational safety standards in technical services.
- Ability to liaise effectively with third-party providers, internal stakeholders, and landlords to ensure smooth service operations and performance improvements.

5.3.13   Third-Party Management Support

To fulfil the responsibilities outlined in section 2.2.5, the personnel performing the role of the Third-Party Management Support must meet the following minimum requirements:

- Vocational training or relevant experience in business administration, facility management, or a related field. EQF Level 4 or higher is desirable.
- At least 1 year of experience in third-party coordination, administrative support, or provider management.
- Basic working knowledge of ticketing systems (e.g., ServiceNow) and Microsoft Office (Word, Excel, Outlook, PowerPoint).
- Fluency in English (written and spoken, equivalent to level B1). Knowledge of French or German is beneficial but not essential.
- Familiarity with service provider operations, assisting in task coordination, scheduling, and communication with third-party providers.
- Basic understanding of KPIs and SLAs, assisting in tracking service performance and reporting key findings to the Third-Party Manager.
- Basic understanding of cost control and budget monitoring for third-party services.
- Ability to work closely with the Third-Party Manager, FM Team, and service providers to support smooth operations.

European Stability Mechanism

6. Reporting

Regular reporting will be mandatory across all Services. Reports may be required for legal or regulatory compliance matters, quality, contract performance, or operational monitoring, as well budget and cost information.

In order to assess the performance, the Service Provider will submit monthly and annual reports in English. Ad-hock reports may be requested by ESM.

All reports must be submitted prior to the scheduled meetings or deadlines, as follows:

- Ad-hoc reports: at least five (5) Business Days before the scheduled meeting, or before requested deadline;

- Monthly reports: one (1) week prior to a scheduled meeting/deadline, but no later than 15th of the following month;

- Annual reports: one (1) month prior to the scheduled meeting date.

The Service Provider will be granted access to a dedicated workspace on the FM Team SharePoint Portal where the reports and any documentation related to the Service Provider will be stored and exchanged between the Service Provider and the ESM. Documents must be uploaded as editable versions and, if approved by the ESM, as PDF. The Service Provider will not be compensated for any time required for training and induction courses for this system.

All reports will include, at the format previously agreed with the ESM, all or some of the below listed information:

- Performed work:
    - Services, including performance and incident information;
    - Optional Services, including performance and incident information;
- Ticketing tool statistics: Number of tickets received (total and by categories, e.g., incidents, maintenance requests, user inquiries), status of tickets (open, in progress, resolved), average resolution and response times (per category, per provider, per function), escalation cases (including causes and corrective actions);
- User feedback, including analysis of complaints (total number, frequent complaints, etc.), compliance with feedback procedure agreed in the Start-Up Phase;
- Health and safety issues and details of any accidents to Service Provider staff or ESM staff resulting out of Service Providers activities;
- Overview of delivered services and their quality by third-party providers, compliance with their KPIs and actions taken or non-compliance (including penalties, if applicable);
- Service Provider personnel information, i.e. absences, deployment (e.g., hours worked); documentation of overtime or staff shortages, personnel turnover;
- Detail on monthly quality evaluation by the ESM;
- Financial and budget management information including breakdown of incurred costs by service and budget actual vs. planned comparison (in particular for on-optional services);
- Observations, questions, suggestions and initiatives for improvement;
- Upcoming activities for the next reporting period;
- Any other reasonable and relevant information requested.

The corresponding data is to be deposited monthly by the Service Provider and summarised in a standardised reporting format, which ensures clarity and consistency. The data must be visualised using charts and graphs to identify trends quickly. The visuals must be supplemented with short descriptions and comments. The key findings and actionable insights must be summarized at the beginning of each report.

The annual reports must contain a comprehensive evaluation of service delivery including trends, strategic topics and recommendation for improvements for the following year.

The Service Provider is responsible for ensuring all documents within their scope are properly organized, up-to-date, and filed according to internal regulations, with no missing or outdated documents.

7. Meetings

The Service Provider and the ESM responsible person will meet at least on a monthly and annual basis, to monitor the Service provision under the Contract.

Operational meetings will be held on a weekly basis, or as otherwise agreed with the ESM.

The meetings will be scheduled by the Service Provider at the beginning of each calendar year and will have an agenda prepared by the Service Provider and sent to the ESM at least one (1) week in advance of the meeting, to allow meeting participants a reasonable opportunity to prepare for the meeting and for the ESM to add any items to the agenda as necessary.

The Service Provider will take minutes of all such meetings and upon confirmation by the ESM, will provide a copy to the ESM within one (1) week from the date of the meeting. All final meeting minutes will be stored in the designated folder on SharePoint. Best effort must be made for meetings to be held on-site, in person. Exceptionally, meetings can be organised on-line. For the annual meetings, unless agreed otherwise, meetings will take place at the ESM premises.

The agenda of the monthly and annual meetings will be based on the report requirements and any other matters deemed important by the ESM and the Service Provider. During monthly meetings the KPI report will be discussed and approved by both parties.

In addition to the planned meetings, ad-hoc meetings may be required by the ESM and/or the Service Provider.

More detailed information on reports, meetings, content, interval and participants will be agreed with the successful Candidate.

8. Business continuity

The Service Provider will maintain throughout the entire term of the Framework Agreement, a proper business continuity plan in order to ensure, to the commercially reasonable extent, the continuous provision of the Services in the event of a disruption to the Service Provider's operations (regardless of whether such a disruption results from Force Majeure Event defined in para. 14 of the ESM Terms and Conditions (see Annex 5 – ESM Draft Agreement) or any other circumstances), which will be activated, should such a disruption occur. The business continuity plan must, at a minimum, identify the business continuity risks and propose the Service Provider's actions to prevent such risks and

mitigate them in the event they nevertheless materialise. Business continuity plan will be provided to FM Team during the Start-up phase.

The ESM and the Service Provider will mutually agree on the proposed business continuity plan prior to its implementation date. The ESM reserves the right to request changes to the proposed business continuity plan based on internal needs and requirements which should not be unreasonably rejected by the Service Provider.

9. Key Performance Indicators and Bonus Malus Rule

The Service Provider must adhere to the Key Performance Indicators (the "**KPIs**" as provided in Annex 6 of the Request for Proposal: KPI Overview. The KPIs will be used to monitor:

- Annual customer satisfaction survey
- Number of complaints
- Ticket responsiveness
- Self-managed ticket resolution
- Inventory management
- Contract management

The KPIs will not be evaluated during the Start-up phase of the contract, i.e. in the first three (3) months after the contract signature.

The Service Provider and the ESM will conduct a review of the KPIs and associated Performance Thresholds regularly throughout the duration of the Contract at the ESM's request within the first six (6) months of the performance evaluation. Any amendment to the KPIs and/or associated Thresholds must be in writing and agreed by the authorised representatives of the Parties. For the avoidance of doubt, the ESM will not be under any obligation to agree to any changes to the KPIs or associated Performance Thresholds.

The Service Provider's performance for each KPI will be measured against set criteria (the "**Criteria**"). The resulting score for each KPI will meet one of the following performance thresholds (the "**Performance Thresholds**"):

- **Bonus**: If the Service Provider's score for a KPI meets the Performance Threshold "Bonus", this may result in a bonus payment becoming payable to the Service Provider by the ESM;

- **Tolerance**: If the Service Provider's score for a KPI meets the Performance Threshold "Tolerance", there will be no impact on the fees payable; and

- **Malus**: If the Service Provider's score for a KPI meets the Performance Threshold "Malus", this may result in a service credit becoming payable to the ESM by the Service Provider, by way of a reduction in the fees or otherwise.

The KPI's will be evaluated on a monthly basis for the applicable Measurement Period by completing the excel tool provided in Annex 6 of the Request for Proposal: *KPI Overview*. The monthly evaluations will result in a percentage score for each KPI which will correspond to a Performance Threshold. The Performance Thresholds of the KPIs are weighted as indicated in Annex 6 of the Request for Proposal: *KPI Overview*. The evaluation for KPI No. 1 "Annual customer satisfaction survey" is based on the results of the annual customer satisfaction survey, which are published in December. Accordingly, the December evaluation is then applied retroactively to all preceding months of the year.

The total percentages achieved by the Service Provider against the Bonus Performance Thresholds or the Malus Performance Thresholds, as applicable, will be calculated against the total monthly fee

payable by the ESM to the Service Provider for all Services excluding the Optional Services, resulting in a fixed monetary amount for the Bonus Performance Threshold (the "**Bonus Amount**") or the Malus Performance Threshold (the "**Malus Amount**"). The Service Provider will provide the total monthly fee payable by the ESM to the Service Provider for all Services excluding the Optional Services for the purposes of the evaluation.

The Bonus Performance Threshold is applicable to all KPIs excluding the KPI No. 5 "Inventory management" and the KPI No. 6 "Contract management". In order for a Bonus Amount to apply in any given month, the Service Provider:

- Must not achieve a score that meets the Malus Performance Threshold for the KPI for KPI No. 1 to KPI No. 4;

- Must not achieve a score that meets the lowest Malus Performance Threshold (-15%) for the KPI No. 5 and KPI No. 6; and

- Must achieve a positive score in the overall monthly total evaluation result.

The Malus Performance Threshold is applicable to all KPIs. In order for a Malus Amount to apply in any given month, the Service Provider must achieve a negative score in the overall monthly total evaluation result. For the avoidance of doubt, this means that a Malus Amount will not apply in any month where the Service Provider achieves a positive score in the overall monthly total evaluation result. If the Service Provider achieves a positive score in the overall monthly evaluation result but does not fully meet all conditions outlined for the Bonus Performance Threshold, the Tolerance Performance Threshold shall apply.

Neither the Bonus Amount, nor the Malus Amount are payable monthly. At the end of each evaluation period, the Service Provider will:

1) Add together all of the monthly Bonus Amounts to achieve the total annual Bonus Amount payable to the Service Provider (the "**Annual Bonus Amount**"). The ESM will pay the Annual Bonus Amount to the Service Provider, and the Service Provider warrants and represents that it will pay the Annual Bonus Amount to the personnel directly involved in the provision of the Services who provide the Services onsite at the ESM premises (the "**Designated Recipients**"). An authorised representative of the Service Provider will provide annual written confirmation that the Annual Bonus Amount has been paid to the Designated Recipients.

2) Add together all of the monthly Malus Amounts to achieve the total annual Malus Amount payable to the ESM (the "**Annual Malus Amount**"). The total Annual Malus Amount payable by the Service Provider to the ESM will be capped at 5% of the total annual fees paid by the ESM to the Service Provider. The Service Provider must not pass on the cost of the Annual Malus Amount to its personnel.

The Annual Malus Amount and the Annual Bonus Amount are evaluated independently and the Service Provider must not offset one value against the other.

The Service Provider must submit all documents required to perform the monthly evaluation of the KPIs at least five (5) Business Days in advance of the monthly evaluation meeting. The Service Provider will report all breaches of the KPIs to the ESM. The ESM will review all documentation submitted by the Service Provider. The ESM will evaluate the Service Provider's performance against the KPI's. The result of the Bonus-Malus evaluation of the KPIs will be discussed by the Service Provider and the ESM at the monthly meeting.

The annual evaluation meeting to assess the Service Provider's performance against the KPIs will take place no later than 28 February each year on a date to be mutually agreed between the parties via email. The annual evaluation will take into account the preceding calendar year (January to December) and for the first annual evaluation, the period from the contract start date to December (the "**Evaluation Period**"). During the last calendar year of the Contract, the final annual evaluation will take place in the final month of the contract and take into account all calendar months in that period excluding the final month of the contract (i.e. 01 January – 1 month prior to the contract expiry or termination date as applicable). The Service Provider will pay the Annual Malus Amount, if any, within 30 Business Days of the annual evaluation meeting. The Service Provider will invoice the Annual Bonus Amount within 30 Business Days of the annual evaluation meeting.

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Appendix 1:

The scope of services provided by other service providers to ESM on the site are described in the continuation.

a) Scope of catering services

The catering services encompass full canteen and kitchenette management, including equipment and tableware maintenance, waste management, and pest control on an ongoing basis. The third-party provider also offers hospitality services, delivering food and beverages for various ESM events on a optional basis, as well as managing ad-hoc purchases as needed.

Canteen services:

- **Breakfast** is served from 7:30 am to 10:00 am, offering a selection of sandwiches, breads, pastries, warm snacks, fresh fruit, smoothies, yogurt, and cereals, with an estimated daily volume of 30 to 50 people.

- **Lunch** is available from 11:45 am to 2:15 pm, featuring a daily soup, salad bar, three main dishes (two meat/fish and one vegetarian), an additional protein side, four side dishes, and dessert, serving an estimated 80 to 120 people daily.

- **Self-service options** are available from 7:30 am to 2:15 pm, including leftover lunch items, sandwiches, breads, pastries, and fresh fruit.

Kitchenette services: The provider ensures restocking, inventory management, and ordering of all consumables for the five ESM kitchenettes, each equipped with a coffee machine, water dispenser, and vending machine. Estimated daily consumption includes approximately 150 cups of hot beverages.

Maintenance and waste management: The catering provider supplies an annual maintenance schedule and warranty records, where applicable, for all catering and kitchenette equipment, documenting interventions and ensuring consistent operation with regular inspections. The provider also manages professional waste separation and disposal across these services and provides pest control services in kitchen facilities to prevent and manage pest activity.

Optional hospitality services: Hospitality services include a range of refreshment options, from coffee, tea, and water to an array of cold and hot beverages, biscuits, light snacks, finger foods, pastries, sandwiches, and full meals. The specific offerings vary based on the type of event, with estimated volumes of three daily refreshment requests, ten monthly executive meeting catering requests, and 15 annual event catering requests.

b) Scope of cleaning services

The cleaning provider is responsible for delivering a **full suite of ongoing cleaning services**, including regular cleaning, interior glass and doormat cleaning, deep cleaning, laundry, FM support, waste management, confidential waste handling, consumables provision, and seasonal terrace setup. These services are provided continuously in a results-driven manner, with minimum service intervals specified and adjusted as necessary to ensure optimal cleanliness. Service quality is monitored through monthly evaluations and spot checks, with results contributing to KPI performance assessments.

Regular cleaning is conducted during off-peak office hours, covering an area of approximately 8,600 m², including all usable spaces, sanitary facilities, floors, terraces, staircases, and all furnishings. Interior glass cleaning spans about 4,300 m² (windows and partition walls), and deep cleaning covers around 8,400 m².

Additionally, the provider offers **Optional services at any time to supplement regular cleaning**, addressing both planned and unexpected needs. These include extra cleaning, emergency cleaning,

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event support, parking garage cleaning, graffiti removal, post-renovation cleaning, additional FM support, pest control, lift & shift assistance, and extra waste and confidential waste management.

c) Scope of technical services/ building maintenance management

The technical provider supplies one full-time on-site **caretaker**, responsible for all handyman tasks, reactive repairs, inspections, preventive measures, and ad-hoc tasks within a qualified electrician's scope. Additionally, a full-time on-site **site supervisor** manages and oversees technical works, caretaker activities, subcontractor coordination, repairs, asset maintenance, and statutory inspections, working closely with the Service Manager to ensure timely reporting and improvements in efficiency and quality.

Building maintenance services, provided by the technical provider, include planning, execution, and all related statutory inspections, aiming to preserve asset value and system availability according to property strategy, usage, maintenance needs, and manufacturers' guidelines. For all assets listed on the asset list the annual maintenance and **repairs**, including consumables, materials, and spare parts up to an individual cost of €150, are covered by an annual lump sum, estimated at €140,000. This amount pertains solely to assets under the ESM's responsibility. Since the ESM building is rented, some assets fall under the Landlord's responsibility. Consequently, the technical provider must maintain continuous communication with the Landlord's Service Manager on all relevant matters.

The provider ensures **24/7 out of hours services** and availability for critical technical issues and is also responsible for optional **simple and complex projects**. Simple technical projects are minor works related to interior changes that exceed the Caretaker's capabilities, usually lasting several days and involving multiple trades. Complex technical projects require advanced technical specifications, take more than a few weeks to complete, and involve extensive coordination across trades, typically for building systems beyond the Caretaker's or Site Supervisor's scope.

d) Scope of security services

The security provider is responsible for ensuring the ongoing overall security of the ESM building and the ESM staff. The security provider appoints an on-site security team which consists of **manned security guards**, on-site security coordinator, to be available during the ESM Office Hours. The **on-site security coordinator** is responsible to manage and supervise the on-site security team. In addition, the security coordinator is responsible to perform team coordination and supervision of the drivers' team, who is also employed by the security provider. Further, the security coordinator is responsible for the update of security procedures and operational instructions documents and manuals.

The manned security guards are responsible for locking and unlocking the ESM Building, performing patrols and building security checks, ensuring CCTV monitoring as well responding to defined alarms and reset alarms. Furthermore, they ensure that all persons, vehicles and deliveries entering the ESM premises are authorised and manage the removal of those that are unauthorised.

Regarding **reception services**, the on-site security team performs security checks (metal detector and x-ray scanner) of all visitors and their belongings, The security team prints, issues and manages third party service provider's or consultants' badges and ensures that only authorised personnel can enter the Building. They are also responsible to manage the office supplies, e.g., keep track of office supplies' inventory, stock office supply deliveries in the designated storage area or refill office supply stations throughout the ESM premises.

Outside of ESM Office Hours, the security provider ensures a 24/7 "**out-of-hours**" and "call-out" service to remotely monitor the security of the ESM premises, to respond to alarms, to allow authorised staff to enter the ESM premises upon request, and to conduct regular outside and inside patrols of the ESM premises. In the event of incidents, the security provider performs a physical 'action or reaction'.

The driver services include a dedicated **VIP driver** who is required to be on-site at the building at all times to provide chauffeur services for the ESM Managing Director and other high-profile passengers.

Additionally, **ad-hoc drivers** must be available at short notice to meet any immediate transportation needs. These services are undertaken by the on-site manned guards, as part of their normal duties.

If there is a particular need for security, all services can also be extended on optional services as required. Other optional services provided by the security provider include the provision of bodyguards and, in certain situations, armed guards, i.e. with handguns. The purchase of security equipment, systems, etc. necessary for the provision of the services is also the responsibility of the security provider.

e) Scope of events services

The ESM hosts a number of events, including but not limited to seminars, board meetings, presentations, dinners, celebrations, conferences, workshops, etc. and those are usually held at the ESM Building. Annually, the ESM hosts **about 20 events and about 40 speaker seminars**. The participants of these events are internal and external, such as e.g., the euro area finance ministers, the ESM shareholders, various participants from other international financial institutions, investors, etc. Maximum number of participants for events is up to 200 people.

The events provider will support the ESM in the comprehensive **planning and execution of events** at the ESM Building. The provider must maintain comprehensive oversight of all aspects of event management, ensuring control and real-time status updates at each phase of the event lifecycle, from planning and execution to closure. Additionally, the events provider may be tasked with managing and/or supporting the **invitation and registration process** for events.

The events provider is responsible for supplying, installing, testing, and removing fully functional, fit-for-purpose **audio-visual, multimedia, and professional event management equipment**. Additionally, the events provider must supply appropriate corporate gifts, decorative items, and other accessories for themed events. The provider is also responsible for delivering graphic design services and print production.