



Eurostar International Limited

Request for Proposal

Immigration Control Gates in Eurostar UK Stations

28/5/15

EUROSTAR INTERNATIONAL LIMITED

Index

FOREWORD	3
1 INTRODUCTION AND BACKGROUND	4
2 PURPOSE OF THIS DOCUMENT	4
3 REASON FOR AND SCOPE OF THE PROCUREMENT	5
4 INSTRUCTIONS TO BIDDERS.....	5
5 PROCUREMENT TIMETABLE.....	
6 VARIANT PROPOSALS.....	7
7 SELECTION AND EVALUATION CRITERIA.....	7
8 RULES OF PARTICIPATION.....	10
APPENDIX A – DETAILED SCOPE OF REQUIREMENTS.....	13
APPENDIX B – BIDDER DETAILS	
APPENDIX C – FINANCIAL QUESTIONNAIRE	16
APPENDIX D – PRICING TEMPLATE.....	17
APPENDIX E – COMPLIANCE CERTIFICATE	18
APPENDIX F – EVALUATION CRITERIA	19
APPENDIX G – CONTRACT TERMS AND CONDITIONS.....	20

FOREWORD

This Request for Proposal ("**RFP**") has been prepared to assist potential suppliers ("**Bidders**") who have been selected by Eurostar International Limited ("**EIL**") to tender for the provision of ***E-Gates*** (the "**Project**").

Neither the issue of this RFP, nor any of the information presented in it should be regarded as a commitment or representation by EIL to enter into a contract. EIL does not undertake, either expressly or by implication, to accept any submission made in response to this RFP (a "**Proposal**"). EIL reserves the right to award the contract for which Proposals are being sought in whole or in part or to cancel or amend the procurement process at any point.

Neither EIL nor any of its directors, employees, agents or advisers makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of this document. All such persons or entities expressly disclaim any and all liability (other than in respect of fraudulent misrepresentation) based on or relating to any such information or representations or warranties (express or implied) contained in, or errors in or omissions from, this RFP or based on or relating to the Bidder's use, or the use by any of its subsidiaries or the respective representatives of any of them, in the course of its or their evaluation of any decision relating to the Project.

The only information which will have any legal effect and/or upon which any person may rely will be such information (if any) as has been specifically and expressly represented and/or warranted in writing to the successful Bidder in a contract executed by EIL.

CONTACT POINTS

Should any Bidder wish to contact EIL on any matter related to its Proposal or this RFP, it should do so by e-mail only to stuart.bell@eurostar.com

Any attempt by the Bidder to influence EIL's decision on its Proposal evaluation, comparison and/or award of contract will result in the rejection of that Proposal.

1 INTRODUCTION AND BACKGROUND

Eurostar is the high-speed train service linking St Pancras International, Ebbsfleet International, Ashford International, Paris, Brussels, Lille, Calais, Disneyland Resort Paris, Lyon, Marseilles, Avignon and the Alps.

Eurostar was established in 1994 as a partnership between three railway companies: SNCF, SNCB and London and Continental Railways (LCR). On 1 September 2010, it became a single, unified corporate entity (EIL). EIL is currently owned by three shareholders: SNCF, SNCB and Patina (a consortium of the CPDQ and Hermes investment funds).

The current Eurostar fleet was first introduced into service in 1994 and since then has carried more than 150 million passengers between London and the Continent.

Eurostar and Eurotunnel are entirely separate. Eurostar is a high-speed passenger train service, whereas Eurotunnel operates vehicle shuttle services and the Channel Tunnel itself.

Eurostar is a founder member of Railteam, a partnership between Europe's leading high-speed train operators that is developing simpler ways to book and travel on the fast-expanding, European high-speed rail network.

In the year ending 2014 EIL's reported revenue sales were £867 million and passenger numbers were 10.4 million.

To ensure its future success, EIL has a vision for its business to be Europe's most loved travel experience;

To find out more about EIL's business, please view its website at www.eurostar.com.

2 PURPOSE OF THIS DOCUMENT

This RFP contains information about the procurement process, the goods and or services EIL requires and any criteria it may use to assist its evaluation.

The purpose of this document is to:

- a) invite Bidders to submit a Proposal;
- b) give Bidders information needed to submit a Proposal;
- c) explain the procedure for submission of a Proposal; and
- d) advise Bidders of the evaluation criteria that will be used to assess a Proposal.

Where required, this RFP may refer to information available to the Bidder by other means, including the EIL website www.eurostar.com.

Bidders should read the RFP carefully to ensure they are fully familiar with the nature and extent of the obligations on Bidders participating in the procurement process. Failure to comply with the requirements may result in a Proposal being rejected and/or a Bidder being excluded from the procurement process.

3 REASON FOR AND SCOPE OF THE PROCUREMENT

This year has seen a significant increase in the extent and nature of the Schengen Entry and Exit checks conducted by the French authorities (Police Aux Frontières PAF) with a major impact on operations in St Pancras International and Eurostar's other UK stations. This applies also to French stations. We expect this change in the control environment to be sustained. Consequently, EIL faces a significant challenge in terms of passenger flow through our stations, at peak times and on peak days. In future EIL faces the additional challenge of running a new fleet with higher capacity, meaning more frequent services and higher passenger numbers.

As part of its response to these challenges, EIL is seeking to install several banks of Immigration Control Gates in St Pancras International, in the first instance, with a possible subsequent expansion into other UK stations and Paris Nord station.

The Gates require multi biometric capability (particularly fingerprint), to a standard which is sufficient to enable the facilitation of a Schengen entry check on the part of PAF. This is our most immediate need. Additionally, EIL may subsequently seek to add to this the functionality necessary to support the statutory UK Exit check and, potentially, its own Check-in processes. No firm decision as to these additional capabilities has been made, or timetable set. A more detailed explanation of EIL's requirements is set out in Appendix A. EIL's current intention - subject to bidder feedback - is that any contract awarded in connection with this RFP will be based on the terms and conditions set out in Appendix G.

There are five key passenger touchpoints in St Pancras: Ticket presentation and Check-in; X-ray Security Screening; UK Exit Checks; Schengen Entry checks; Boarding. The UK Exit Check is facilitated by the EIL Security contractor MITIE, introduced on April 8th in response to the UK government mandate that all passengers departing from UK ports undergo a passport check. MITIE agents conduct a passport swipe using a handheld Grabba device which captures the required 8 passport fields and transmits this data to the Home Office.

4 INSTRUCTIONS TO BIDDERS

Bidders are invited to submit their proposal by email to stuart.bell@eurostar.com as soon as possible but no later than **Monday 15th June**.

Submitting a Proposal

Bidders are expected to provide EIL with a fixed financial offer, committed to an installation timescale and have reached agreement on EIL's proposed contract terms.

The main features of your response should include the following:

- (i) An executive summary outlining all the services you could offer in response to the RFP.
- (ii) A description of your overall structure including details of consortium/group structures and any aspects of the services which you would usually subcontract to third parties.
- (iii) Your experience in delivery of similar services (including case examples where appropriate) and an illustration of how what your team would look like in terms of account management and support to EIL both through development and implementation and thereafter in BAU state.
- (iv) Detail of your proposed approach to meeting the requirements of the RFP, including detailed product specifications and timescale for installation at St Pancras International Station
- (v) Details of any maintenance service levels you would propose together with key performance indicators (KPIs) and details of your suggested performance regime to be applied against these KPIs (i.e. liquidated damages)
- (vi) A detailed overview of pricing offer
- (vii) Specific measures that you are prepared to include within your service solution that will effectively serve to differentiate you from your competitors. Measures might include:
 - a. innovative charging mechanisms.
 - b. innovation in the services to be provided or product specification.
 - c. involvement in, and adding value to, EIL's existing business (e.g. software and hardware flexibility).

Process

Each Proposal must be detailed enough to allow EIL to make an informed selection of the most appropriate potential solution. The Proposal should address all of EIL's requirements and explain how the Bidder would fulfil them.

One hard copy and one soft copy of the Proposal should be submitted for each stage. Hard copies should be sent to Stuart Bell, Eurostar International Limited, Times House, Bravingtons Walk, London N1 9AW and soft copies should be submitted on USB stick accompanying the hard copy All Proposals must be received no later than 5pm UK time on Monday 15th June (the "**Submission Deadline**"). Soft copy documents should not include embedded files. If a Bidder is required to complete a spreadsheet, it must be provided in excel format, .pdf format alone will not be accepted.

Proposals must arrive by the Submission Deadline and any Proposal arriving after that deadline may not be considered.

Bidders are required to ensure that their Proposal contains:

- detailed information demonstrating how the Bidder proposes to fulfil EIL's requirements;
- a completed Bidder Details form (Appendix B), which should be included as the first page of the Proposal;
- a completed Financial Questionnaire (Appendix C), which should be included in the appendix to the Proposal;
- full details of any non-compliance with any part of the RFP; and
- a completed and signed Compliance Certificate (Appendix E);

Proposals must be clear, concise and complete. EIL reserves the right to exclude a Bidder from the procurement process if its Proposal contains ambiguities or lacks clarity. Bidders should submit only information that is necessary to respond effectively to this RFP. Unless specifically requested, extraneous presentation materials are not necessary. Proposals will be evaluated on the basis of written information submitted by the Submission Deadline.

6 VARIANT PROPOSALS

Bidders are required to submit a fully compliant response to this RFP, in accordance with the requirements defined above.

Bidders may in addition supply a variant response (a "**Variant Proposal**"). Variant Proposals should only be submitted if the Bidder is able to demonstrate its alternative proposal will deliver significant benefits to EIL, in terms of cost and/or an operational or commercial advantage.

Any Variant Proposal must also be supported by a comprehensive breakdown of cost and comply with any mandatory requirements set out in this RFP.

7 SELECTION AND EVALUATION CRITERIA

EIL is seeking to award a contract to the Bidder able to provide EIL's requirements for the best value and will assess Proposals and any subsequent written submission requested by EIL on this basis.

As part of its assessment EIL may consider a Bidder and its Proposal in light of EIL's core supplier competencies and behaviours, which are set out below and form the basis of EIL's Supplier Relationship Management strategy ("**SRM**"). Not all competencies and behaviours will be relevant to the Project.

The SRM includes consideration of environmental issues as well as energy performance and Bidders are asked to provide responses to the questions set out in Appendix B.

More specific evaluation criteria are set out in Appendix F. Any criteria are for guidance only and EIL does not bind itself to make an award decision on the basis of best value or any other criteria in this RFP.

Supplier Relationship Management Competencies	Criteria	What EIL is looking for
STRATEGIC ALIGNMENT	<p>Financial scoring and financial sustainability. How well is the supplier aligned with EIL both in terms of the right resource, their internal communication and overall strategically? Is the supplier demonstrating social and environmental responsibility and do they have targets and achievements they can show to EIL? Does the supplier understand us or at least show they want to get to know us better for the benefit of both parties? Does the supplier demonstrate effective and pro-active communication both internally within their own organisation and externally with EIL? Is the supplier demonstrating a commitment to improving energy performance of its organisation?</p>	<p>Ensuring that we have the right supplier partner for EIL who is willing and capable of growing with us – intuitively understands and supports our needs and will ultimately help us to deliver our overall company objectives and corporate goals.</p>
SERVICE EXCELLENCE	<p>Will we have the right people managing our account who share the same goals as their EIL counterparts? How effective would the supplier be in cascading EIL requirements internally within their own organisation? Can the supplier demonstrate continuous and pro active process improvements and are they intuitive to our day to day operational needs? Does the supplier demonstrate the ability and drive to go above and beyond basic service provision? How much escalation is needed and is the procedure effective? Does the supplier display relevant experience of this setting and would they have the ability to intuitively identify problems or opportunities? Is EIL confident that the supplier can deliver the project on time?</p>	<p>EIL will consider whether Service Level Agreements are appropriate to the services and if so, will be the minimum we should expect from a supplier. The supplier must have competent resource available to pro-actively and reactively make continued process improvements to improve service and must show evidence of this.</p>
PRODUCT	<p>Is the product right for EIL and does it meet our fundamental “must haves”? Is it competitively priced and delivers added value to EIL? Is the supplier able to propose creative or imaginative alternatives which are even more beneficial commercially, yet still fulfil our core business needs? Is the product energy efficient?</p>	<p>Does the supplier understand what EIL needs at every level from the generic brief right down to every nuance and peculiarities of those needs? Does the supplier challenge EIL appropriately and are they able to deliver alternative solutions which are more commercially favourable but still acceptable to EIL? Does the supplier have conviction in their product and can they deliver with accuracy and precision every time? Does the supplier have energy performance data for the product? Do they identify ways to improve the efficiency of their products in the future?</p>
CONTINUOUS IMPROVEMENT	<p>The supplier demonstrates the appetite to supply EIL for the long term. The supplier has the ability to grow with EIL – has the additional capacity yet any spare capacity does not cause any commercial detriment to EIL now. The supplier is willing to make an investment for future growth. Is there opportunity to extend the product across other parts of EIL? The supplier is able to demonstrate the ability and previous experience of actively trying to increase sales with the objective of delivering efficiencies and continued simplification.</p>	<p>Is the constant drive to enhance the product or service supplied inherent to the supplier culture and upbringing? Is the supplier willing and able to reduce margins in return for incremental growth? Does the supplier recognise that: Growth = efficiencies = improved cost base.</p>
JOINT PROFITABILITY	<p>Price competitiveness. Open to negotiation. Ability to mitigate risk during the term of contract but that still remains favourable and fair to EIL. How transparent is their cost breakdown? How realistic and feasible are the items listed in the cost breakdown? Can the supplier explain them fully and confidently?</p>	<p>Proactive sharing of commercial gains and active cost increase mitigation activity. Identifying opportunities to leverage efficiencies. Fair and sustainable margins. Value for money for EIL and constantly seeking to understand what drives us commercially.</p>

8 RULES OF PARTICIPATION

8.1 Conflict of Interest

Bidders should provide professional, objective, and impartial services and at all times hold EIL's interests paramount, without any consideration for future work, and strictly avoid conflicts with other assignments or its own corporate interests.

Bidders shall (in such form as EIL requires) disclose any matter which may reasonably constitute an actual or perceived conflict of interest with its performance of the Project. The successful Bidder shall be required to warrant that no conflict exists and undertake to disclose such matters during the term of any contract. The successful Bidder shall not carry out or agree to carry out any conflicting assignments without the prior written consent of EIL.

8.2 Anti-Bribery and Prevention of Corruption

Bidders acknowledge and agree that EIL will not tolerate bribery in any form in connection with the conduct of its business. Bidders shall comply with all provisions of the Bribery Act 2010 (including any related regulations or guidance) and EIL's Code of Conduct and Ethics Policy and Anti-Corruption and Prevention of Bribery Policy.

The Bidder must not under any circumstances give or offer any gift or consideration whatsoever as an inducement or reward to any person engaged by EIL (including its employees, agents, contractors, professional advisers and consultants) with the intention of influencing them in the discharge of any of their responsibilities associated with this RFP or any other project or contract, or of securing the acceptance of any Proposal.

The Bidder must not under any circumstances give or offer any gift or consideration nor discuss the content of this RFP or its Proposal in order to influence the behaviour of any other Bidder participating in this procurement process. If a Bidder is involved with the preparation of more than one Proposal, it shall ensure that it implements and maintains in place appropriate procedural safeguards to ensure confidentiality and prevention of corruption, to EIL's satisfaction.

Each Proposal shall be a genuine Proposal and shall not be fixed or adjusted by, under or in accordance with any agreement or arrangement with any other person.

If the Bidder or any person employed by it or acting on its behalf commits any breach of this section 8 (or any other provision of this RFP), EIL may terminate any further contact with the Bidder. If an infringement comes to light after a contract has been executed, EIL reserves the right to terminate that contract, exclude the Bidder from future procurement processes and pursue appropriate legal remedies (including damages) against the relevant Bidder.

8.3 Confidentiality

Except as required by law or a court of competent jurisdiction, EIL will treat all Proposals received as confidential.

The information contained in this RFP and all subsequent information and documents issued or provided by EIL during this procurement process must be treated as confidential. Bidders must comply with the terms of the Confidentiality Agreement sent out at the same time as this RFP and return a signed copy to EIL as soon as possible. If Bidders are unable to comply with this obligation or the Confidentiality Agreement they must destroy this RFP and all associated documents immediately and not retain any electronic or paper copies. EIL reserves the right to require the Bidder's written confirmation of return or destruction, of both the original RFP and all copies, including (without limitation) copies given to actual or potential sub-contractors.

All material in this RFP, unless otherwise stated, is the property of EIL. These materials are made available to Bidders solely for the purpose of review and to copy for the purposes of preparing, submitting and supporting the Proposal. All other use is prohibited.

8.4 Misrepresentation

If a Bidder makes any misrepresentation or fraudulent statement in its Proposal or in any other written submission or correspondence, EIL may immediately to exclude the Bidder from the procurement process.

8.5 Disclaimer

EIL does not warrant the information provided by it during the procurement process is accurate or adequate for the purposes of the Bidder's Proposal. EIL is not in any way responsible or liable for any damage, loss or cost associated with the preparation of the Proposal or the Bidder's participation in the procurement process arising from the inaccuracy or inadequacy of any of the information or any disclosure or non-disclosure of any information to the Bidder.

If a Bidder proposes to enter into a contract with EIL it must carry out its own due diligence and rely only on its own enquiries and judgement in relation to this procurement process and on the terms and conditions set out in a legally binding contract (as and when finally executed).

8.6 Bid Costs

EIL will not accept any liability for costs or expenses incurred by Bidders in connection with this RFP and this includes (without limitation) tendering, clarification responses, presentations or site visit costs.

9 CONTRACT AWARD

EIL does not bind itself to accept the lowest cost Proposal or the Proposal scoring the highest evaluation score. EIL reserves the right in its sole discretion to accept a Proposal in whole or part, or not to accept any

Proposal, or to contract with any other third party (whether or not a Bidder) for goods, services and/or works comprising or relating to the Project.

Although EIL intends to award the contract to one Bidder, EIL reserves the right to:

- reject fully or in part, any Proposal;
- negotiate changes in the scope of work or services to be provided; and/or
- waive or reassess any requirements EIL deems to be in its best interest.

APPENDIX A – DETAILED SCOPE OF REQUIREMENTS

Further to the requirements set out in paragraph 3 of this RFP the initial functionality of the gates will be to:

Mandatory requirements:

- Minimum scope of implementation: St Pancras International Station
- Facilitate biometric passenger verification with multiple options;
- Capture passport data and EU Identification card details to a sufficient standard as to enable the Police Aux Frontières (PAF) to conduct Schengen entry checks;
- Offer eligibility to as wide-ranging a field of EIL passengers as possible

We will also consider as a plus proposals demonstrating ability to be future-proofed, with the adaptability in design so as to provide data feed to support UK exit checks (the capture of passenger passport data) and passenger check-in feeds (for example using passport numbers). Additionally, proposals for other stations are welcome.

The solution proposed needs to facilitate improved passenger throughput at St Pancras International Station, particularly during peak times. The key data is outlined below:

- Based on a sample of 653,000 exit checks on passengers departing from UK stations on Eurostar services:
 - 73.25% of passengers travel with passports
 - 26.75% with other IDs
 - Of which, 31.74% are French, 29.65% British and 7.19% Belgian
 - 55.85% of French passengers use their ID card, vs 44.15% passport
 - 99.96% of UK passengers use their passports, vs 0.04% other
 - 87.65% of Belgian passengers use ID cards, vs 12.35% passport
 - 12.8% of passengers are under 18, thus ineligible for the gate. If travelling with 1 or 2 parents or guardians (who would guide them elsewhere) this number would increase.

APPENDIX B – BIDDER DETAILS

COMPANY NAME		
CORRESPONDENCE ADDRESS		
VAT REGISTRATION NUMBER		
COMPANY REGISTRATION NUMBER AND REGISTERED OFFICE		
RFP CONTACT DETAILS		
CONTACT NAME		
CONTACT TEL NUMBER	DD:	Mb:
CONTACT EMAIL		

SUPPLIER RELATIONSHIP MANAGEMENT – ENVIRONMENTAL AND ENERGY MANAGEMENT INFORMATION	
Bidders should provide details of:	
<ul style="list-style-type: none"> its process for managing legal responsibilities for environmental protection; 	
<ul style="list-style-type: none"> any prosecution or improvement notices for breach of environmental regulations or any related pending action; 	
<ul style="list-style-type: none"> any environmental, sustainable and energy performance targets included in a corporate mission statement (or equivalent document); 	
<ul style="list-style-type: none"> how it tracks performance against any such targets (such as through use of an Environmental Management System); 	
<ul style="list-style-type: none"> any Environmental Management System certified to ISO14001 and/or the EU Eco-Management and Audit Scheme AND/OR any Energy Management System certified to ISO50001. 	
PRODUCT PERFORMANCE & SPECIFICATIONS	

<ul style="list-style-type: none"> Does your product have an energy rating? If so, please provide details of its rating and the rating scheme 	
<ul style="list-style-type: none"> Where possible, please provide information on the energy performance of the product you propose to supply. <p>Please include data on:</p> <ul style="list-style-type: none"> Expected energy consumption over planned product lifetime (including any assumptions) 	
<ul style="list-style-type: none"> Please detail any energy efficiency features of the proposed product 	
<ul style="list-style-type: none"> Please give information on end of life disposal options/requirements for your product 	

APPENDIX C – FINANCIAL QUESTIONNAIRE

The aim of the Financial Questionnaire is to identify Bidders who have the financial and economic standing and technical capability to fulfil EIL's requirements. It will be assessed as part of EIL's evaluation of Proposals.

Please refer to the document "**Supplier Financial Questionnaire eGates**" attached to the email

APPENDIX D – PRICING TEMPLATE

No specific template is required, but we expect the Bidders to provide Eurostar with an exhaustive and detailed pricing offer.

APPENDIX E – COMPLIANCE CERTIFICATE

The below signed company representative(s) hereby certify, that:

- The RFP requirements are fully understood;
- This offer remains valid until EIL formally closes the procurement process;
- EIL is not liable to accept the lowest offer nor any other offer during RFP process;
- The offer consists of all required and fully completed information and is aligned with the RFP terms and conditions

Signed by

Signed by

for and on behalf of ***[insert full name of the company]***

for and on behalf of ***[insert full name of the company]***

Name:

Name:

Job Title:

Job Title:

Date:

Date:

APPENDIX F – EVALUATION CRITERIA

Capability

- Financial/commercial stability of the Bidder's organisation
- Availability of resources to support the solution proposed at our UK stations
- Competency and clarity of response to the RFP

Pricing

- Competitiveness of the total cost of purchase, implementation and maintenance for Eurostar

Operational performance of the eGates

- Speed and reliability of checks for each biometry used
- Capability to perform multiple biometric checks and data exchange to a technical standard sufficient to enable the Police Aux Frontières (PAF) to approve the gates for the purposes of conducting a Schengen entry check.
- Ability of the proposal to match PAF requirements including ease of use for supervisors
- The ability to provide eligibility to use the gate to as broad a range of EIL passengers as possible.

Additionally, we would considered as a plus flexibility in the solution, including confidence in the Bidder's ability to deliver capability to expand the solution to provide a broader range of functionalities including:

- UK Exit Check
- EIL Check-in

Speed, cost and implementation risk

- Lead time for manufacture and implementation for all the gates
- Lead time for manufacture and implementation for a reduced number of gates if a phased approach is chosen
- Proposals for managing the risk associated with implementation and operations
- Value for money, capital cost of installation; lifetime cost of maintenance and service.

Experience and Performance of the Supplier

- Track record and experience ideally including proven experience of having successfully implemented or trialled a control gate solution within a PAF environment
- Quality of proposals to advise EIL as to the right technological specifications/solutions for this tender and to be a future technology partner for EIL in the border control environment
- Quality of future service support
- Alignment with EIL's Supplier Relationship Management and Environment strategies (including environmental impact)

APPENDIX G – CONTRACT TERMS AND CONDITIONS

The proposed terms and conditions of contract will follow within a few working days.