



UEFA Events SA / CEO Office

Request for Quotation

Quality Assurance

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Confidentiality notice

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1. Introduction and general information

UEFA is the governing body of European football; an umbrella organisation of national football associations, with which and for which UEFA promotes, governs and safeguards the sport of football in Europe in a spirit of unity, solidarity, peace, understanding and fair play, without discrimination of any kind.

This request for quotation (RFQ) is an invitation from the UEFA Events SA / CEO Office Unit to submit quotations for the provision of consulting services related to the development of a management system for event social responsibility and respective verification.

1.1 Purpose of this RFQ

The purpose of this RFQ is to solicit quotations from suppliers with expertise in services related to sustainable management systems and certification, with a view to support UEFA developing its own internal requirements and standards of sustainable events. Furthermore, providing an independent third-party verification of the implementation of said internal standards in the context of UEFA EURO 2024. This process will result in the selection of one or several suppliers, who will be invited to enter a contracting phase with a specific and detailed scope.

1.2 General information

The UEFA Events SA / CEO Office Unit is responsible for:

Supporting the CEO of UEFA Events SA, in the management of the company, namely in terms of the tasks related to planning, organisation, leadership and control of the company;

- Defining the *modus operandi* of the company, namely during the planning, organisation and implementation of events;
- Drive the necessary efforts to establish sustainable and socially responsible events, including:
 - Defining the organisation's event social responsibility standards
 - Managing the implementation of these standards from planning to final verification.

2. RFQ process

The RFQ process comprises the following steps:

2.1 Intention to submit a quotation

Following receipt of this request for quotation, each bidder must indicate their intent to bid via Email at hugo.viseu@uefa.ch at the latest on

08.01.2021

This indication of intent will serve as confirmation of the bidder's intention to submit a quotation and designate a representative.

The indication of intent must be accompanied by the company information (**Annex I**) if the bidder has not previously signed an agreement with UEFA or if the company information has changed since. Company information documents that are not duly signed cannot be accepted and associated quotations will not be considered.

Should a bidder subsequently decide not to submit a quotation, their access to this RFQ process on the UEFA Procurement Portal will be revoked.

2.2 Submission of responses

Each bidder should provide UEFA with a formal quotation that complies with the requirements laid down in section 6 of this document.

Bidders must submit a signed, electronic copy of their quotation in **English** (PDF document) through the UEFA Procurement Portal.

Attachments and supplements may be provided in other formats such as Microsoft Excel, Microsoft Word or Microsoft PowerPoint. However, bidders may include these documents in the annexes only.

Quotations must be received by UEFA no later than:

01.02.2021, 18:00 CET

Any quotation received after this deadline or submitted by any other method or in any other form, or which does not contain all the information required by this RFQ, will not be considered. This includes quotations that are not duly signed.

Quotations must be valid for a minimum period of **60 calendar days** after the closing date.

Please note that the cost of preparing a quotation and negotiating an agreement, including any related costs, is not reimbursable, nor can it be included as a direct cost of the assignment.

2.3 Questions during the selection process

Any questions of a contractual, technical or commercial nature relating to this RFQ or the submission of quotations must be submitted through the Q&A section of the UEFA Procurement Portal.

Questions must be received at the latest on

15.01.2021.

After this date, bidders must not initiate any further contact with UEFA with regard to this RFQ.

Please note that questions and answers may be shared with all bidders. Should the project management team receive questions or comments before the deadline that it considers to be of interest to all parties, a written response must be sent to all bidders without revealing the identity of the original enquirer.

The contact person for this process will be the UEFA Events SA Senior Knowledge Manager, Viseu, Hugo (hugo.viseu@uefa.ch).

On no account are bidders to contact or communicate with any other UEFA personnel prior to the awarding of any agreement that may result from this RFQ in relation to any matter concerning this RFQ, with the exception of communications initiated by UEFA.

UEFA reserves the right to modify and/or amend this RFQ and associated documents at any time prior to the closing date, by written amendment of which all bidders will be notified.

2.4 Evaluation of bidders

Formal quotations submitted by the deadline and in line with all of UEFA's requirements will be, at UEFA's sole discretion, reviewed by the UEFA administration.

Bidders may be contacted by UEFA to provide complementary information regarding their quotations and to discuss these in more detail. They may also be given the opportunity to review and resubmit their quotation.

3. Timeline

This timeline is merely indicative and may change at UEFA's sole discretion.

Envisaged date	Stage of evaluation process
15.12.2020	RFQ published on UEFA Procurement Portal
08.01.2021	Deadline for submitting company information (Annex I) and indicating intent to bid
15.01.2021	Deadline for submitting questions
01.02.2021	Deadline for submitting quotations
15.02.2021	Quotations reviewed by UEFA administration
22.02.2021	Revised offers received, including final fixed pricing
01.03.2021	Evaluation period ends Notification of selected supplier(s)

4. Standard and special terms & conditions

4.1 Standard terms & conditions

Quotations could form the basis of an agreement between your company and UEFA. Should your quotation be selected, your company will be required to sign a contract valid until the 31 October 2024, subject to the attached General Terms and Conditions for the Supply of Services to UEFA (**Annex II**).

Bidders must describe their ability to meet UEFA's legal and contractual requirements in their quotation.

4.2 Payment terms

Payment terms must be in accordance with the attached General Terms and Conditions for the Supply of Services to UEFA (**Annex II**).

4.3 Ownership of deliverables

The material and documentation produced will be the sole property of UEFA.

5. Scope

5.1 General objectives

The supplier(s) must provide the following services for the duration of the contractual period:

- Consulting services in defining the **management system** for event social responsibility for UEFA's events.
- Auditing services for the **verification** of the delivery of the events as per the defined standards and appraisal of the performance in the specific case of UEFA EURO 2024.

Such services will include the following activities:

- **Management system** for event social responsibility
 - Develop a framework for UEFA to use as a set of principles and criteria to verify to which level of sustainability the event was delivered.
 - The management system must be aligned with UEFA's corporate strategy and address UEFA EURO 2024 Event Social Responsibility strategy's dimensions of Environment, Diversity & Inclusion, Solidarity, Good Governance and Health & Wellbeing, the ten principles of the UN Global Compact and any other relevant protocol currently in place at UEFA.
 - The management system should allow for a progressive classification of each event. A progressively higher set of criteria should be prescribed in view of achieving a higher level of compliance with the overall standard (e.g., a minimal "bronze" standard of delivery, an intermediate "silver" standard and a fully sustainable "gold" standard).
 - These tangible criteria must be quantifiable via a set of "SMART" KPIs related to the goals to be achieved. The KPIs should link to the UN's Sustainable Development goals and be aligned with the GRI sustainability reporting standards
 - The management system must be flexible enough to analyse different types of events organised by UEFA (e.g. draws, youth tournaments, single day events such as finals and tournaments), with a focus on football events.
 - Ideally, the management system should be applicable to the overall sports industry, in particular to UEFA's National Associations.
 - The management system should allow for constant improvement following developments

in UEFA's strategy, technological progress, societal priorities or other equivalent factors.

- The scope of the standards should consider direct and indirect impacts of UEFA's activities and its whole value chain.
- **Verification**
 - It is expected that the verification process is not done by the same entity involved in the development of the standard. Therefore supplier(s) are encouraged to apply in partnership with a separate entity focusing on and with expertise in the verification process of the sustainability and social responsibility standards and the respective actions taken by UEFA in relation to this topic
 - The supplier(s) will perform the verification process for UEFA EURO 2024.
- If considered relevant, both the management system and the verification process will be tested in advance of UEFA EURO 2024 in another event to be defined.

5.2 Reporting

The supplier(s) must provide the following reports and/or analysis:

- **Management System**
 - Fortnightly summarised progress reports on the development of the framework during the duration of this process
 - Closing report, debriefing the overall management system elaboration process.
- **Verification**
 - Preliminary assessment with sufficient lead time to implement necessary adjustments to operations (e.g. three months, tbd.)
 - Event related evaluation to be presented maximum one three weeks after the end of the event
 - Closing report, debriefing the overall standard verification process.

5.3 Pricing

Bidders must provide UEFA with a detailed budget in **EUR**, using the template provided in the UEFA Procurement Portal.

The rate per working day of each of the dedicated resources must be indicated.

6. Format and content of quotations

Quotations must be submitted via the UEFA Procurement Portal **in English** as a PDF document.

Bidders may include in their quotations additional elements not specifically requested in this RFQ if they believe that such information may be necessary for UEFA to properly understand and evaluate their quotation. Bidders may also provide UEFA with complementary documents through the UEFA Procurement Portal if they consider them truly essential.

Please be concise; do not include any marketing brochures or additional information that can already be found on your website.

6.1 Format

Quotations must respond to the RFQ requirements by restating the number and text of the requirement in sequence (see section 6.2 below) and writing the response immediately below each requirement.

Figures and tables must be numbered, referenced in the text by that number and placed as close as possible to the referencing text.

All pages of the quotation must be numbered consecutively. Page numbers must be displayed on every page in a consistent location.

Quotations must be based solely on the information included in this RFQ, official responses to properly submitted questions and any other materials distributed during the RFQ process clearly marked as elements of the RFQ.

Quotations should be to the point: excessive detail is strongly discouraged. Supplementary materials may be provided in appendices.

6.2 Content

Quotations must be structured as follows, using the same numbering and headings as presented under this section 6.2:

1. Presentation of the company

Provide an overview of your company, including date of incorporation, operating locations, number of employees, area(s) of specialisation and number of successful projects with clients in the sports industry.

Describe your organisational structure and explain how your organisation qualifies to respond to the requirements of this RFQ.

2. References

Provide at least three references (including names of contact persons, details of their positions, their addresses and phone numbers) from organisations for which your company has provided services similar in scope to the requirements of this RFQ, together with the names of the people in your team who were involved in each project.

Provide a selection of CVs or biographies (with names) of the people who would be assigned to this project if your company is awarded the agreement.

Provide a brief description of any projects of a similar nature to the object of this RFQ on which your company has worked (ideally also in the sports industry), including the scope, staffing, duration, organisation and key deliverables.

3. Presentation of quotation

Describe the approach you would take to this project. How do you propose to initiate and maintain the services required? Include specific references to the practices you would apply (i.e. methodology, technology, hard and soft skills, etc.) and the desired relationship between UEFA and your company.

4. Proposed project management

Describe your:

- staffing, with details of functions and responsibilities;
- communication and reporting principles;
- project methodology and quality control;
- required interaction with UEFA.

5. Budget

With reference to the detailed budget provided in the dedicated section of the UEFA Procurement Portal, provide here any information necessary to complete or correctly interpret your pricing structure and budget (i.e. additional specificities, exceptions etc.).

7. Method of evaluation and awarding of agreement

All quotations received will be logged and those that meet the formal requirements of this RFQ will be considered for evaluation and potential selection. Any quotations that do not meet the formal requirements of this RFQ will be marked as "Disqualified".

UEFA will assess the qualified bidders on the following criteria:

- ✓ Understanding of UEFA's industry and specific business needs
- ✓ Ability to provide the desired delivery model and services
- ✓ Expertise and experience in providing similar services
- ✓ Financial transparency and efficiency

7.1 Discussions and revised offers

UEFA may, at its sole discretion, accept one or more bidders' initial quotation(s) or enter into discussions with bidders who are deemed to have a reasonable chance of being selected. Once discussions have been concluded, those bidders may be allowed to submit a revised offer for consideration.

If a bidder believes that the text of this RFQ can be interpreted in different ways, it must report that explicitly and in writing in its duly submitted questions or within its quotation. In case of dispute regarding an unreported interpretation, UEFA's interpretation must prevail.

8. Legal notices

1. This RFQ does not constitute an agreement or an offer that is capable of being accepted.
2. Bidders accept that UEFA's decisions relating to this RFQ will be final. UEFA is not obliged to give reasons for any of its decisions relating to this RFQ, and the bidders waive any rights they may have to challenge any decision by UEFA.
3. UEFA makes no representations or warranties as to the accuracy, adequacy or completeness of any information contained in this RFQ. No liability is accepted by UEFA or any of its representatives for any loss, expenses or damage suffered or incurred through reliance on or in connection with this RFQ.
4. UEFA reserves the right to amend any aspect of this RFQ and associated documents at any time during the procedure. All bidders will be notified of any such amendments in writing. UEFA also reserves the right to refuse any bidders it deems appropriate without incurring any liability or obligation to inform the affected bidders of the grounds for UEFA's action. Furthermore, UEFA must not be obliged to select the quotation with the lowest budget.
5. A bidder entering into this process does so at its own expense and risk. The bidder must be responsible for all of its costs connected to any quotation submitted in response to this RFQ, regardless of whether it is awarded an agreement. UEFA must not be liable to any bidder for any costs or losses arising in connection with the submission of a quotation and documentation related to this RFQ.
6. A bidder entering into this process accepts and acknowledges the UEFA Supplier Code (**Annex III**).
7. Bidders acknowledge that all intellectual property rights for all purposes worldwide relating to UEFA's competitions and/or events, UEFA and/or this RFQ belong solely and exclusively to UEFA.
8. Each bidder acknowledges and warrants that it must not use any marks – including but not limited to trade or service marks, logos and other marks – that belong to UEFA and must not make any reference, whether direct or indirect, to UEFA or any of UEFA's competitions, events and/or activities. The bidders also acknowledge and accept that they have no rights at all in this respect and cannot associate themselves with UEFA in any manner whatsoever.
9. Each bidder undertakes to keep the contents of this RFQ and any quotation, communications, negotiations and/or draft agreement confidential. These confidentiality undertakings survive the termination of the bidder's involvement in this RFQ procedure.
10. Each bidder represents and warrants to UEFA that no information contained in its bid is false or misleading. The bidder pledges that if, following the submission of its quotation, there is any material change to any such information or any change in the bidder's circumstances, the bidder will promptly notify UEFA in writing, setting out the relevant details in full.
11. This RFQ and any agreements that may follow are governed exclusively by the laws of Switzerland, without reference to its conflicts of law rules.
12. Any dispute, controversy or claim arising out of or in relation to this RFQ will be resolved by arbitration in accordance with the Swiss Rules of International Arbitration of the Swiss Chambers of Commerce as applicable on the date on which the "notice of arbitration" is submitted in accordance with those rules. There will be three arbitrators, the seat of arbitration will be Nyon, Switzerland, and the arbitration proceedings will be conducted in the English language.

9. List of annexes

Annex I	Company information form
Annex II	General Terms and Conditions for the Supply of Services to UEFA
Annex III	UEFA Supplier Code
Annex IV	UEFA Strategy – Together for the Future of Football
Annex V	UEFA EURO 2024 Event Social Responsibility Strategy