

NCIA Request for Information (RFI)

To: Industry Partners

Subject: Occupational Health and Safety SUPPORT RFI-424294-OH&S

1. The NATO Communications and Information Agency (NCIA) is conducting market research to identify qualified vendors and gather input on potential solutions to support the upcoming acquisition for provide qualified Health & Safety professionals/ services to deliver services at the assigned NCIA locations (Belgium, Portugal, and The Netherlands). To that end, we are issuing the attached Request for Information (RFI) RFI-424294 to solicit feedback from capable and interested industry partners.
2. This RFI is issued for planning purposes only and is not a request for bids. It is part of NCIA's effort to ensure it has a clear understanding of the marketplace, available capabilities, and potential acquisition strategies.
3. We value your insight and invite you to:
 - a. Share relevant corporate capabilities and experience;
 - b. Review and comment on our draft requirements (Annexes A and B) with a view in providing recommendations for improving performance outcomes, competition, and efficiency; and identifying any risks or concerns that should be considered during planning.
4. Submission instructions and additional details can be found in the enclosure to this RFI.
5. Only companies from a NATO member country can participate in or respond to this RFI (https://www.nato.int/cps/en/natohq/nato_countries.htm).
6. Should you have any questions or need clarification, please contact Dace SKELE HORVAT; Fabrice MASSART at 424294-OH&S@ncia.nato.int.
7. We thank you in advance for your time and input, and we look forward to engaging with you as we shape this potential acquisition.

For the Chief of Acquisition:

Dace SKELE HORVAT
Senior Contracting Assistant

Enclosure:

- Request for Information with Annexes A and B
- Distribution List

Distribution List

1. NATO Delegation (Attn: Infrastructure Adviser)

- | | | |
|-------------|---------------------|--------------------|
| 1. Albania | 12. Greece | 23. Poland |
| 2. Belgium | 13. Hungary | 24. Portugal |
| 3. Bulgaria | 14. Iceland | 25. Romania |
| 4. Canada | 15. Italy | 26. Slovakia |
| 5. Croatia | 16. Latvia | 27. Slovenia |
| 6. Czechia | 17. Lithuania | 28. Spain |
| 7. Denmark | 18. Luxembourg | 29. Sweden |
| 8. Estonia | 19. Montenegro | 30. Türkiye |
| 9. Finland | 20. Netherlands | 31. United Kingdom |
| 10. France | 21. North Macedonia | 32. United States |
| 11. Germany | 22. Norway | |

2. All NATEXs

Table of Contents

REQUEST FOR INFORMATION 4

A. Introduction 4

B. Purpose..... 4

C. Background 4

D. Submission Instructions..... 4

E. Industry Engagement (Optional)..... 5

F. Disclaimer..... 5

G. Use of Information Provided through Responses..... 5

H. RFI Point of Contact..... 5

Annex A – Requested Information..... 6

Annex B – Draft Requirements / Statement of Work (SOW/PWS)..... 8

REQUEST FOR INFORMATION

A. Introduction

1. The NATO Communications and Information Agency (NCIA) is conducting market research to identify potential sources and gather information regarding industry capabilities to support provide qualified Health & Safety professionals/ services to deliver services at the assigned NCIA locations . This Request for Information (RFI) is issued solely for informational purposes and does not constitute a Request for Proposal (RFP), Request for Quotation (RFQ), or invitation for bid.

B. Purpose

1. The purpose of this RFI is to obtain input from industry to help inform the NCIA's acquisition planning. Responses to this RFI will assist in refining requirements, identifying capabilities, and shaping the strategy for any future solicitation.

C. Background

The NATO Communications and Information Agency (NCIA) is committed to providing a safe and healthy work environment in compliance with applicable laws, regulations, and standards, including ISO 45001 and the NATO Occupational Health and Safety (OH&S) Policy. To strengthen OH&S governance, ensure operational compliance, and reduce preventable incidents, NCIA requires a multi-year contracted support arrangement for professional OH&S services across multiple Agency locations.

D. Submission Instructions

1. Interested parties are invited to respond in accordance with the instructions below:
 - a. Submit responses via the email address in section H no later than **12:00 hours Central European Time (CET) on 10 October 2025.**
 - b. Responses should be submitted in PDF or Word format and must not exceed **15 pages**, including:
 - i. Responses to [Annex A](#) and comments on [Annex B](#)
excluding:
 - i. Cover page
 - ii. Company brochures or product literature (if included)
 - iii. Attachments such as past performance references
 - c. Use the following subject line for submission
 - i. "Response to RFI [RFI Number] – [Company Name]"
 - d. All responses should address the items listed in [Annex A](#) – Requested Information.
 - e. Respondents are also encouraged to review and comment on the draft requirements in [Annex B](#) – Draft Statement of Work (SOW)/Performance Work Statement (PWS).

E. Industry Engagement (Optional)

Bilateral meetings with industry are not foreseen during this initial stage, however technical discussions may take place following the submission of responses, with the purpose of clarifying or further augmenting those responses where required.

F. Disclaimer

1. This RFI is for planning and informational purposes only and shall not be construed as a solicitation or obligation on the part of the NCIA. The NCIA does not intend to award a contract based on responses to this RFI. Respondents are solely responsible for all costs incurred in responding to this RFI. The NCIA will consider and analyse all information received from this RFI and may use these findings to develop a future solicitation. The NCIA will consider all responses as confidential commercial information and will protect it as such.
2. NCIA reserves the right, at any time, to cancel this informal market survey, partially or in its entirety. No legal liability on the part of NCIA for payment of any sort shall arise and in no event will a cause of action lie with any prospective participant for the recovery of any costs incurred in connection with the preparation of documentation or participation in response hereto. All effort initiated or undertaken by prospective informal market survey participants shall be done considering and accepting this fact.

G. Use of Information Provided through Responses

1. Confidentiality of Responses

The NCIA may incorporate industry comments and responses, in part or in whole, into a future release of a solicitation. Should respondents include proprietary data in their responses that they do not wish to be disclosed to the public for any purpose, or used by NCIA (except for internal evaluation purposes), they must:

a. Mark the title page with the following legend:

This document includes data that shall not be disclosed outside NATO and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than for NCIA internal evaluation purposes, unless otherwise expressly authorised by [insert company name]. This restriction does not limit the NCIA's right to use information contained in this data without restriction if it is obtained from another source. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets]

b. Mark each sheet of data it wishes to restrict with the following legend:

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this document.

H. RFI Point of Contact

1. Dace SKELE HORVAT; Fabrice MASSART

424294-OH&S@ncia.nato.int

Annex A – Requested Information

1. Respondents are encouraged to provide the following information in their response:

a. Company Information

- i. Legal Business Name
- ii. Address
- iii. Website
- iv. Primary Point of Contact
- v. Email address

b. Technical Capability

- i. Summary of relevant capabilities and past performance

c. Feedback and Recommendations

- i. Comments on the draft Statement of Work (SOW)/ Performance Work Statement (PWS)
- ii. Responses to the following RFI Questions
 1. [What experience does your company have providing Occupational Health & Safety (OH&S) services in multi-site international environments?
 2. Have you previously worked with NATO, the European Union, United Nations, or similar intergovernmental bodies? If so, please provide examples of scope, duration, and outcomes.
 3. Do you have NATO-cleared personnel or the ability to obtain NATO Secret clearances for staff?
 4. How would you approach delivering OH&S services at geographically dispersed sites?
 5. Please list the locations (required list in para 6) indicated you would be able to provide service?
 6. How would your company ensure compliance with host nation occupational health and safety legislation in a multi-site environment, while maintaining alignment with NATO policies and ISO 45001?
 7. What approach do you take to monitoring changes in national legislation and incorporating them into your OH&S practices?
 8. Can you provide examples of methodologies or frameworks used (e.g., ISO 45001 implementation, risk assessments, audits, training programs)?
 9. What mechanisms do you use to ensure consistency and standardization across multiple locations?
 10. What governance or reporting mechanisms would you recommend to ensure local compliance while also feeding into Agency-wide OH&S performance monitoring?
 11. What innovations or digital solutions (e.g., reporting dashboards, risk tracking tools, e-learning platforms) could enhance the effectiveness and efficiency of OH&S service delivery?
 12. What differentiators does your company offer compared to competitors?

13. How would you collect, analyse, and report OH&S Key Performance Indicators (KPIs) to support Agency-wide monitoring?
14. What tools or systems do you currently use for incident investigation, corrective actions, and lessons learned tracking?
15. How do you develop and deliver tailored OH&S training, toolbox talks, and awareness campaigns for diverse and multicultural staff populations?
16. What challenges have you encountered when delivering OH&S services in multinational, culturally diverse environments, and how did you overcome them?
17. Can you provide examples of multilingual or culturally adapted training materials?
18. What is the typical lead time required to mobilize resources for contracts of this scale?
19. Can you provide references or examples of similar contracts delivered for governmental, defence, or international organizations?
20. Can you describe your experience in supporting clients with audit readiness against ISO 45001 or equivalent OH&S management systems?

- iii. Innovations or alternatives
- iv. Rough Order Magnitude (ROM), including any assumptions upon which they are based

d. Questions or Concerns

- i. Risks, concerns, or barriers
- ii. Suggestions for risk mitigation or enhancing competition

Annex B – Draft Requirements / Statement of Work (SOW/PWS)

Note: This is a DRAFT and subject to change. The NCIA is seeking industry feedback.

1. Background

The NATO Communications and Information Agency (NCIA) is committed to providing a safe and healthy work environment in compliance with applicable laws, regulations, and standards, including ISO 45001 and the NATO Occupational Health and Safety (OH&S) Policy. To strengthen OH&S governance, ensure operational compliance, and reduce preventable incidents, NCIA requires a multi-year contracted support arrangement for professional OH&S services across multiple Agency locations.

This capability support the NCIA's mission to ensure and maintain a safe work environment across the NCI Agency, in which the Agency, together with its entire staff, can deliver its Mission, support its customers, and pursue its business ends and objectives without disruption and harm. The Occupational Health and Safety Team strives to protect all staff by effectively managing Health and Safety by preventing accidents, injuries, and occupational illnesses.

2. Scope

The Contractor shall provide qualified Health & Safety professionals/ services to deliver services at the assigned NCIA locations, including but not limited to:

- Agency OH&S Strategy Implementation & Compliance: Assist in implementing, monitoring, and reviewing OH&S policies, strategies, procedures, and guidance to ensure alignment with the Agency OH&S Strategy and ISO 45001;
- Risk Assessment & Inspections: Conduct planned and ad-hoc OH&S inspections, hazard identification, and risk assessments for assigned locations;
- Incident Investigation: Lead or support investigations of accidents, near-misses, and unsafe conditions, producing reports with root cause analysis and corrective action recommendations at assigned locations;
- Training & Awareness: Support development and deliver H&S training, toolbox talks, and awareness campaigns tailored to operational needs for assigned locations;
- Performance Monitoring: Support the local collection and analysis of OH&S KPIs, feeding into the Agency-wide OH&S performance reporting;
- Advisory Services: Provide on-site and remote advisory support to Agency management at the assigned locations and to CQO centrally, on OH&S matters;
- Others as deemed necessary to ensure the full implementation of the NCIA OH&S Strategy at the assigned locations.
- NATO cleared staff

3. Objectives

The purpose of this Statement of Work (SOW) is to define the scope, work packages, deliverables, responsibilities, and timeline for Multi-Year Support Contract – Health & Safety Services in support of the NCIA Chief Quality Office strategic objectives linked to the Agency OH&S Strategy.

This project aims to provide the full local OH&S support at main Agency locations, to ensure systematic hazard identification, comprehensive risk assessment, and effective risk and opportunity management.

It also seeks to generate support to the competency development and strengthening of the Agency's OH&S Management System (OH&S-MS) through sustained delivery of professional services, compliance monitoring, and local training support.

In summary, the main objectives are defined as follow:

- Provide sustained H&S expertise to support compliance with legal, regulatory, and internal requirements;
- Enhance Agency-wide OH&S risk management and assurance activities;
- Deliver consistent implementation of the OH&S-MS;
- Support incident prevention through proactive risk identification, mitigation, and training;

At all assigned agency locations.

4. Deliverables

Deliverable	Description	Frequency	Format
Updated hazard and risk assessment register for each location	Ensure systematic hazard identification, comprehensive risk assessment, and effective risk and opportunity management to support continuous improvement of the Agency's OH&S-MS improvement of the Agency's OH&S-MS	quarterly	Digital
Risk and opportunity analysis report with prioritised action recommendations		quarterly	Digital
Evidence of integration of findings into the OH&S-MS. Provides support to the inputs for the Annual Management Review -m (Report)		annually	Digital

Deliverable	Description	Frequency	Format
Annual audit plan covering all assigned locations.	Verify compliance with applicable host nation legislation, NATO policies, and ISO 45001 requirements through systematic inspections and audits.	annually	Digital
Audit and inspection reports		issued within 10 working days	Digital
Corrective action tracking report		quarterly	Digital
Incident investigation reports	Investigate accidents, incidents, and near-misses to identify root causes and prevent recurrence.	within 10 working days	Digital
lessons learned summaries for Agency-wide sharing		Quarterly	Digital
Annual training plan (local) with content and target audiences, aligned with the risk assessment activity	Enhance workforce competency in OH&S through targeted training and awareness initiatives	annually	Digital
toolbox talks and awareness briefings material development		As needed	Digital
Advisory notes and guidance reports	Provide expert OH&S advice and operational support to Agency management/ Leadership and projects	As needed	Digital
Summary of support/ expert advice provided		Monthly	Digital
OH&S performance reports	Track OH&S performance, identify trends, and recommend improvements	Quarterly	Digital
Improvement recommendations Report		Annually	Digital

5. Period of Performance

Three (3) years, with option for extension, to additional 1+1 years,

6. Place of Performance

* Indicative performance location, with prioritization to be determined according to the location's risk profile

Location Name	Physical Address
Atalanti	ESDE Atalanti DORYFORIKOS STATHMOS NATO Atalanti 35200 Greece
Athens	Gravias Str 6 Agia Paraskevi 15342 Athens Greece
Bad Bergzabern	Postfach 1173 D-76881 Bad Bergzabern Germany
Braine L Alleud	Place du Luxembourg 3-4, 1420 Braine-L'Alleud, Belgium
Brunssum	CSSC: Building H204, CSU: Building H203, Rimburgerweg 30 6445 PA Brunssum The Netherlands
Brussels	NATO Communications and Information Agency NATO HQ Boulevard Leopold III B-1110 Brussels Belgium
Bydgoszcz	Szubinska 2 Str. 85-915 Bydgoszcz Poland
Costa Da Caparica	Estrada da Fonte da Telha Apartado 10 2826-901 Costa De Caparica Portugal
Eggemoen	PO Box 1250 3503 Honefoss Flattum Norway
Euskirchen	Frauenberger Str. 250 D-53879 Euskirchen Germany
Izmir	NATO LANDCOM NATO MEBS Bölge Komutanlığı 448/1 Sk. Building 4835380 Sirinyer, Izmir Turkey
Kester	Kesterweg 80 1755 Kester Belgium
La Spezia	Viale S. Bartolomeo, 400 19126 La Spezia SP Italy

Location Name	Physical Address
Lisbon	Reduto de Gomes Freire Estrada da Medrosa, 2780-070 Oeiras, Portugal
Lughezzano	Contrada Ca'di Sotto 37030 Lughezzano Frazione di Bosco Chiesa Nuova (Verona) Italy
Menderes	Oglananasi Mahallesi 34570 Menderes Turkey
Mons	NCI Agency CSU Mons Rue Grande - N6 7010 SHAPE Belgium
Naples	JFC Headquarters Via Madonna del Pantano Building 1 to main complex 80014 Lago Patria - Giugliano in campania, Naples Italy
Norfolk	7857 Blandy Road, Suite 100 Norfolk, VA 23551-2490 USA
Northwood	Northwood Headquarters, Atlantic Building, Sandy Lane , Northwood, Middlesex HA6 3HP United Kingdom (view location on maps)
Oakhanger	Oakhanger Road GU35 9JA Bordon Hampshire United Kingdom
Oeiras	NCI Academy, Reduto de Gomes Freire Estrada da Medrosa, 2780-070 Oeiras, Portugal
Poggio Renatico	Via Ponte Rosso 1 44028 Poggio Renatico (FE) Italy
Ramstein	Ramstein Air Base, 66877 Ramstein-Miesenbach Germany
Sigonella	Aeroporto Militare Sigonella (NAS 2) Building 177 Contrada Sigonella SP 69/II 96016 Lentini Italy
Stavanger	Joint Warfare Centre Eikesetveien 29 4032 Stavanger Norway

Location Name	Physical Address
Tarquinia	Strada S.Agostino Km 4400 01016 Tarquinia (Viterbo) Italy
The Hague	Oude Waalsdorperweg 61 2597 AK The Hague Netherlands
Torrejon	Edificio 201 Base Aerea de Torrejón NII Km 22, 8 28850 Torrejón de Ardoz, Madrid Spain
Uedem	CAOC Uedem Mühlenstrasse 89 47589 Uedem Germany
Yeovilton	NATO JEWCS RNAS Yeovilton Yeovil, Somerset BA22 8HT United Kingdom