Introduction

The NATO Communications and Information Agency (NCIA) hereby notifies the following Procurement Opportunity in accordance with the Procedure for NATO Competitive Procurement (link). This notification is issued to foster open and fair competition among eligible vendors from participating nations. This notification does not constitute a commitment to award a contract.

Vendors are invited to review the requirements described herein and to submit their bids in accordance with the instructions provided in this notification and subsequent solicitation documentation. All interested vendors are reminded that timely registration and compliance with eligibility requirements are essential, as deadlines for submission may not be extended. Vendors are advised to regularly check for updates to this notification.

This opportunity reflects NATO's commitment to transparency, equal treatment of suppliers, and the efficient delivery of goods, works, and services in support of NATO missions and participating nations.

All eligible and responsible sources may submit a quotation, bid, or proposal, which shall be considered by the NCIA.

1. **Title of Procurement Opportunity**

Provision of Occupational Health & Safety Services for NCIA

2. **Description of Requirement**

Project Objective

The NATO Communications and Information Agency (NCIA) is required to ensure compliance with applicable Occupational Health and Safety (OHS) regulations across all locations and to maintain effective control of OHS risks within its operations. The Agency operates across multiple host nations with differing regulatory frameworks and varying levels of risk visibility. At present, there is a need to establish an Agency-wide baseline of OHS risks and a consolidated view of applicable regulatory requirements. To address this, the Agency requires external support to establish regulatory clarity, develop a baseline understanding of risks across its footprint, and provide ongoing operational OHS support. Baseline information and documentation may be available at selected locations; however, such information is not currently standardised or consolidated at Agency level.

The purpose of this bidding is to enable the Agency to engage a qualified contractor capable of implementing an Agency-wide Occupational Health and Safety support capability.

The Agency seeks to establish a sustainable, scalable and performance-driven OHS capability, combining regulatory compliance, risk management, and continuous improvement across its multi-site environment.

Scope of Work

PHASE 1: REGULATORY OVERVIEW & BASELINE RISK ASSESSMENT:

- **Regulatory Overview**: Identify and document all applicable OHS legislation and regulatory requirements for each host nation and NCIA location.
- **Baseline Risk Assessment**: Conduct structured OHS risk assessments at all locations where these have not yet been completed, using a standardised and repeatable methodology aligned with ISO 45001 principles. Establish a consistent, comparable baseline of risks identifying mitigation measures and recommendation for improvement.

Deliverables:

- Regulatory compliance matrix (by location).
- Baseline risk assessment reports (by location).
- Summary report with findings, recommendations, and prioritised action plan (by location)

PHASE 2: MANAGEMENT SYSTEM DESIGN & IMPLEMENTATION

- **OHS Management System Design and Implementation:** Develop, in consultation with Agency OHS, an updated OHS Management System, including policies, procedures, and compliance tools, in line with ISO 45001 requirements.
- **Documentation:** Provide procedures and associated templates for risk registers, incident logs, corrective action tracking, and reporting formats.

Deliverables:

- Updated OHS Management System documentation, including Procedures, templates and tools for ongoing compliance;
- Recommendations for OHSMS maintenance and improvement.

PHASE 3: OPERATIONAL SUPPORT & CONTINUOUS IMPROVEMENT

- **Routine OHS Activities:** In line with the ISO 45001 requirements**,** deliver routine and essential OHS activities
- **Continuous Improvement:** Provide annual improvement plans, benchmarking, and innovation proposals. Continuous improvement is a core contractual requirement.

Deliverables:

- Routine OHS activity reports (quarterly/annual).
- Incident investigation and corrective action tracking reports.
- Annual improvement and benchmarking reports.
- Digital dashboards and standardised reporting formats.

DELIVERABLES SUMMARY:

Deliverables are intended to enable operational decision-making, risk reduction, and measurable improvement in OHS performance across the Agency

Phase	Deliverable	Description	Format	Acceptance Criteria
1	Regulatory compliance matrix (by location).	Overview of OHS regulations, per location	Digital	Agency-approved
1	Baseline risk assessment reports identifying key risks, control gaps, and prioritised mitigation actions (by location)	Risk surveys, per location	Digital	Agency-approved
1	Summary report with findings, recommendations, and prioritised action plan (by location)	Findings, recommendations, per location	Digital	Agency-approved
2	Updated OHS Management System documentation including procedures, templates and tools for ongoing compliance	Policies, SOPs, compliance tools (ISO 45001 requirements)	Digital	Agency-approved
2	OHS MS Maintenance and improvement Recommendations	OHS MS maintenance and improvement plan	Digital	Agency-approved

Phase	Deliverable	Description	Format	Acceptance Criteria
3	Routine Activity Reports	Audits, inspections, compliance	Digital	Submitted quarterly/annually
3	Incident Investigation Reports	Root cause analysis, corrective actions	Digital	Submitted within 10 days
3	Improvement & Benchmarking Reports	Annual plans, benchmarking	Digital	Agency-approved
3	Dashboards & Reporting	Standardised digital dashboards	Digital	Agency-approved

All deliverables must use standardised reporting templates. The Contractor may propose these templates as part of their technical proposal.

PERFORMANCE METRICS (KPIS/SLAS)

KPI	Target	Measurement
Incident reporting	≤ 24 hours	Time from occurrence to reporting
Audit completion	≥ 95%	Planned vs completed audits
Corrective action closure	≤ 30 days	CAPA tracking
Risk assessment coverage	100%	Planned vs completed
Reporting timeliness	100%	Delivery schedule compliance
Data accuracy	≥ 98%	Validation checks
Stakeholder satisfaction	≥ 85%	survey-based, annual

KPIs shall be used to monitor Contractor performance and inform periodic performance reviews

Repeated failure to meet KPI thresholds may result in corrective action plans or contractual remedies as defined by NCIA.

PLACE OF PERFORMANCE

Indicative performance location (subject to confirmation, head count based on CPO tables, March 2026)

Location Name	Physical Address	Staff count	Tier
Atalanti	ESDE Atalanti DORYFORIKOS STATHMOS NATO Atalanti 35200 Greece	20	3
Athens	Gravias Str 6 Agia Paraskevi 15342 Athens Greece	18	3
Ankara	Ankara, TUR	9	3
Braine L Alleud	Place du Luxembourg 3-4, 1420 Braine-L'Alleud, Belgium	604	1
Brunssum	CSSC: Building H204, CSU: Building H203, Rimburgerweg 30 6445 PA Brunssum The Netherlands	280	1
Brussels	NATO Communications and Information Agency NATO HQ Boulevard Leopold III B-1110 Brussels Belgium	595	1
Bydgoszcz	Szubinska 2 Str. 85-915 Bydgoszcz Poland	66	2
Costa Da Caparica	Estrada da Fonte da Telha Apartado 10 2826-901 Costa De Caparica Portugal	19	2
Eggemoen	PO Box 1250 3503 Honefoss Flattum Norway	22	2

Location Name	Physical Address	Staff count	Tier
Grazzanise	Grazzanise, ITA	17	3
Izmir	NATO LANDCOM NATO MEBS Bölge Komutanlığı 448/1 Sk. Building 48 35380 Sirinyer, Izmir Turkey	69	2
Kester	Kesterweg 80 1755 Kester Belgium	30	2
La Spezia	Viale S. Bartolomeo, 400 19126 La Spezia SP Italy	7	3
Lughezzano	Contrada Ca'di Sotto 37030 Lughezzano Frazione di Bosco Chiesa Nuova (Verona) Italy	33	3
Mons	NCI Agency CSU Mons Rue Grande - N6 7010 SHAPE Belgium	864	1
Naples	JFC Headquarters Via Madonna del Pantano Building 1 to main complex 80014 Lago Patria - Giugliano in campania, Naples Italy	88	2
Norfolk	7857 Blandy Road, Suite 100 Norfolk, VA 23551-2490 USA	87	2
Northwood	Northwood Headquarters, Atlantic Building, Sandy Lane , Northwood, Middlesex HA6 3HP United Kingdom	88	2
Oeiras	NCI Academy, Reduto de Gomes Freire Estrada da Medrosa, 2780-070 Oeiras, Portugal	190	1
Poggio Renatico	Via Ponte Rosso 1 44028 Poggio Renatico (FE) Italy	44	2
Ramstein	Ramstein Air Base, 66877 Ramstein-Miesenbach Germany	74	2

Location Name	Physical Address	Staff count	Tier
Sigonella	Aeroporto Militare Sigonella (NAS 2) Building 177 Contrada Sigonella SP 69/II 96016 Lentini Italy	26	3
Stavanger	Joint Warfare Centre Eikesetveien 29 4032 Stavanger Norway	53	2
The Hague	Oude Waalsdorperweg 61 2597 AK The Hague Netherlands	1284	1
Torrejon	Edificio 201 Base Aerea de Torrejón NII Km 22, 8 28850 Torrejón de Ardoz, Madrid Spain	42	3
Uedem	CAOC Uedem Mühlenstrasse 89 47589 Uedem Germany	44	3
Wesel	Wesel, Germany	20	3
Yeovilton	NATO JEWCS RNAS Yeovilton Yeovil, Somerset BA22 8HT United Kingdom	4	3

3. Vendor Eligibility

a. Participation in this Procurement Opportunity is restricted to vendors from participating NATO nations.

b. This restriction applies to the eligibility of the vendors only and does not require that the goods, works, or services themselves be manufactured or produced within participating nations.

4. Access to Solicitation Documentation

a. Interested vendors may participate to and access the solicitation documentation for this Procurement Opportunity as of the Anticipated Solicitation Release Date as follows:

i. Indicating your interest by emailing the Point of Contact listed above to request being added to the bidder's list and receive the solicitation (no Declaration of Eligibility (DoE) required).

5. **Security Requirements**
    a. This opportunity is classified as NATO SECRET (NS) and interested vendors are required to meet the above mentioned security level.

6. **Language of Solicitation and Bid Submission**
    a. Solicitation Documentation and Proposal Submission Language(s): English

7. **Additional Engagement Opportunities**
    a. The NCIA may organize the following engagement activities:
        i. **Industry Day:** Not Applicable
        ii. **Pre-Bid Conference:** Not Applicable

End of Notification