

**CALL OF TENDER**

for the provision of services for the  
“LABOR EFFICIENCY EVALUATION”

**PIRAEUS PORT AUTHORITY S.A.**

PIRAEUS  
November 2025

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### 1. Key Data sheet of Call for tenders

Item	Short Description
Tender Title	Provision of Services for the Labor Efficiency Evaluation
Contracting Authority	Piraeus Port Authority S.A. (PPA S.A.) 10, Akti Miaouli, 185 38, Piraeus, Greece
Clarification Email	<a href="mailto:labourefficiencytender@ppa.gr">labourefficiencytender@ppa.gr</a> (Questions up to <b>five (5) working days before offer submission deadline</b> ; replies up to 2 days before offer submission deadline.
Offer Submission Deadline	<b>26/11/2025, 15:00 (Greece time)</b>
Submission Method	Email: <a href="mailto:offersubmission@olp.gr">offersubmission@olp.gr</a> (primary). Alternative: Hard copy at PPA, Office 209, 10 Akti Miaouli, 18538 Piraeus (same deadline)
Offer Validity	90 calendar days from submission deadline (extendable by 30 days upon request).
Participation Guarantee	€2,000 (Two thousand euro). Valid for 4 months (i.e. 1 month beyond the offer validity). According to Annex III or equivalent deposit to PPA's designated bank account.
Performance Guarantee	10% of the total contract value (excluding VAT). Valid until two (2) months after contract expiration.
Evaluation Scoring Weights	70% technical 30% financial
Contract Language	English
Language of deliverables	English

## 2. DEFINITIONS

No.	Term	Definition / Meaning
1.1	The Company	"The Company" means the company Piraeus Port Authority S.A.
1.2	Contractor	"Contractor" means a Legal Entity selected by PPA S.A. to carry out the Project, which enters into a contract on the matter with PPA S.A.
1.3	Decision-maker	"Decision-maker" means the competent body of PPA S.A.
1.4	Call of Tender	"Call of Tender" means the present document.
1.5	Candidate / Tenderer / Bidder	"Candidate" or "Tenderer" or "Bidder" means the Legal Entity participating in the present procedure which submits a proposal.
1.6	Interested party	"Interested party" means the Contracting Enterprise or Joint Venture or Grouping of Contracting Enterprises which intends to take part in the tender procedure by submitting an expression of interest.
1.7	Services	"Services" means the service project described in detail in Chapter I.
1.8	Project Owner / Company	"Project Owner" or "Company" means the company with the corporate name Piraeus Port Authority S.A. (PPA S.A.).
1.9	Contract	"Contract" means the Agreement entered into with the Contractor.
1.10	Concession Agreement	"Concession Agreement" means the 24.6.2016 amendment and codification into a single text of the Concession Agreement of 13.2.2002 between the Hellenic Republic and Piraeus Port Authority S.A., which was ratified by Law 4404/2016.
1.11	Tender Evaluation Team / Evaluation Committee	"Tender Evaluation Team" or "Evaluation Committee" means the PPA Tender Evaluation Committee, which consists of senior company executives and will be established by PPA's competent management bodies' decision.

## 3. Contracting Authority – Tender procedure overview

### 3.1 Contracting Authority

- 3.1.1 The Contracting Authority is PPA. For corporate background, see ANNEX IX (Informative Background)
- 3.1.2 The address of the Contracting Authority is: Piraeus Port Authority S.A. 10, Akti Miaouli, 185 38, Piraeus, Greece

### 3.2 Communications and Clarifications

- 3.2.1 Interested Parties may request clarifications by email to [labourefficiencytender@ppa.gr](mailto:labourefficiencytender@ppa.gr) up to five (5) working days prior to the submission deadline; written responses will be provided to all Interested Parties up to two (2) days before the deadline. Verbal clarifications are not allowed.

#### **4. ARTICLE 4: REGULATORY FRAMEWORK OF THE PRESENT TENDER PROCEDURES**

The present tender procedure will be conducted in accordance with:

- i. Law 4404/2016 (Government Gazette A' 126/8.7.2016) and ratified by Article 1 thereof, dated June 24, 2016, "Concession Agreement for the Use and Exploitation of Certain Areas and Property Elements within the Port of Piraeus," collectively with its appendices, which was concluded between the Hellenic Government and PPA, under which the Hellenic Government granted PPA the exclusive right to possess, use, manage, maintain, improve, and exploit the elements provided therein, in accordance with its terms, as it is in effect.
- ii. The PPA SA Contracts and Subcontracts Allocation Regulation, as in force at the time.
- iii. The procedures and terms described herein.

In addition to the above, the present documents and other information on the basis of which the Tender procedure is conducted and the Contractor for the project is selected, consist of the documents cited below. Where there are discrepancies between the content of their terms, the order of validity of those documents is as stated below:

- i. The present Call of Tender
- ii. The Technical requirements of PPA S.A.
- iii. The Candidate/ Contractor's Offer.
- iv. The Financial Offer.

#### **5. Introduction - Background Information - Expected Benefits – Deliverables – Delivery time**

##### 5.1 Introduction:

PPA, hereby invites, through open tender procedure, qualified firms or consultants for an evaluation of the company's Labor personnel efficiency and proposals on efficiency improvements and optimization of Labor workforce level and operation.

##### 5.2 Background Information

Labor efficiency evaluation is crucial for optimizing productivity levels, identifying areas for improvement, and implementing strategies that enhance overall performance. This proposal outlines a comprehensive plan to evaluate labor efficiency within an organization, focusing on personnel management and allocation methods, establishment of key performance indicators (KPIs), data collection methods, analysis techniques, and actionable recommendations.

##### 5.3 Expected Benefits

A thorough labor efficiency evaluation offers valuable insights into organizational productivity and highlights opportunities for improvement. By implementing this proposal, the organization can enhance efficiency, reduce costs, and achieve higher overall performance.

The primary objective of this evaluation is to assess current work planning, task allocation procedures, and performance levels. It aims to identify areas that require improvement and to provide strategic recommendations for enhancing productivity.

Additionally, a key goal of this engagement is to support effective cost control by identifying and eliminating inefficiencies. This ensures optimal utilization of human resources while maintaining—or even improving—operational performance.

##### 5.4 Deliverables: All possible deliverables related to the analysis of survey results / data are listed within ANNEX III "TECHNICAL REQUIREMENTS/ SPECIFICATIONS OF THE SERVICE"

**5.5 Delivery time:** The delivery time of the service is within 6 weeks from the signing of the contract. It is pointed out that the evaluation of PPA's SA Labor personnel efficiency will be delivered in text form (doc) but also in presentation form (Power Point) and will be accompanied by a more concise presentation for faster reviewing by the company's Top Management, in printed and digital format. All the deliverables are required in English language.

## **6. Evidence of participation in the tender - Right of participation – Eligibility (Pass - Fail)**

### **6.1 Evidence of participation in the tender**

The submission of an offer in the tender serves as evidence that the participant has obtained complete knowledge of this Call for Tender and is fully aware of the conditions for delivering the Service.

In light of the above, the Candidates, by submitting their offers, fully and unreservedly guarantee the accuracy of the Project's budget submitted with their offer and commit that with the Contract to be signed, the Contractor will explicitly waive any adjustment of their compensation for any reason.

### **6.2 Right to participate**

Eligible to participate in the tender are Legal entities with documented experience in providing services similar to the nature of the present tender, established in a country of the European Economic Area (EEA) or the UK and are entered in the General Electronic commercial Register of companies (GEMI) or in a register of the country in which the company is established. Interested candidates can submit an offer solely as an economic operator (sole tenderer), with its own know-how and expertise.

### **6.3 Experience Requirements for participation**

6.3.1 Candidates who intend to participate to this tender procedure should fulfil the following experience requirements:

- i. have a Proven experience in projects in the field of labor efficiency evaluation in Ports, such as staff allocation, operational methodologies, task allocation procedures, assessment of work planning, related KPIs, surveys and
- ii. have carried out at least two (2) similar (in scope and complexity) projects completed in these fields in the last five (5) years with a minimum value for each of them 50.000 €.
- iii. Have adequacy of team composition (minimum 2 specialists).

### **6.4 Personal Situation Criteria**

Each Candidate participating in the procedure, on its own or as part of a consortium, must meet the following eligibility conditions, otherwise it will be disqualified:

The Candidate meets the legal, financial, and professional conditions defined in this Call and specifically:

- i. Is not bankrupt, in liquidation, or under compulsory receivership or compromise with creditors;
- ii. Has not been convicted for any of the offences listed under present article;
- iii. Has fulfilled obligations relating to social security contributions and taxation;
- iv. Has not committed any disciplinary offence depriving it of the right to participate in public tenders;
- v. Has not been expelled or penalized in any project or contract with PPA or affiliated companies.

Compliance with the above eligibility criteria shall be **proven by the submission of the Solemn Declaration** (Annex I Form A), duly signed by the Candidate's legal representative.

PPA reserves the right to request supporting certificates or evidence (criminal record extract, tax and social security clearance, etc.) at any stage of the evaluation or contract award.

Final convictions for offences related to professional conduct; insolvency/bankruptcy/administration; material non-compliance with tax and social obligations; serious misrepresentation or false statements (also applicable to legal representatives). Evidence per **Annex II.E – Form A**.

### **6.5 Conflict of Interest**

Candidates (incl. major shareholders) and key personnel must not have, in the last **10 years**, any relationship with PPA that, in PPA's reasonable opinion, creates a conflict of interest. Declaration per **Annex II. Form D**.

### **6.6 Economic & Financial Standing**

Has an Average yearly turnover of the last three financial years above 3,000,000 €. If the minimum above mentioned criteria are not met the offer will be rejected.

## **7. NDA requirement for Candidates to receive ANNEXES**

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Within **5 days** from Tender upload, Interested Parties shall submit a **signed NDA (Annex II)**.

## **8. Offer Submission Procedure**

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- 8.1 Each Candidate Party may only submit one offer until 26/11/2025, 15:00 (Greece time):  
Primary: Email to [offersubmission@olp.gr](mailto:offersubmission@olp.gr) .  
Alternative: Hard copy at PPA, Office 209, 10 Akti Miaouli, 18538 Piraeus (same date/time).
- 8.2 The Candidates are responsible for dispatching the sealed Folder of Offer thereof until the receipt of such Folder of Offer by PPA. Any insurance cost, custom duties and transport charges are borne by the Candidate. See also article 11 for folder structure.
- 8.3 The Candidate is responsible for and accepts the risk for any event, to include even force majeure, that may have as a result the non-timely or non-duly submission of the Folder of Offer thereof.
- 8.4 Offers submitted after the above date and time are overdue and are returned without being unsealed.

## **9. Postponement – Cancellation of the present procedure**

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- 9.1 The competent body of PPA S.A. for the contractor selection process is not bound to the final award of the Contract and is entitled to award it or not, postpone, repeat, or cancel in whole or in part the contractor selection process at any stage with a reasoned decision, without any obligation to pay a fee or compensation to the Candidates.
- 9.2 If the process is postponed, repeated, or canceled, any Proposals that may have already been submitted are returned to the Bidders after written notification. If they do not respond within the deadline set by PPA, these proposals are destroyed.
- 9.3 Participation in the Tender is the responsibility of the Candidate, who is not entitled to any compensation for expenses related to their participation in the tender and the preparation and submission of the Offer.

## 10. Language and validity

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The Offers shall be in English language (official translations are accepted). Offers are valid and binding for a duration of 90 days including the offers submission deadline.

## 11. The Folder of Offer

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Submission of one (1) main folder named “**OFFER FOR THE EVALUATION OF PPA’S SA LABOUR PERSONNEL EFFICIENCY**” is required according to the requirements of ANNEX II. A, containing three sub-folders closed and sealed (for hard copies) or password (different password for each folder) protected (for offer submission through emails):

- Participation Supporting Documentation (according to requirements of article 5 and 6 and check list of ANNEX I. A-D).
- Technical Offer (according to requirements of article 5 and 6 and check list of ANNEX III and IV)
- Financial Offer (according to tender requirements and check list of ANNEX V)

Labelling requirements and the detailed document-by-document checklist are centralized in **Annex I (Forms & Checklists)** to avoid duplication.

The passwords of the electronic sub-folders will be sent separately to PPA; the way and the specific email address to be sent, will be requested by PPA S.A., via email or telephone call, at a later date.

## 12. Offer Unsealing Procedure – Evaluation – Award Criterion

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### 12.1 Offer Unsealing procedure

12.1.1 In case less than three complete offers – each including as applicable, the participation documents, the technical offer or declaration of acceptance of the technical requirements, and the financial offer - are submitted until the deadline set, then the procedure shall be deemed unsuccessful and shall be repeated.

If at least three such complete offers are submitted by the deadline, but during the evaluation process less than three are deemed eligible for unsealing their financial offers, PPA proceeds either:

- a. By initiating a competitive negotiation procedure, in which both the initial and improved financial proposals are unsealed simultaneously or
- b. By unsealing the eligible financial offer (s) and continuing the evaluation allowing for discussion/ negotiation of the offer only with the successful bidder.

Note: In case during tender repetition again less than three complete offers – each including as applicable, the participation documents, the technical offer or declaration of acceptance of the technical requirements, and the financial offer - are submitted until the deadline set, then evaluation procedure shall be carried out.

12.1.2 After offer submission deadline, the Evaluation Committee: (a) verifies timely/valid submission; (b) assesses Pass/Fail criteria in **Article 6** using evidence **Annex I and relevant forms**. Only admissible Offers proceed.

12.1.3 The Evaluation Committee, appointed by PPA, shall assess all proposals based on their compliance with the requirements of this Call, applying the following evaluation criteria.

12.1.4 Additional clarifications and supplementary documentation regarding the submitted offers may be requested from the side of PPA at all stages of the evaluation procedure.

## 12.2. Participation documentation

The submitted participation documents will be evaluated for their completeness based on ANNEX I, A.2

### 12.2.1. Technical Evaluation (St)

The Technical Proposal will be evaluated on the basis of the following sub-criteria:

A.A.	Main Description	Score	Documentation to be submitted by the candidate or reference within the ANNEX I
A	Proposed methodology and approach	0-25	According to Art. 5.2. and ANNEX IV
B	Proven experience in conducting labor efficiency evaluations.	0-50	According to Art. 6.3. and ANNEX IV
C	Project Team	0-25	According to Art. 6.3. and ANNEX IV

Section	Criterion	Detailed Evaluation Aspects	Suggested Scoring Range	Max Points	Documentation Required / Reference
A	<b>Proposed Methodology and Approach</b>	<ul style="list-style-type: none"> <li>i. Clarity and logic of the proposed methodology.</li> <li>ii. Completeness of the step-by-step plan.</li> <li>iii. Suitability of data collection &amp; analysis tools.</li> <li>iv. Relevance of approach to project objectives.</li> <li>v. Feasibility and innovation of proposed techniques.</li> </ul>	<b>0–10:</b> Insufficient or generic methodology. <b>11–18:</b> Adequate methodology, covers main aspects but lacks detail or innovation. <b>19–25:</b> Comprehensive, detailed, and innovative methodology aligned with objectives.	<b>25</b>	As per Art. 5.2. (Detailed methodology, plan, and tools).  The candidate needs to make reference to the article, page and section of its submitted documentation
B	<b>Proven Experience in Conducting Labor Efficiency Evaluations</b>	<ul style="list-style-type: none"> <li>i. Number and relevance of completed projects.</li> <li>ii. Scale, complexity, and similarity to PPA’s requirements.</li> <li>iii. Quality and reliability of submitted client references.</li> <li>iv. Demonstrated measurable impact or results.</li> </ul>	<b>0–20:</b> Limited or irrelevant experience. <b>21–35:</b> Satisfactory experience, partial relevance, some supporting	<b>50</b>	As per Art. 6.3. (Project list, start–end date, scope, client, staff, invoiced amount, client statements).  The candidate needs to make

		v. Inclusion of completed portion for ongoing projects.	documents. <b>36–50:</b> Strong portfolio of highly relevant, large-scale, and well-documented projects.		reference to the article, page and section of its submitted documentation	
<b>C</b>	<b>Project Team</b>	<ul style="list-style-type: none"> <li>i. Adequacy of team composition (minimum 2 specialists).</li> <li>ii. Qualifications and expertise in project management and labour surveys.</li> <li>iii. Balance between roles and responsibilities.</li> <li>iv. Proven track record of proposed experts.</li> <li>v. Availability and commitment to project duration.</li> </ul>	<b>0–10:</b> Minimum requirements met, but weak experience or unclear roles. <b>11–18:</b> Qualified team with relevant experience and partial complementarity. <b>19–25:</b> Excellent team composition, with extensive experience and clear role distribution.	<b>25</b>	As per Art. 6.3. (CVs, qualifications, references, certifications).  The candidate needs to make reference to the article, page and section of its submitted documentation	
	<b>Subtotal – Technical Score (T)</b>		–	<b>70</b>		

**Important Note:**

**No financial data** shall appear in the Technical Proposal.

**12.2.2. Financial Evaluation (St)**

The Financial Folder will contain the Financial Proposal form as per Annex V filled and signed. Each candidate submits only one financial offer. The offered prices will be expressed in euros (€), limited to two decimal places, and will bind the candidate throughout the validity of the Offer. No compensation will be given in terms of meetings, travel expenses

The financial offer will be evaluated based on the completeness according to tender requirements and Annex V

<b>D</b>	<b>Financial Offer (Sf)</b>	Formula: $Sf = 30 \times FM / F$ Where: Sf = Financial score FM = Lowest Financial Offer F = Financial Offer under evaluation	–	<b>30</b>	Financial offer (price schedule).	
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	<b>TOTAL SCORE (S)</b>	$S = St + Sf$ Highest total (S) = 100	–	<b>100</b>	–	
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### 12.2.3. Award criterion

Award criterion is the most advantageous offer on the basis of the best price-quality ratio. The Candidate achieving the highest combined technical and financial score (S) will be ranked first and will be the Temporary winning bidder. In the event of an absolute tie the Candidate with the highest Sf score will be ranked first and will be the Temporary winning bidder. The combined technical and financial score, S, is calculated as follows:

$$S = St + Sf$$

**Maximum total points (S) = 100**

The formula for determining **the Technical Score (St)** shall apply as follows:

**Technical Score (St)= 70 x T/TM**

- **Where:** St is the Technical score
- TM is the higher technical score
- T is the technical score of the proposal under consideration based on the proposed, methodology and approach, proven experience and the efficiency of the project team as per below table.

**Financial Score (Sf)= maximum total points 30**

The formula for determining **the Financial Score (Sf)** shall apply as follows:

$$Sf = 30 \times FM/F$$

Where:



- Sf is the financial score;
- FM is the lowest priced Financial Proposal and
- F is the price of the proposal under consideration.

## 13. Guarantees

### 13.1 Participation Guarantee (Tender Bank Guarantee / Guarantee Amount)

13.1.1 Candidates shall provide either:

- A tender participation letter **Bank Guarantee** issued by an Eligible Bank in the amount of € **2,000**, conforming to **Annex III** with validity period of four (4) months; or
- proof of deposit/transfer of the same amount to the below PPA bank accounts

 ΕΘΝΙΚΗ ΤΡΑΠΕΖΑ	<b><u>GR1501101900000019050500651</u></b>
 <b>ALPHA BANK</b>	<b><u>GR7101401250125002320006462</u></b>



GR4902600250000440201113841

Release: within 10 working days of Tender completion for unsuccessful Candidates and contract signing with the successful candidate; for the successful Candidate upon contract signing. The guarantee (of either type) shall be forfeited by PPA SA if, while it is in effect, (a) the candidate withdraws its offer or (b) the Contractor does not submit the award documentation in good time or does not come forward in good time to sign the contract or (c) the above persons provide false evidence or information relating to the grounds of disqualification.

The participation bank guarantee will be returned:

- (a) to the Contractor upon submission of the good performance letter of guarantee and
- (b) to unsuccessful candidates within two (2) months of the tender procedure being completed that is after contract signature.

For the signing of the contract, a good performance guarantee letter is required in accordance with the template of Appendix IV attached herein, amounting to 10% of the contract value, excluding VAT, valid until two (2) months after the expiration of the contract.

### **13.2 Good Performance letter of Guarantee**

The successful Candidate shall submit a **Good Performance Guarantee** (listed in **Annex VII**) of **10 %** of the contract amount upon signing, initially valid for one year. Failure to submit within 30 days of receiving the countersigned Agreement renders the award void and PPA may proceed with the next ranked Candidate.

Note: Errors or omissions in the title of the procurement or the person in whose favour the bond is provided will not lead to disqualification provided no confusion is caused.

## **14. Contract signing, Payment terms, Cooperation between parties**

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### **14.1 Contract signing**

The Temporary successful candidate shall within **10 days** of notice sign the contract. PPA may cancel the outcome if the services are no longer required.

### **14.2 Payment terms**

The payment plan is as follows:

- A. 30% of the total contractual amount will be paid as an advance payment to the contractor within 30 days after the signing of the contract, with the obligation for the contractor to submit an advance payment guarantee for the same amount as per Annex VIII.
- B. 40% of the total contractual amount will be paid after the submission to PPA of the first preliminary draft outlining their analysis containing all the technical requirements and specifications as mentioned in Annex III.

C. The remaining 30% of the contractual fee will be paid off after the completion of the entire labour evaluation study and its acceptance by PPA and the issuance of the relevant protocol of Acceptance by the PPA's Acceptance Committee.

Payments will be made within two months from the issuance of the relevant invoices where applicable. Payments regarding paragraph C will be made after the issuance of Protocol of Acceptance issued by the relevant Acceptance committee.

The contractor shall be responsible for all taxes related to the project, including income tax, sales tax, or value-added tax (VAT), as applicable by local laws and regulations. No compensation will be provided for attending meetings or covering travel expenses, including transportation, accommodation, and meals.

## **15. Final Provisions**

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- 15.1 The Piraeus Port Authority S.A. (PPA S.A.) commits to take the necessary measures for (a) effective prevention, (b) detection, and (c) correction of any conflicts of interest that may arise during the contract award procedures, in order to avoid any distortion of competition and ensure equal treatment of all entities participating in the Tender.
- 15.2 The contractor is obliged to take every effort for the extrajudicial settlement of any disputes arising from the relation`s thereof during the term of the contract.
- 15.3 PPA S.A. undertakes to fully respect the principles of confidentiality regarding the data and business information of the Candidates that will come to its knowledge during this procedure and are considered confidential.
- 15.4 PPA S.A. declares that it has fully adapted to the requirements of the new General Data Protection Regulation and will comply with the relevant provisions throughout the competitive procedure.
- 15.5 This Declaration, as well as the Contract to be signed, are governed by Greek law. The competent courts for the resolution of any disputes concerning this Call of Tender and the Contract are exclusively the courts of Piraeus.