

The **Dutch bid** for the
European Medicines Agency

Amsterdam Metropolitan Area



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Context

Our understanding of EMA's needs

The Dutch government takes great pleasure in extending this bid to host the European Medicines Agency (EMA) and proudly proposes the Amsterdam Metropolitan Area as the new home for the Agency, its staff and their families. The Netherlands has also structured its bid in a move to safeguard the future of European medicines regulation. EMA is a highly-regarded centre of excellence playing a crucial role in the assessment and authorisation of safe, effective and high-quality medicinal products for both human and veterinary use. The Agency is the central hub in an EU-wide expert network of national medicines agencies. In order to carry out its tasks, the Agency engages with thousands of experts, professionals, patient groups and companies on a regular basis, every day of the year.

As a consequence of the UK's departure from the European Union, the Agency will relocate from London. The uncertainty surrounding the decision-making on the new host country poses serious threats to the business continuity of the Agency, the broader EU regulatory medicines network and consequently European public health. It may lead to the departure of a significant number of the Agency's staff which may contribute to disrupting or delaying the

availability of new drugs, or disrupt the safety monitoring of existing medicinal products in the EU. The Netherlands is acutely aware that relocation of EMA is an important and complicated matter involving critical processes and timing.

The relocation of the Agency is different to the situation encountered when forming a new EU Agency. EMA is well-established, running at full speed and it employs some 900 staff. To ensure business continuity, EMA requires an attractive and tailor-made relocation programme for welcoming and hosting its operations and its staff. It also needs a commitment from its new host country to ensure a controlled, efficiently planned and seamless transition.

The Agency's day-to-day operations require the continuous involvement of a vast number of experts from around the EU. Therefore, excellent international flight connections and ground transportation are a top priority, as well as modern and efficient workstations, a large custom-made conference centre, and high-end services for visitors, including a broad range of hotel accommodation. Also, the availability of high-quality healthcare, a range of housing and schooling options for Agency

staff and high-quality education in the vicinity, are just some of the essential conditions that must be met in order to guarantee the excellence, efficiency and timelines of the Agency's operations.

The UK's withdrawal from the EU and the expected loss of the considerable contribution of the UK's regulatory agencies will have significant consequences for the functioning of the EU medicines regulatory network. The Dutch government is aware that ensuring the business continuity of EMA also requires the investment of EU27 Member States in capacity-building and the sharing of expertise and know-how in, and amongst, national agencies.

In preparation of this bid, the Dutch government has diligently noted the requirements and criteria as presented by the European Commission and Council Secretariat regarding the relocation of EMA, as well as of the Agency's written prerequisites for its future host city. **The Dutch government is convinced that this bid accommodates the current and future needs of EMA and offers a realistic, comprehensive, and reassuring package that will ultimately result in the Netherlands becoming the new home for the Agency, its staff and their families.**

The four key elements of the Dutch bid

Continuity

This bid aims to ensure business continuity and the unburdening of business operations and staff during the relocation of EMA from London to the Amsterdam Metropolitan Area. The Netherlands wants to make the transition to a new Member State not only as smooth as possible but also provide a high level of services to ensure that the Agency can also benefit from its relocation. Business continuity is ensured by offering a custom designed, new build headquarters at a high-end location, supported by a fully-fledged transition plan. EMA will be able to choose from a full range of real estate services for the development and maintenance of the new premises, that can be tailored to the Agency's needs. Furthermore, the new headquarters will be established in full partnership with EMA, facilitating continuity and efficient, secure, and effective business operations.

Connectivity

The Netherlands is keen to host EMA. With this bid, the Netherlands offers a high level of international connectivity that is superior to the Agency's current UK location. The new location will provide EMA with unparalleled accessibility, due to its geographical location and the vicinity of the proposed Headquarters to Amsterdam Airport Schiphol, with direct connections to all EU capital cities and a vast number of international destinations. Upon arrival at Schiphol, efficient and highly frequent and direct ground transportation runs to the EMA headquarters, literally minutes away. For visitors and experts, a broad range of hospitality functions and hotel accommodation is available in the immediate vicinity of the proposed new premises. As a global frontrunner in the field of ICT, the Netherlands has an unparalleled Information Technology infrastructure with excellent internet connections and full 4G coverage.

Commitment

The Dutch government is prepared to engage in a long-term commitment regarding cooperation with EMA, beginning with the seamless relocation of the Agency and its staff. In preparation of this bid and in order to guarantee the uninterrupted continuation of EMA's business, the Dutch government is already progressing the pre-design of the building, streamlining tendering procedures and optimising planning procedures. Furthermore, our efforts will support and unburden the Agency and its staff, providing support on both sides of the Channel immediately after the decision regarding relocation has been made. Based on the Agency's specific requirements, the Dutch Government will provide EMA with comprehensive support in preparing and implementing the transition to the new headquarters. An all-encompassing and personalised expatriation programme will be provided for the relocation of all EMA staff and their families that choose to relocate, throughout the entire trajectory. It will provide support with finding housing, selecting and registering with international schools, choosing

health insurance, supporting employment opportunities for partners and assisting with any other administrative procedures associated with relocating to another country.

The Netherlands is also making substantial investments in the EU medicines regulatory network by allocating the sum of 10 million euros to increase the capacity of the Dutch Medicines Evaluation Board (MEB) as well as supporting training and the transfer of knowledge between experts from EU medicines regulatory agencies. Furthermore, the Dutch Medicines Evaluation Board is willing and able to provide a similar level of scientific support to EMA as it currently enjoys from the National Competent Authorities in the UK.

Finally, The Netherlands' commitment, as presented in this offer, will be specified in a seat agreement, and is further reflected in the offering of privileges and immunities on terms comparative to those that have been made available to the existing EU agencies established in the Netherlands.

Community

An open and internationally oriented country, the Netherlands is a great place to work, live, and raise a family. The country tops many international surveys that evaluate quality-of-life, and Amsterdam is identified as one of the most desirable destinations for expats. Furthermore, a broad selection of international schools, including European Schools, is available to EMA families at affordable price levels. Healthcare in the Netherlands is diverse and of high quality, conforming to international standards.

Integration in the Dutch way of life is easy, as most Dutch people speak English and there is a thriving expat community. As the Amsterdam Metropolitan Area and neighbouring regions are home to a large number of international companies, inter-governmental organisations, and universities, there are many employment opportunities for partners of EMA staff. We are confident that EMA and its entire staff will quickly feel at home here in the Netherlands.

Introducing the Netherlands

The Netherlands is a thriving, independent, prosperous and internationally oriented country in the heart of Europe. The Netherlands has long been situated at Europe's trading crossroads and is one of the founding nations of the European Union. The Netherlands scores highly regarding stability, safety and social responsibility, which is demonstrated by an excellent educational system, high-quality healthcare, the availability of a multilingual and highly skilled workforce and efficient markets. The country boasts an affordable, high standard of living, in a multicultural society. At the same time, it retains an inviting, communal atmosphere, especially in its city centres, where bikes are the primary form of transportation. Open, rural land is never far away from office buildings and conurbations. Combined with cultural, sporting, and other spare-time activities, the Netherlands makes for a highly attractive location for both locals and expatriates.

The country's international orientation provides a gateway into Europe that helps international organisations and companies succeed throughout the continent. Situated between the three largest economies in Europe (Germany, the United Kingdom and France), the Netherlands offers an attractive, stable and highly accessible location for the new home of EMA and its large number

of visitors from abroad. The quality of business infrastructure in the Netherlands is among the best in the world. The dynamic environment enables companies and international organisations to establish a firm foundation on which to build; from headquarters, to research and development, through marketing, to logistics and technology. The Amsterdam Metropolitan Area alone is home to over 110,000 expats from across the globe; 50,000 of them live in the city itself. Expats also form a significant part of the population throughout the Netherlands.



Capital: **Amsterdam**
also home to Amsterdam Airport Schiphol



Currency: **euro**



GDP per capita
(CBS 2015)



33,800 km²

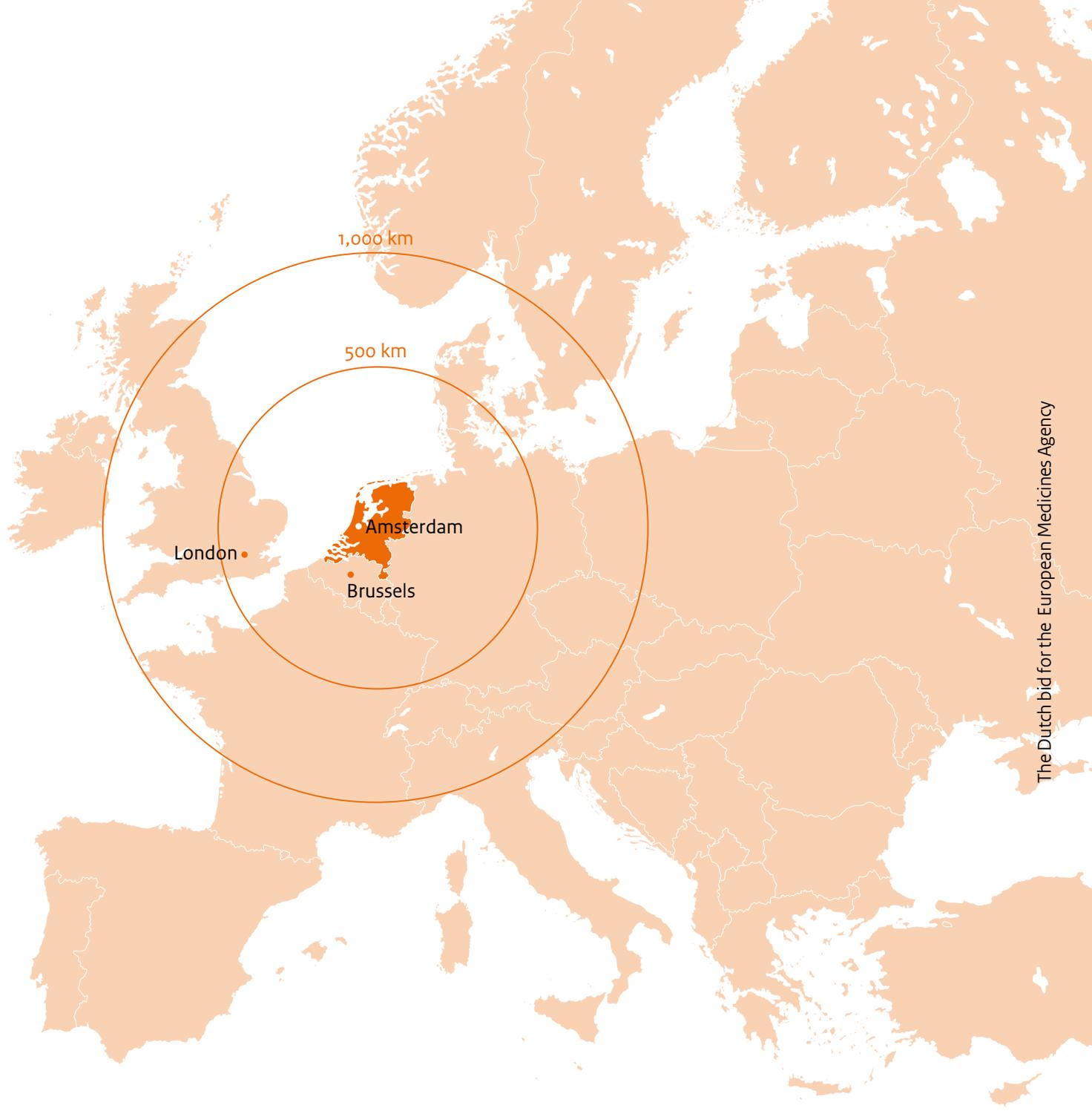


17
Million people
(July 2016)



Unemployment rate
(average 2007-2015)

Source: Holland Compared July 2016



The Amsterdam Metropolitan Area

Amsterdam is the perfect location for EMA as it provides a thriving and dynamic environment that will enable the agency to run its operations smoothly and efficiently. The business eco-system of the area includes multinational companies, start-ups and research institutes. The European Union recognised the innovative nature of the city by naming Amsterdam 'European Capital of Innovation' in 2016.

Amsterdam offers a set of advantages that cannot easily be found in other European cities. The city is a cultural hotspot and hosts a vibrant international community with an excellent quality of life for expats that reside there. It continues to rank highly in the world's most attractive and friendliest cities for expats, in which to live and work. Amsterdam has an internationally oriented and multi-cultural population, some 19% of whom are foreign nationals and migrants. More than 90% of the people in Amsterdam speak English. The city has, for centuries, attracted people from all over the world.



2.3 mln
inhabitants



180
different
nationalities



15.1 mln
overnight
stays



881,000
bicycles,
58% used daily



40
parks



4,000
bars and
restaurants



25
concerts and theatrical
performances daily



80
bridges in
the canal ring



207
Van Gogh
paintings



75
museums



8th
world-wide conference
destination



22
international
schools







“EMA’s work is crucial in guaranteeing the safety of medicines for all European citizens. This critical work cannot be disrupted. The Netherlands offers all of the support that is necessary in order to facilitate a fast, efficient and seamless relocation. All things considered, the Netherlands is the perfect location for the EMA in the wake of Brexit.”

Edith Schippers • Minister of Health, Welfare & Sport

Continuity

Hosting the EMA headquarters

Requirements for the new office

EMA is at the heart of a network of some 50 medicines regulatory authorities from the EU Member States and the European Economic Area Member States. This network is what makes the EU regulatory system unique. EMA provides for a single scientific assessment of new medicinal products resulting in a recommendation to the European Commission which subsequently results in a marketing authorisation decision, valid for the entire EU. To achieve its tasks, EMA brings together the best scientific expertise on medicines from across the whole of the EU.

The diversity of the experts from across Europe involved in the regulation of medicines in the EU encourages the exchange of knowledge, ideas and best practices between scientists striving for the highest standards for medicines regulation. Seven scientific committees, supported by 34 working parties and scientific advisory groups can draw from a network of some 3,700 scientific experts made available by the Member States to the Agency. EMA functions as a central hub for interaction between these expert groups, many of them gathering in the Agency's headquarters on a regular basis. It is this specific function and the large number of travellers to-and-from EMA on an annual basis that demands that the Agency be located in a highly accessible

and central location within the European Union. In 2014, the Agency moved to brand new headquarters in the heart of Canary Wharf, London. The building was custom-built, designed on the basis of the experiences and business operations of the Agency over the past 20 years. 'Flexibility' and 'efficiency' are therefore two keywords guiding the search for new premises for the Agency in the Netherlands. The new headquarters must provide a modern office environment (at least 27,000 m² NIA) that can be fitted-out according to purpose. This will include, for example, open-plan workspaces with an adequate number of meeting rooms for the more than 5,000 video-conferences and roughly 600 meetings held each year. This requires a range of facilities, from small meeting spaces for daily staff meetings, to large boardrooms for expert committees and consultations with external stakeholders. The design needs to respect the commercially-sensitive information the Agency processes on a daily basis. The new building needs to provide 1,300 workstations for 890+ full-time members of staff as well as visiting experts. As a modern, responsible and transparent organisation, EMA requires a BREEAM environmentally-friendly and economical building.

Finally, the working environment in the new premises needs to be secure, efficient, provide

high levels of facilities, concentration rooms, expert lounges, a separate industry waiting area and working facility, an auditorium for patient consultation meetings and state-of-the-art IT services to guarantee the continued, high-quality output that the Agency currently delivers.

Hotel accommodation requirements

EMA receives 36,000 visitors annually, including a large number of scientific experts from the EU network of medicines regulatory agencies. Many experts participate in meetings that last for several days. EMA books some 15,000 hotel rooms annually to accommodate these experts, while it is estimated that individual visitors book a further 15,000 rooms. As expert meetings frequently extend into the evening hours, it is vital that experts and visitors have access to adequate and safe hotel accommodation in the immediate vicinity of the Agency's headquarters.



Our proposal for the new EMA headquarters

The Amsterdam Metropolitan Area is a prime location for working, living and recreation in the Netherlands and, together with the proposed headquarters location, is only minutes away from Amsterdam Airport Schiphol, the third-largest airport within the EU. It is a dynamic working and residential area, with a high level of amenities to ensure the necessary comfort and relaxation. The Netherlands offers EMA a great proposition for an office building at a top-class location within the Amsterdam Metropolitan Area. The proposition has been assessed by the Central Government Real Estate Agency and involves a prime greenfield site for a new building that is built according to the Agency's specific

requirements. This proposition fulfils the list of criteria for relocation of the European Medicines Agency and the European Banking Authority, as adopted by the European Council, as well as additional requirements specified by EMA itself in published technical papers. Furthermore, the proposed location offers the Agency improved international connectivity compared to the current Canary Wharf location.

The Netherlands has a great building proposition that matches EMA's needs



Within less than **2 hours drive** from Amsterdam, there are several cities and other airports with European and international flight connections.

- 10 min ● Amsterdam Airport Schiphol
- 20 min ● Leiden
- 30 min ● The Hague
- 30 min ● Utrecht
- 40 min ● Rotterdam The Hague Airport
- 40 min ● Rotterdam
- 60 min ● Eindhoven Airport
- 95 min ● Brussels Airport Zaventem

Legend

-  Amsterdam Airport Schiphol
-  Rotterdam The Hague Airport
-  Highways
-  Railroad
-  Large cities
-  International schools

Further information can be found at
www.netherlandsforema.eu



The proposed office location: Amsterdam Zuidas

The greenfield site Vivaldi is located in Amsterdam Zuidas. Zuidas – literally, the ‘South Axis’ – is situated within the vibrant city of Amsterdam and **only minutes away from Amsterdam Airport Schiphol**, the third-largest airport within the EU.

With its high concentration of businesses, public institutions and housing, this is a new quarter of the Dutch capital. A high profile international business district and a centre of research and education, it is a fully-fledged urban hub and a dynamic place to live and work. Zuidas is best known as a top-level international knowledge and business centre. Over 700 firms are already established here, including many international companies operating in the areas of finance and accountancy, consultancy, law, chemistry, and IT. The Amsterdam World Trade Centre is also located here. The presence of VU University Amsterdam and VU University Medical Centre close by, and the University of Amsterdam in the near vicinity, facilitates optimum interaction between the

business sector and the academic world. Zuidas will continue to expand and develop in the coming years and will not only be the key international office location, but also a popular residential area where special attention is paid to the human dimension of the architecture and green design of public space. Zuidas will become a well-rounded and unique Amsterdam quarter featuring schools (international and Dutch), cafés and restaurants, sports centres and a growing number of retail outlets, convenience stores and other amenities, events, and exhibitions.



7 minutes
12 trains per hour





Hotel accommodation

EMA annually books 15,000 hotel rooms for participants at its meetings, and an additional 15,000 hotel rooms are booked directly by visiting experts and guests. Meetings can last up to four days and many continue late into the evening. The availability of a broad range of hotel accommodation in different price ranges is therefore important in facilitating the work of the organisation.

The Amsterdam Metropolitan Area houses 650 hotels (2015), with a total of 41,000 hotel rooms in various price ranges. By 2020, hotel capacity will have been expanded by an additional 11,000 rooms. Approximately 29,150 rooms are located in the city of Amsterdam, with a large selection in the 3- and 4-star range. There are some 48 hotels, including global chains, in the 3- and 4-star range located at Amsterdam Zuidas, offering a total of 3,775 rooms.

By 2020, this local capacity will increase to over 5,250 rooms. At walking distance from the proposed new EMA headquarters, the Vivaldi Building, there are several hotels in different price ranges, including Holiday Inn, Novotel and Motel One. Furthermore, the 650-room NH Amsterdam RAI Hotel, the largest 4-star hotel in the Benelux, will open its doors in 2019 and, adjacent to the building plot, a new 230-room Van der Valk hotel will also open in 2019.

Plenty of amenities for a vibrant surroundings, over 5,000 hotelrooms within walking distance.

The Vivaldi Building

The building

The Dutch government is pleased to offer a brand new office building as the new headquarters for EMA ensuring the Agency's business continuity. The proposition includes the following key features:

- a newly-built turn key office building, acquired and fully arranged by the CGREA
- to be leased by EMA
- CGREA provides building related maintenance services during the entire lease period

The **Vivaldi Building** is a typical high-rise plot. The footprint of roughly 80x60 metres allows for a base incorporating conference facilities and a slender, high-rise tower for the offices. The surrounding streets are accessible only to designated users – i.e. no public thoroughfare.

As this is a greenfield development reserved for EMA, the Netherlands can fulfil all of EMA's specified requirements regarding its new headquarters. This includes high-quality office spaces, a conference centre that is designed according to the specific requirements of EMA, the highest sustainability performance and a perfectly secure environment. The building will be 19 storeys high, with an effective gross floor space of approx. 3,250 m² for the three base floors of the building, and approx. 1,700 m² gross floor space for the office

floors, creating space for 1,350 workstations. The conference centre contains all required meeting rooms and capacities, including auditorium facilities for 300 visitors and a 500-seat restaurant.

Location

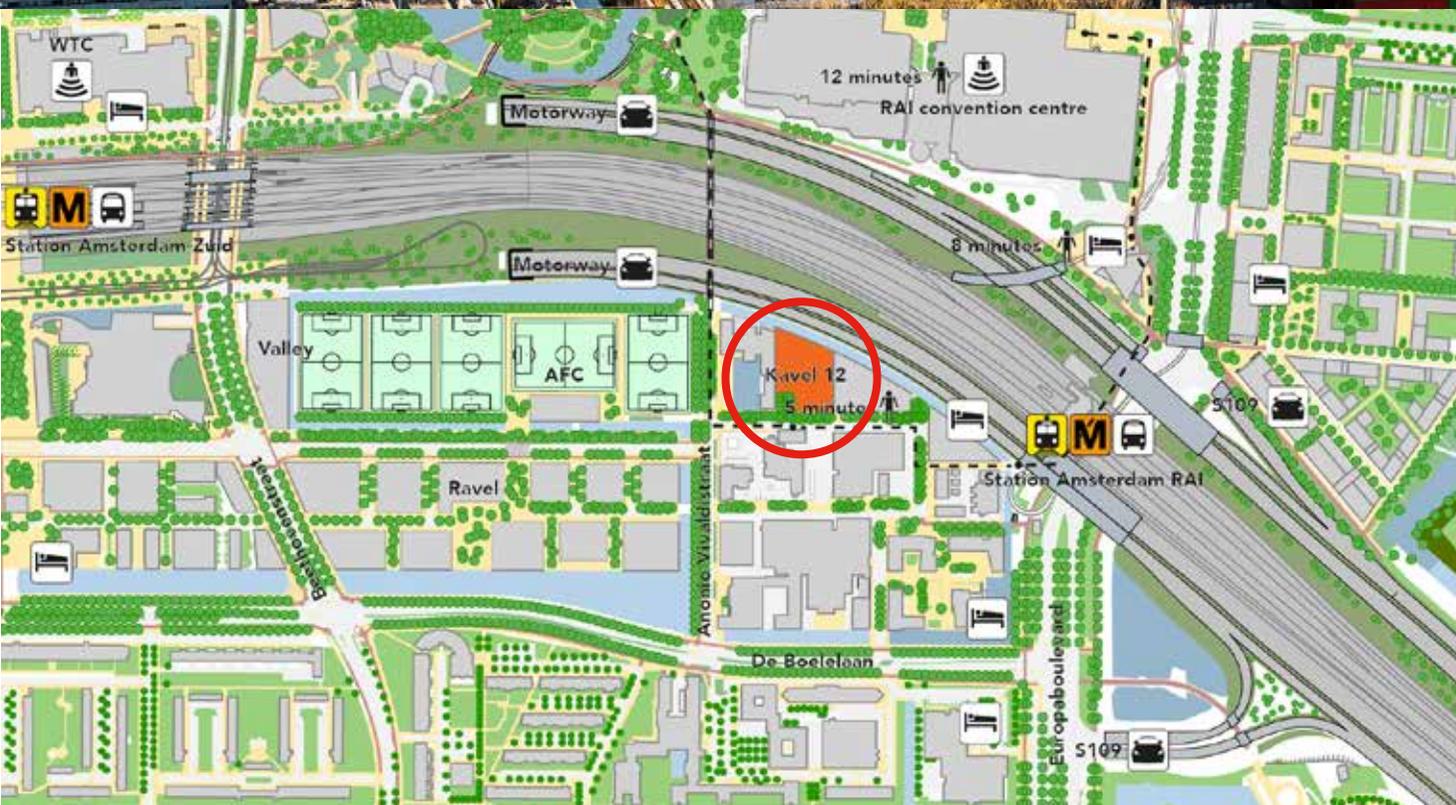
The Vivaldi area is located at the eastern entrance to the Zuidas business district. It is a mixed use area incorporating housing and cultural facilities and hotels. The plot is next to the railway/metro station Amsterdam RAI with a direct connection to Amsterdam Airport Schiphol (10-minute connection) and the Amsterdam ring motorway.

The surrounding area

At walking distance from the new headquarters is the Amsterdam RAI Convention Centre which hosts up to 500 large international (medical) conferences and exhibitions each year, with over 1.5 million visitors. De Scheldestraat, a 5-minute bicycle ride from the plot, is a lively street in a residential area with apartments, shops, restaurants, bars and patios. The Beatrix Park and Amstel Park – both a 5-minute walk – are beautiful green spaces for leisure and relaxation. To the west of the plot, is Amsterdam's oldest football club with a large outdoor football complex. The area is also home to a bilingual (English/Dutch) primary school. The British School is located nearby at Zuidas,

and the International School of Amsterdam is 15 minutes away. In the coming years a new residential area will be developed just south of the plot, including facilities such as a school and small retail units as well as offices for (small) businesses.

Detailed features of the Vivaldi building are highlighted in the building section in the annex to this bid.



Vivaldi

City: Amsterdam

Name: Vivaldi/plot 12

Size: 42,612 m² gross floor area

Levels: 19

Max height: 85 m

Station RAI: 5 minutes walking distance

Station Zuid: 10 minutes walking distance

Status: New development

Dedicated support and services

The current EMA headquarters in London was custom-designed by the Agency itself, according to its needs and requirements, to provide an efficient working environment for its staff and the large number of experts participating in its activities, facilitating professional, knowledge-intensive and secure business operations.

Given the very short transition period between the final EU decision on the new host country and the relocation of the Agency the Dutch government is happy to proffer the services of the **Central Government Real Estate Agency (CGREA)**. CGREA is a 100%-government-owned non-profit agency which will operate as a one-stop shop concerning all aspects of realising the new EMA premises. It is an efficient and professional government agency that provides real estate for the Dutch government and international organisations in the Netherlands. Its areas of expertise include real estate management, project development, building technology, architectural design and tender procedures.

CGREA has a track-record of working with European Agencies and international organisations in the Netherlands and is the main developer for Dutch ministries and other government agencies. Its work begins and ends with collaboration with EMA,

offering customised solutions that aim to fulfil the Agency's specific needs. The CGREA is the largest real estate property owner in the Netherlands with a wide range of in-house specialists.

A flexible approach combined with customised building solutions at very competitive prices are key factors in meeting the EMA relocation requirements. With the Vivaldi Building, the Netherlands provides

a complete turnkey accommodation; designed as a purpose-built and/or fully-fitted and furnished operational workplace, based on the specific requirements of EMA and **guaranteeing unfettered business continuity** for the Agency.

Flexible financing and efficiency

When making use of the services of CGREA, EMA has the possibility to discuss a variety of contracting



and financing modalities for the new building, according to its needs.¹ CGREA works at cost-price and offers financing options at the lowest interest rates available, facilitated by loans from the Dutch State Treasury and based on Dutch Government bonds. This arrangement guarantees **a highly-competitive offer, even for top business locations** in the Netherlands. As a consequence, EMA's office housing costs can be substantially reduced, in comparison with the current situation, while permitting a high level of flexibility in financing options, depending, for example, on the agreed lease period.

As indicated in this bid, the Dutch government is ready to sign a Seat Agreement with EMA. This Seat Agreement will be based on other relevant seat agreements with EU organisations in the Netherlands, and will similarly exempt EMA from Value Added Tax (VAT). Please refer to page 46 for more information on the Netherlands' Seat Agreement offer to EMA.

Service package and shared services

CGREA provides a wide range of services, varying from advice on specific real estate issues, to a

¹ Due to the tight timeframe in which the accommodation has to be realised, CGREA has already made some initial choices, in order to save time.

full-service package, involving the development, fitting-out, and maintenance of the new premises. Taking into account the short time frame in which EMA needs to prepare for relocation after the new home country has been decided upon, the range of services can be adjusted to the specific needs of the Agency. If desired, CGREA can also provide services such as cleaning, sports facilities, canteen and other services, through separate contracts. Once EMA has settled and is at home in the Netherlands, it can choose to end or adapt the service package and limit it, for example to legal, technical, or facility advice related to the real estate; CGREA is able to provide this also. The CGREA services are also aligned with the security requirements that have been established by Europol and Eurojust.

The CGREA has entered into **lease and service-level maintenance** contracts with the aforementioned EU agencies, in The Hague. These organisations are currently investigating whether closer cooperation with regard to sharing services (such as cleaning) could lead to cost reductions. Furthermore, they are investigating whether it is feasible to create a so-called 'hotspot', which could function as a **backup data centre for disaster recovery**, including full IT backup facilities in the event of a malfunction at their main offices. Depending on its requirements, EMA could participate in

this existing cooperation or, alternatively, request CGREA to help establish its own, independent facility. CGREA can help identify and recommend appropriate private and secure off-site archiving facilities as required by EMA, such depending on the Agency's requirements such as accessibility and security.



“It is a challenge to ensure that EMA can close the door in London on one day and commence work on its new premises in the Netherlands the next. Managing large-scale challenges is a Dutch speciality. We will make it happen!”

Ronald Plasterk • Minister of the Interior and Kingdom Relations

Availability of the new premises

With this greenfield proposition combined with the services of the CGREA, the Dutch government offers EMA a building option for the new headquarters in which the core business operations can continue seamlessly following relocation from London. The timetable for the transition of EMA is uncertain and depends on the timing and outcome of the political negotiations regarding the new host country. The Dutch government is in favour of a rapid decision regarding the Agency's move, given the implications of endured uncertainty regarding the operations of the Agency and the retention of key personnel. At the same time, in order for the relocation to take place in an orderly manner, the time necessary for the transition to the new host country must allow for all appropriate measures to be taken. EMA has indicated a transition period of at least 24 months would be desirable to complete its relocation. Given the magnitude of the operation, it seems realistic to allow at least this amount of time for the transition. However, the current expectation is that the Agency will be required to leave Canary Wharf by the scheduled withdrawal date of the United Kingdom from the EU in 2019.

The sheer size of the required office building combined with requirements of accessibility and adequate services in the immediate vicinity of the new headquarters, means that potential

building locations will, in most cases, be situated in dynamic, high-end business areas or nearby existing international organisations. Furthermore, EMA has specific needs regarding its large size conference centre, which is essential for its core business operations. Most large size office buildings, as required by EMA, will not feature accommodation on a suitable scale to fulfil these specific needs, and in many cases, building adjustments will be necessary.

The Dutch government believes there is no reason to compromise on the functionality and efficiency of the new headquarters and therefore offers high-quality new-build premises tailored to the needs of EMA. At the same time, it is maximising efforts for a timely delivery of this building. To gain time, the design process and tender procedures have already been initiated by the Dutch government at its own risk. The proposed design of the building allows for various possibilities to speed construction and includes a high level of uniformity and a dry and mainly prefabricated construction method.





In order to avoid unnecessary delay, development of the building project, in collaboration with the municipality of Amsterdam, has already commenced. This means that:

- The greenfield plot has been reserved.
- The spatial requisitions for the building permits are tailored to the specifications of EMA.
- The preparations for the EU tender procedure have started.
- The design of the building is already at pre-design phase.
- The highest technical standards for offices are being applied, which entail that the building will be energy neutral (exceeding BREEM Excellence).
- Experience gained with the design of the conference facilities for the recently developed new buildings for Eurojust and Europol will be applied for EMA conference centre.
- A transition team that will support EMA has been established.

The tendering procedure is fully aimed at the delivery of the conference centre, as well as some of the workplaces, by April 1st 2019, to ensure business continuity for EMA. Consecutive office floors will become available in the subsequent weeks and months.

In order to safeguard and facilitate the business operations of the Agency a complete temporary office backup facility in close proximity to the new premises, with ample capacity for the remaining workstations, will be made available at January 1st 2019. **In this manner, the EMA will be able to continue its working processes with a minimum of interruption following its relocation from London to Amsterdam.** The costs of the temporary office location will be borne by the Dutch government.

Financial terms, maintenance, and conditions offered

Building-related costs

With the Vivaldi Building as the new headquarters of EMA, a lease agreement can be arranged for rent of the property and building-related maintenance costs, according to EMA's needs. The gross floor area of the Vivaldi Building, including car- and bicycle parking facilities, is 42,612 m². The gross floor area for the office building is 38,734 m². The net floor area is 31,855 m², which is somewhat larger than specified by EMA due to differences in definitions of lettable space and the more general spacious layout.

Notwithstanding any additional requirements and fitting out of the building, which is to be specified by EMA, a price-per-square-metre net floor area of € 300,- to € 320,-per m² is realistic in combination with a 20-year lease period.² This rate includes:

- building- and land costs
- a parking for 104 cars and 750 bicycles
- building-related maintenance costs

Depending on EMA's requirements, additional fitting costs will be applicable to design and equip the office floors, workstations, conference centre, restaurant and other building facilities. As the building will be virtually an 'energy-neutral

building' (exceeding BREAAAM Excellence), the energy costs will be low. The formulation of requirements for the fitting out of the building will be done at an early stage in close collaboration between EMA and CGREA.

Overview of financial terms

Gross floor area Vivaldi Building including parking facilities	42,612 m ²
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Gross floor area Vivaldi Building office and conference facilities	38,734 m ²
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Net floor area Vivaldi Building	31,855 m ²
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Estimated lease per m ² net floor area; based on 20 year lease period	€ 260,- to € 280,-
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Building related maintenance costs per m ² net floor area	€ 40,-
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Incentives related to this bid

In addition to the favourable conditions detailed in this bid, the Dutch government is willing to provide EMA with a one-off **financial transition incentive**, the conditions of which can be determined in the lease agreement between the Agency and the Dutch government. This may be used for a rent-free period, to cover a part of the fitting costs or to reduce the rental costs for the duration of the lease agreement. The details of these incentives will be presented in a separate letter accompanying this bid. Furthermore, the Dutch government has a possibility of including a break-clause in rental agreements it enters into with EU and international organisations based in the Netherlands. The terms and conditions of such a break clause need to be further determined in the lease agreement.

Maintenance, upgrading and service

As the Vivaldi Building is a new development, the initial maintenance costs will be limited. As owner of the building, the Central Government Real Estate Agency will maintain the building so that the physical condition of the premises will be kept up to high standards. The design of the building has been based to a large extent on the requirements for the current EMA premises at Canary Wharf. As the building has a spacious

² Prices quoted against current market conditions.

lay out, it is unlikely that any extensions to the premises will be required in the near future.

As indicated earlier in this bid, in addition to the lease agreement mentioned above, a service-level agreement can be offered for general maintenance and other services. These services can initially be made available for a period of 3-to-5 years so that EMA can completely settle in and obtain insights into local market conditions before tendering out services itself. The CGREA can offer the service-level agreement and function as intermediary between the Agency and service providers.







“With its many direct flights, high-speed rail links to European capital cities and excellent public transport Amsterdam is so close to London that employees can, if necessary, choose to commute during the early phases. No other city can offer quite that level of connectivity.”

Kajsa Ollongren • Deputy Mayor and Alderman to the City of Amsterdam

Connectivity

Flight connections

In relocating to the Netherlands, EMA will be able to run its operations from a strategic location on the European mainland that offers unparalleled EU and international access. This is a result of our country's favourable, central geographical position, its superb accessibility and excellent infrastructure. Given the many international visitors that travel to and from the EMA headquarters every year, it is of pivotal importance that the EMA office is located near an international airport hub offering high frequency, direct flight connections to capitals and other destinations in all EU Member States as well as a variety of routes to its main international counterparts across the globe.

Amsterdam Airport Schiphol is the third-largest airport in the EU, with over 63 million passengers a year and serving 322 non-stop destinations in 95 countries. Amsterdam Airport Schiphol has daily connections to all EU Capitals and many international destinations, including in the USA and Asia. With 4,861 direct flight connections per week, it has the highest number of direct flight connections in comparison with other airports in Europe.³ It is one of the most efficient single terminal airports in the world. The ground connections to-and-from Amsterdam Airport Schiphol are excellent. The

airport is connected to one of the most high frequency domestic rail networks in Europe and has direct High-Speed rail connections to Brussels, Paris, Frankfurt, and London.

Furthermore, several airports with European and International flight connections can also be reached within one to two hours travelling time, including Rotterdam-The Hague Airport and Brussels-Zaventem Airport respectively.

Amsterdam Airport Schiphol Facts



322 non-stop destinations

108 airlines offer direct flights from AMS



52,000 transfer connections

Schiphol is 3rd largest airport in the EU



3rd in Cargo Volumes

In 2015 AMS processed 1.62 million tonnes of cargo



60 million passengers

Schiphol annually welcomes over 60 million passengers

1st

Europe's Preferred Airport

Business Traveller Award 2015 on Best Airport of western Europe, Zoover Award 2015: Best Airport

**EHAM
AMS**

Airport codes

IATA code: AMS
CAO code: EHAM

³ACI Europe, Connectivity Report 2017.

Source: Amsterdam Airport Schiphol, 2016

Direct flight connections from EU Member States to Amsterdam

Capitals	Frequency/daily direct (average)	Duration (hours)	Capitals	Frequency/daily direct (average)	Duration (hours)
Athens	4	03:50	Madrid	9	02:30
Berlin	9	01:20	Paris	13	01:10
Bratislava ⁴	9	01:50	Prague	7	01:15
Brussels	5	00:50	Riga	2	02:25
Bucharest	5	02:55	Rome	10	02:20
Budapest	4	02:05	Sofia	1	02:50
Copenhagen	11	01:20	Stockholm	9	02:00
Dublin	12	01:35	Tallinn	2	02:25
Helsinki	6	02:30	Vienna	9	01:50
Larnaca/Paphos	1	04:35	Vilnius	1	02:30
Lisbon	7	02:55	Warsaw	6	01:55
Ljubljana ⁵	1	01:50	Valletta ⁷	1	04:10
London ⁶	54	01:00	Zagreb	2	02:05
Luxembourg	4	01:05			

⁴ Bratislava is reached through Vienna Airport.

⁵ Eight flights per week.

⁶ Additional daily flights depart from Rotterdam/ The Hague Airport to London City Airport.

⁷ Direct flights during Summer schedule. Maximum flying time: 3 hours. Winter schedule includes various indirect flight connections including transfer with same airline or codeshare partner. Minimum connecting time: 1 hour. Maximum connecting time: 4 hours for EU.

Source: IATA BSP (APGdat by Diio)

Direct flights to International destinations

Amsterdam Airport Schiphol offers direct flight connections to a large number of international destinations that serve organisations with which EMA works closely, including regulatory agencies around the world, such as the Food and Drug Administration (USA), Health Canada (CAN) and WHO (Geneva).

Direct flights from Amsterdam Airport Schiphol to selected destinations worldwide

Destination	Frequency/daily direct (average)	Duration (hours)
Geneva	8	01:30
Tokyo	1	11:25
Washington	2	8:35

Source: IATA BSP (APGdat by Diio)

Indirect flights with 1 stopover from Amsterdam Airport Schiphol to selected destinations worldwide

Destination	Frequency/daily indirect (average)	Duration (hours)
Tokyo	13	15:00
Ottawa	2	14:23
Sydney	7	22:15

Source: IATA BSP (APGdat by Diio)

Rail and road connections

Road and rail connectivity

The Netherlands has an extensive road network and high frequency rail network. By car, every destination within the Netherlands can be reached in less than 2.5 hours. Amsterdam Airport Schiphol is connected to major motorways: A2/E35 and A4. The rail network operating from Amsterdam Airport Schiphol has high frequency services (8-12 connections per hour) to the future EMA premises, as well as to all major Dutch cities. The EMA premises can be reached through stations Amsterdam Zuid as well as Amsterdam RAI. The two stations are connected by 4 trains and 14 metro trains per hour and at only 2 minutes' distance from each other.

High Speed services are available from cities in nearby countries such as Belgium, France, Germany and the UK (Thalys, ICE). From 2018, Eurostar plans to operate direct connections between London St. Pancras and Amsterdam Central Station twice daily.

National rail connections from Amsterdam Airport Schiphol

Destination	Frequency per hour	Duration in time
Amsterdam Zuid Station	12 trains	7 minutes
Amsterdam Central Station	10 trains	14 minutes
Leiden Central Station	8 trains	16 minutes
The Hague Central Station	6 trains	29 minutes
Rotterdam Central Station	8 trains	26 minutes (high speed)
Utrecht Central Station	4 trains	31 minutes

International rail connections (High Speed) to Amsterdam Airport Schiphol

Destination	Frequency per day	Duration (hours)
Brussels Midi	14 trains (Thalys)	01:35
Paris	13 trains (Thalys)	02:59
London	7 trains (Thalys/Eurostar) 2 trains (Eurostar)	04:20 with transfer in Brussels 03:50 direct connection as of 2018
Cologne	8 trains (ICE)	02:53 (high speed)

Information Technology

Excellent Digital Connections

For its daily business operations, EMA requires state-of-the-art IT infrastructure. The Agency runs vast and complex online databases, including the newly developed EMA Clinical Trials database which holds thousands of pages of research information. It also needs to facilitate more than 5,000 telephone and video-conferences per year. Furthermore, development of IT connectivity and cooperation with the National Medicines Agencies is a key priority in its work plan 2017 - 2020.

The Netherlands is a veritable front-runner in Europe when it comes to digital infrastructure. It is home to the world's largest data transport hub:

Amsterdam Internet Exchange (AMS-IX).

The Netherlands is renowned for having one of the fastest average broadband speeds in the world, as well as having one of the highest levels of broadband penetration in Europe. Additionally, the Netherlands is home to some of the world's most reliable broadband and telecom providers. The Netherlands currently ranks 6th for best ICT infrastructure worldwide.⁸

4G and 5G Coverage

The Netherlands is a frontrunner in mobile connectivity with a **coverage of 98% for 4G network**. One of the first testbeds for 5G is located in the Northern part of the Netherlands. Amsterdam will start another 5G testbed in 2020, and the telecom providers expect that 5G will be generally available throughout Europe by 2022.

International and local IT-workforce

The Amsterdam Metropolitan Area is home to a pool of 250,000 experienced IT professionals; 55% of whom hold a bachelor's or master's degree. The outstanding quality of life continues to attract top talent to the area. Global players such as Google, Netflix, Uber, Salesforce, Shutterstock, Cisco, Palo Alto Networks, Microsoft, RedHat, Joyent, LinkedIn, Apple and Infosys have already set up shop in the Amsterdam Metropolitan Area. **There are roughly 578 international IT companies in the Netherlands, collectively employing around 35,000 people.** Roughly 170 of these companies have located their headquarters in Amsterdam. Around **one-third of European data centres** (including Interxion and Equinix) are located in the Amsterdam Metropolitan Area.

Amsterdam is also a knowledge-hub for IT talent. For example, the Amsterdam based Big Data Alliance aims to promote collaboration among the leading Dutch academic institutes and industry in Big Data and Data Analytics. Its primary goals are to unlock and share knowledge, expertise, and research, and to stimulate innovation and education in the field of Big Data. Additionally, it aims to function as a focus for students in the emerging field of Data Science Education and to strengthen the connection between academia and industry.⁹

⁸ World Economic Forum. The Networked Readiness Index 2016.

⁹ www.bigdata-alliance.org

Amsterdam Internet Exchange (AMS-IX)



The largest internet exchange in the world, both by number of members and total traffic



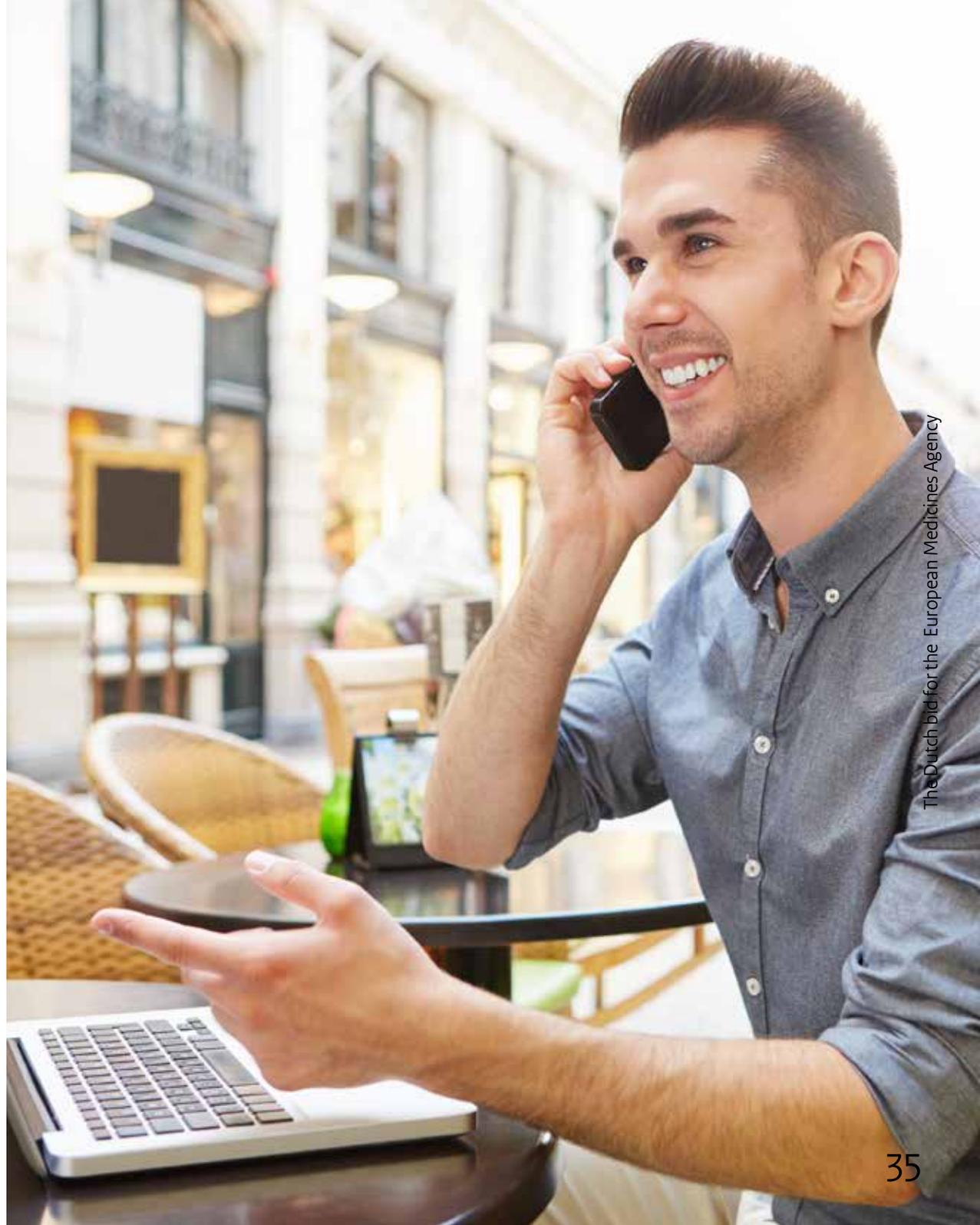
Ultra-high-speed connectivity with an average peak load of over 3 Terabytes per second



More than 70 carriers present at AMS-IX locations



Diverse peering community of over 710 internet-related companies connected to the AMS-IX grid, half of them from outside the Netherlands







“The MEB understands the need to secure the continued performance of the European assessment of medicines. Therefore, we have undertaken to invest in additional staff – preparing ourselves to take over part of the work, if necessary. We are also ready and willing to help other countries to take on additional assessment work. The European network is important – together we must ensure continuity.”

Hugo Hurts • Director Medicines Evaluation Board Agency

Commitment

Relocation plan for EMA

In the event that the Netherlands is successful in its bid to host the Agency, the transition process will commence immediately afterwards. The Agency must continue to operate throughout the entire transition period, from October 2017, until the finalisation of the relocation in 2019. Relocating one of the EU's largest Agencies, while safeguarding continuity in the performance of tasks and guaranteeing the well-being of its workforce, requires sophisticated planning and logistics. The uncertainty regarding EMA's future location in another EU Member State, and the associated timeline, limits the Agency's possibility to prepare in advance for its relocation.

Therefore, the Dutch government and the City of Amsterdam are committed to ensuring business continuity to EMA by presenting a comprehensive relocation programme for EMA headquarters,

as well as for the Agency's employees and their families. This will be achieved via two defined trajectories. The first, is aimed at fully supporting the preparation, relocation and after-care of the relocation of EMA's headquarters from London to Amsterdam. The second, concerns the complete support and unburdening of the relocation of EMA staff and their families.

A dedicated team of experts, covering all aspects of the potential relocation, has already been assembled. These experts are representatives from the ministries of Health, Foreign Affairs, Education, Economic Affairs, the Central Government Real Estate Agency and the City of Amsterdam (together with contiguous cities) and their Expat Centres. This EMA Transition Team (ETT) will be coordinated by the Ministry of Health and will act as the focal point for EMA regarding all aspects of the transition process.

Relocation of the EMA headquarters

EMA and the new host-country should work closely together to keep business operations running according to existing quality standards and time-critical procedures during the entire transition phase, whilst simultaneously carrying out a massive rehousing operation. EMA will be required to make all the arrangements to prepare for relocation, with regard to both the new premises but also the relocation of almost 900 staff and their families. Key obstacles are

posed by the physical distance from the new host country, but also by limited knowledge of local real estate and housing markets, local customs and legal requirements. EMA will require extensive support in order to ensure a smooth transition to the new location. The aim of the Netherlands is to **provide 360-degree support and to unburden the Agency and its staff** throughout this process.





In order to be able to take immediate action once the decision regarding the new host country has been made, the Netherlands is already taking the necessary preparatory steps to facilitate a seamless transition in the event that the Netherlands is chosen to host EMA. In order to ensure timely delivery of the proposed new headquarters, the Central Government Real Estate Office (CGREA) is working together with the Amsterdam Metropolitan Area to expedite all the arrangements regarding planning, municipal zoning plans and interactions with real estate companies regarding the building proposed in this bid.

Consequently, the Dutch government can provide the Agency with full relocation support. In addition to the aforementioned services, the Netherlands proposes, in consultation with EMA, to **embed a dedicated support team** from the Netherlands at the London premises, and to host EMA preparatory staff in the Netherlands, so that every single detail regarding the actual relocation of the Agency can be addressed efficiently on a daily basis. This includes building (re-)development, fine-tuning the fitting requirements, removal and relocation support, and legal and financial advice.

As stated, preparations for the Vivaldi building have already started. A team of specialists from

the CGREA, the municipality of Amsterdam and the Ministry of Health, Welfare & Sport are already arranging all the legal procedures, design processes and preparations for the contracting. Throughout the transition process, continuous interaction with EMA is vital, both for defining all the formal conditions for the cooperation, and further fitting of the new and temporary premises, as well as to when the preparations for the move should commence. There are two processes which will take place in parallel: preparation of the move to the new premises, and preparations for the move to the temporary location.

Phase 1: Formal arrangements and legal aspects

Between October 2017, and March 2018, the headquarters agreement between EMA, the Ministry of Health, Welfare & Sport and CGREA must be signed. Also, after agreement has been reached on the fitting out of the new premises, a Service-Level Agreement will need to be signed. Therefore, talks and negotiations need to commence directly following the Council decides on the new location of EMA. A team with representatives from the Dutch government and EMA will be formed, which will meet on a regular basis with different disciplines (legal, financial, IT, building, etc.).

In this phase, all preparations (Programme of Requirements, choice of location, negotiations and signing of the lease agreement) for the temporary premises must take place as well.

Phase 2: Preparations for the move

Between April 2018, and April 2019, the relocation will be prepared. Given the size of EMA, twelve months of preparations is, in fact, a serious challenge. EMA will have the considerable experience of CGREA and its work with international organisations in the Netherlands at its disposal. Existing transition plans used for recent relocations of EU Agencies in the Netherlands have already been reviewed and adjusted to EMA's specific requirements.

In order to ensure full business continuity, the Dutch government is providing for temporary office accommodation close to the new premises. The fine-tuning and logistical arrangements will be prepared in detail and supported by both the Dutch liaison officers stationed in London and the EMA officers stationed in the Netherlands during this period.

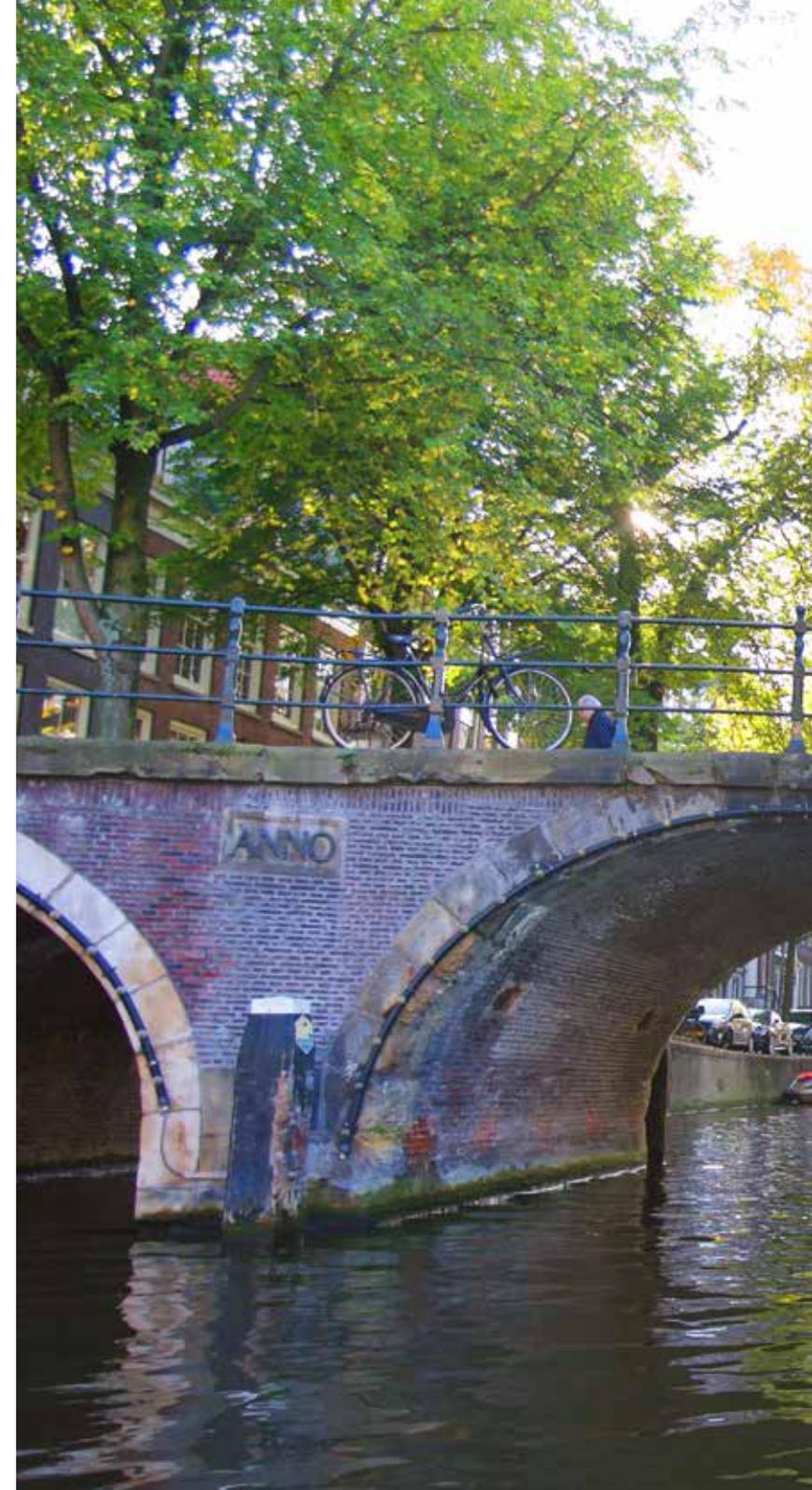
Phase 3: The relocation process

The preparations for the move, and the actual move, will obviously overlap. For EMA to be able

to move to the Netherlands by the UK's date of withdrawal from the EU, currently scheduled for April 2019, the Agency requires full availability of the Conference Centre and a part of the office space in the new building, as well as the offices in the temporary facility. The temporary facility will be available to the Agency from the 1st of January 2019 until all EMA staff has moved to the Vivaldi Building.

It is anticipated that there will be a limited need to physically move materials from London to the Netherlands, as much of the technical equipment and office furniture is close to the end of its economic lifespan in the current location. The Vivaldi Building, its interior and all ICT and AV installations will be brand new, helping to smooth the transition. The Transition Team will focus on creating a working environment according to specification both at the temporary facility as well as in the new building. Attention will also be paid to the secure removal of IT and data equipment and archives from London to Amsterdam.

From January 2019 onwards, sections of the EMA organisation will be able to move from London to the temporary office. This may include staff preparing the transfer of the main business operations and the removal of the whole





organisation. As the conference centre will be available from April 2019, EMA will be able to continue its operations without disruption. The office capacity at both the temporary location and within the Vivaldi Building will be sufficient to accommodate the Agency's staff by the withdrawal date. New office floors will become available in the Vivaldi building in a rapid timeframe. Given the spacious lay-out of the building, the largest portion of staff may be able to start working at the new building by the end of summer 2019.

The Transition Team needs to be fully operational throughout the entire process. This will require close cooperation between EMA and the Dutch government to align their respective processes.

In the table on page 44, some of the milestones for the relocation of the headquarters can be found.

Relocation of staff and their families

In addition to the relocation of the Headquarters, EMA also faces an operation in supporting its staff during the move with the Agency to the new host country. For many of the 890 staff and their families this means that they will have to decide whether they agree to leave the UK, where many of them may have lived for a considerable time. The situation may be made even more complicated due to the uncertain conditions around the UK's withdrawal from the EU, in particular, for the rights and future residency of EU-nationals living in the United Kingdom.

As part of the overall approach to ensuring business continuity, the Dutch government wishes to support the Agency in retaining essential staff by providing support throughout the entire relocation process and by unburdening families through a tailored relocation process.

Strand 1 - Establishment of a service desk at the current EMA premises in London

It is important to inform and educate employees and their families well in advance about moving to and living in the Netherlands. The ETT will establish a temporary service desk at the EMA premises in London to answer initial questions and provide information. Each employee will be assigned a contact person that will assist the employee and family (as referred to under Strand 3 below).

Strand 2 - Monthly information sessions for EMA employees and families in London

A dedicated team of experts will hold monthly information sessions for all employees and their families in London. Topics that will be addressed during these sessions include:

- Housing; introducing options in the region, renting or buying, city and neighbourhood orientation
- Schools & daycare; introduction of the Dutch educational system, educational possibilities and preferences (Dutch schools, bilingual schools, European & international schools)
- Explanation of the Dutch healthcare system
- Procedures regarding personal income tax, insurances, opening a bank account and municipality registration
- Partner career advice and employment opportunities

Strand 3 - Dedicated and personal transition support for employees and families

Throughout the entire relocation process, EMA employees will receive personal assistance to ensure a soft landing. The ETT will work with EMA-HR to assist employees and their families during each phase of settling in. Each employee and their family will be assigned a single point of contact within the ETT, who will actively assist

and personally guide them through all stages. This includes personal assistance with finding accommodation and schooling, municipality registration, permits, applications for government incentives and taxation. The logistics regarding official government formalities and procedures will be taken care of and monitored.

Strand 4 - Support when living in the Netherlands and settling in

A dedicated settling in programme will be established in cooperation with EMA-HR to ensure the relocation of EMA staff and their families occurs as smoothly as possible. The ETT will organise sessions on items such as Dutch culture and language courses, the healthcare system, volunteering and social activities, sporting and cultural events. For partners, personal advice will be given on how to find employment, setting up a company or finding suitable training or education. A welcome package, introductions to expat communities and sports clubs, together with a special 'feel at home' event, are part of the programme.

Strand 5 – Access to international schools

As indicated above, the relocation programme consists of several process strands, as well as individual support for families that relocate to the

Netherlands. Enrolment in international schools requires advance planning to avoid waiting lists and to allow schools to plan their capacity well ahead. Consequently, the EMA Transition Team will also conduct an inventory of educational needs and preferences among the EMA families including the type of school that is preferred, current curriculum followed, preferred school locations, education levels, school fees and potential special needs.

This information will be fed back to the various international schools in the region so that a match can be made with the available capacity in individual schools. Throughout the transition phase, information sessions and study visits will be arranged for parents who wish to acquaint themselves with specific schools.

As EMA is to move before the withdrawal date of the United Kingdom from the EU, which is to take place in the middle of a school year, some families may decide to move, or send, their children ahead so that they can already enrol in the school year 2018/2019. Other families may decide to enrol their children in the following school year, 2019/2020. In principle it is also possible for children to enroll in an international school during the school year.



Provisional timetable relocation of the headquarters¹⁰

Schedule	Q3 2017	Q4 2017	Q1 2018	Q2 2018
Transition phase relocation		<ul style="list-style-type: none"> • Council decides on relocation 	<ul style="list-style-type: none"> • Preparation of relocation process 	
Legal arrangements		<ul style="list-style-type: none"> • Draft HQ agreement building (EMA/ MoH/ CGREA) 	<ul style="list-style-type: none"> • HQ agreement signed • Lease & Service Level agreement signed Vivaldi • Lease agreement signed (temp. location) 	
Development Vivaldi Building	<ul style="list-style-type: none"> • Pre-design building • Pre-tendering • Permits & zoning plans 	<ul style="list-style-type: none"> • Establishment of project team Vivaldi • EU tender procedure completed • Agreement on installations & fitting requirements 	<ul style="list-style-type: none"> • Design & set-up conference centre & office floors 	<ul style="list-style-type: none"> • Demolition; plot modifications • Building plan & permits complete • Start building process
Temporary office location		<ul style="list-style-type: none"> • Establishment of temporary project team 		<ul style="list-style-type: none"> • Fitting out & furniture requirements selected

Relocation of EMA staff and their families¹⁰

Staff relocation programme		<ul style="list-style-type: none"> • Council decides on relocation 		
Temporary information desk at EMA premises		<ul style="list-style-type: none"> • Establishment information desk at current EMA premises in London 	...ongoing	...ongoing
Monthly information sessions		<ul style="list-style-type: none"> • Schools & day care 	<ul style="list-style-type: none"> • Housing information; housing market, etc; career advice; employment 	<ul style="list-style-type: none"> • Schools & day care • Healthcare system • Living in NL • Job opportunities
Dedicated and personal transition support for employees and families		<ul style="list-style-type: none"> • Appointment individual expatriation advisor 	<ul style="list-style-type: none"> • Inventory personal situation; family transition plan 	<ul style="list-style-type: none"> • Advice, support, liaison
Living in NL and support with settling in			<ul style="list-style-type: none"> • Inventory of early movers 	
Access to international schools		<ul style="list-style-type: none"> • 1st Inventory of education needs & requirements 2018/19 (individual and collectively) 	<ul style="list-style-type: none"> • Information sessions and school visits • ETT capacity planning and registration early movers 	<ul style="list-style-type: none"> • 2nd Inventory of education needs & requirements 2019/20

¹⁰ **Note:** these timelines are indicative and depend on formal proceedings and approvals.

Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019
		<ul style="list-style-type: none"> Relocation of part of staff to temporary office facility 	<ul style="list-style-type: none"> UK withdrawal date 	
<ul style="list-style-type: none"> Building process 	<ul style="list-style-type: none"> Building process; Fitting out of conference centre & office floors 	<ul style="list-style-type: none"> IT end-user installation & security Testing of installations and security Delivery of conference centre & first office floors 	<ul style="list-style-type: none"> Delivery of remaining office floors (every 2-3 weeks) 	<ul style="list-style-type: none"> Delivery of remaining office floors (every 2-3 weeks) Finalisation building programme Testing of installations and security
<ul style="list-style-type: none"> Fitting out temporary location 	<ul style="list-style-type: none"> IT end-user installation & security; fitting out temporary location 	<ul style="list-style-type: none"> Relocation to temporary facility 	<ul style="list-style-type: none"> Fully operational 	<ul style="list-style-type: none"> Fully operational
<ul style="list-style-type: none"> Start school year 2018/19 		<ul style="list-style-type: none"> EMA relocation deadline 	<ul style="list-style-type: none"> UK withdrawal date 	<ul style="list-style-type: none"> Start school year 2019/20
<ul style="list-style-type: none"> ...ongoing 	<ul style="list-style-type: none"> ...ongoing 	<ul style="list-style-type: none"> Closing of desk 		
<ul style="list-style-type: none"> Taxes, insurances, bank accounts; career advice; employment 	<ul style="list-style-type: none"> Housing information; housing market, etc. Living in NL 	<ul style="list-style-type: none"> Taxes, insurances, bank accounts Job finding Healthcare system 		
<ul style="list-style-type: none"> Advice, support, liaison 	<ul style="list-style-type: none"> Advice, support, liaison 	<ul style="list-style-type: none"> Advice, support, liaison 	<ul style="list-style-type: none"> Advice, support, liaison 	<ul style="list-style-type: none"> End of transition support
<ul style="list-style-type: none"> First families living in the Netherlands 			<ul style="list-style-type: none"> Late movers arrive in NL 	<ul style="list-style-type: none"> Support with settling in
<ul style="list-style-type: none"> First enrolment EMA kids early movers 	<ul style="list-style-type: none"> ETT capacity planning and registration 	<ul style="list-style-type: none"> Information sessions and school visits 		<ul style="list-style-type: none"> Second enrolment EMA children

Seat Agreement, privileges and immunities

The Netherlands offers EMA a Seat Agreement that includes the full privileges and immunities as stipulated by Protocol No.7 to the Treaty on the Functioning of the European Union, as well as additional privileges and immunities comparable to those enjoyed by the European organisations that are currently located in the Netherlands.¹¹

Apart from Privileges and Immunities that will be agreed on in the Seat Agreement between EMA and the Dutch government, The Netherlands also provides an attractive, special tax regime for expatriates. This so-called 30% ruling may be applicable for partners of EMA staff, but will be considered on a case-by-case basis and is subject

to certain conditions. This tax ruling provides a substantial income tax exemption of up to 30% for a period of up to 96 months. It is viewed as a reimbursement for potential extra costs involved with living abroad. The employer may grant the employee a tax-free allowance of up to a maximum of 30% of his or her remuneration. The remuneration includes incidental and flexible forms of income such as bonus payments and stock options.

The dedicated EMA Transition Team will be able to provide all necessary information and can provide comprehensive advice and assistance to the partners of EMA staff prior to their relocation to the Netherlands.

¹¹ Seat Agreement Eurojust: <http://wetten.overheid.nl/BWBV0001793/2006-04-01>;
 Seat Agreement Europol: <http://wetten.overheid.nl/BWBV0001354/1998-11-01>;
 Seat Agreement GRC: <http://wetten.overheid.nl/BWBV0006594/2016-05-30>.



Seat Agreement, privileges & immunities

Schedule	Q3 2017	Q4 2017	Q1 2018	Q2 2018
EMA transition process		<ul style="list-style-type: none"> • Council decides on relocation 		
Seat Agreement Dutch State and EMA		<ul style="list-style-type: none"> • Start negotiations EMA & MoFA 	<ul style="list-style-type: none"> • Both sides agree on P&I 	<ul style="list-style-type: none"> • Start approval procedure Dutch Government • Official signing of seat agreement



Q3
2018

Q4
2018

Q1
2019

Q2
2019

Q3
2019

• EMA relocation deadline

• UK withdrawal date



The Government of the Netherlands will invest in bolstering the EU medicines regulatory system over the coming years by strengthening the regulatory capacity of the Dutch Medicines Evaluation Board and by investing in EU cooperation within the EU network of National Competent Authorities.

Investing in the EU medicines regulatory network

The Netherlands Medicines Evaluation Board – a strong national regulator

During the transition of EMA to its new host country, its operational activities must continue without disruption. The relocation of the Agency will have considerable impact, not only because it has to move its headquarters and personnel, but also because the relationship with the UK Medicines Health and Regulatory Agency (MHRA) will change and potential risks need to be minimised in the event of a hard Brexit. Brexit will not only result in the relocation of EMA to another EU Member State, but also very likely in a dramatic reduction, or withdrawal, of the work of the MHRA and the Veterinary Medicines Department (VMD) in the assessment of medicinal products for human and veterinary use.

EMA will benefit significantly from being located in a country with a robust and stable national regulatory environment. The Netherlands is home to one of the strongest national regulatory agencies in the European Union in the field of medicinal products. The Netherlands Medicines Evaluation Board (MEB) operates both quantitatively as well as qualitatively at the forefront of European medicines regulation.

In absolute numbers, the UK and the Netherlands are currently responsible for more decentralised procedures than any other individual member state. The MEB is one of the top European regulators for **central and pharmacovigilance procedures**. The Netherlands maintains its position at the forefront of innovation by concentrating on a growing number of complex and ground-breaking scientific advice procedures and by participating in state-of-the-art initiatives such as PRIME and European cooperation between HTA (Health Technology Assessment) and pricing authorities. Be it in central, decentral, pharmacovigilance or scientific advice procedures, the MEB has made a significant contribution over the years and continues to stand by to safeguard the continuity of European medicines regulation in the future. MHRA and VMD currently also provide various services to the Agency, including scientific support

and (small) research assignments, regulatory advice to EMA experts and the uptake of unclaimed scientific procedures. The Dutch Medicines Evaluation Board is **able to provide a similar level of service to EMA** in the event of its relocation to the Netherlands.

Investing in EU cooperation

The UK's imminent departure from the EU will, without any doubt, result in a significant loss for the EU medicines regulatory network and presents a serious challenge to the sustainability of the network and therefore to human and veterinary health in Europe. As a consequence, Brexit, as well as ongoing developments that also increase the burden on National Competent Authorities (NCAs), requires that burden-sharing between NCAs is of the utmost importance.

As part of this bid, the Government of the Netherlands will **invest in bolstering the EU medicines regulatory system** over the coming years, in two key ways:

- By strengthening the **regulatory capacity** of the Dutch Medicines Evaluation Board: in the short term, **2 million euros** has been allocated so that a greater share of the European regulatory procedures can be covered by the Dutch Agency.

- By investing in EU cooperation within the EU network of National Competent Authorities: **8 million euros** will be allocated to support the development of expertise and IT cooperation within the network. This will be facilitated by setting up – together with EMA and the Heads of Medicines Agency – an **in-depth training programme for developing expertise and assessment capacity** in those EU Member States that are keen to expand their role in taking up assessment procedures.

The MEB has experience in training assessors and other staff members from partner EU National Competent Authorities and is prepared to cooperate with the EU Network Training Centre to meet the challenges of the future sustainability of the network. Specific needs in therapeutic areas, pharmacovigilance, and regulatory science will be addressed through collaboration with Dutch universities and university medical centres. Furthermore, the Netherlands is home to the WHO Collaborating Centre for Pharmaceutical Policy and Regulation, which is situated at Utrecht University.¹²

¹² <http://www.pharmaceuticalpolicy.nl/>

Dutch MEB - Rapporteur centralised procedures (2015)



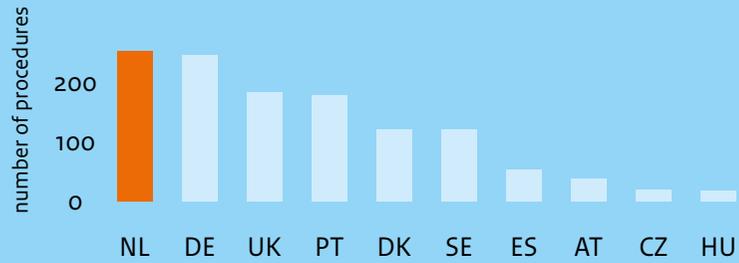
Dutch MEB - share of decentralised procedures (cumulative)



Dutch MEB – share rapporteurship pharmacovigilance procedures (cumulative)



Dutch MEB - Reference Member State (lead) in Decentralised procedures/Mutual Recognition Procedures (2016)







“The Netherlands is a great country in which to live and work. We will make every effort to ensure that EMA staff and their families quickly feel at home here and that EMA can continue its valuable work with a minimum of disruption. This is for the sake of all concerned and, just as importantly, for people all across Europe.”

Mark Rutte • Prime Minister

Community

Moving to the Netherlands

The Netherlands is generally considered to be one of the most open and safe countries in the world. A place where aspects of life such as freedom of expression, religion, and gender orientation including same-sex marriage, are key pillars of society.

As EMA currently employs around 900 people, variety in employee accommodation options and facilities is essential. The EMA staff is relatively young with approximately 46% of EMA's employees under the age of 40, and two-thirds under 45; its employees may be seeking an urban lifestyle, a residential suburb or a house on the waterfront. A variety of such options can be found in the nearby vicinity of the proposed office location, or within easy commuting distance. The Dutch are accustomed to working with people from many different nations and cultures and as English is spoken widely, the EMA staff, comprising 27 different nationalities, will soon find themselves at home in the Netherlands.

Relocating and moving home is always a stressful event for young families and the Netherlands is keen to make such a transition as smooth

as possible, especially given that there will be around 650 children that need education and care. As 70% of the EMA employees' children are under 11, childcare, excellent schools and sports facilities are of key importance.¹³ The Netherlands provides childcare and schooling facilities to make sure children can benefit from high quality education and can grow up in a safe and nurturing environment, and has specific measures in place to help relocated families hit the ground running. For EMA's highly educated staff, the Amsterdam Metropolitan area offer a comprehensive range of educational and cultural amenities such as museums, music venues, cinemas, theatres, bars and restaurants to ensure a perfect range and variety of activities for a full and rewarding social life. (www.iamsterdam.com/en/local/move)

Expatriation services

In addition to the dedicated EMA relocation programme aimed at supporting and unburdening the relocation of the Agency's staff and their families, expatriation services are also available following the relocation period. To help expats to assimilate swiftly into Dutch society, Expat Centres have been set up across the Netherlands.

They function as a one-stop-shop for international employees living and working in the Netherlands. The Expat Centres support international employees, and self-employed individuals, by offering fast and easy procedures for dealing with official administrative formalities and providing general information on the Netherlands.

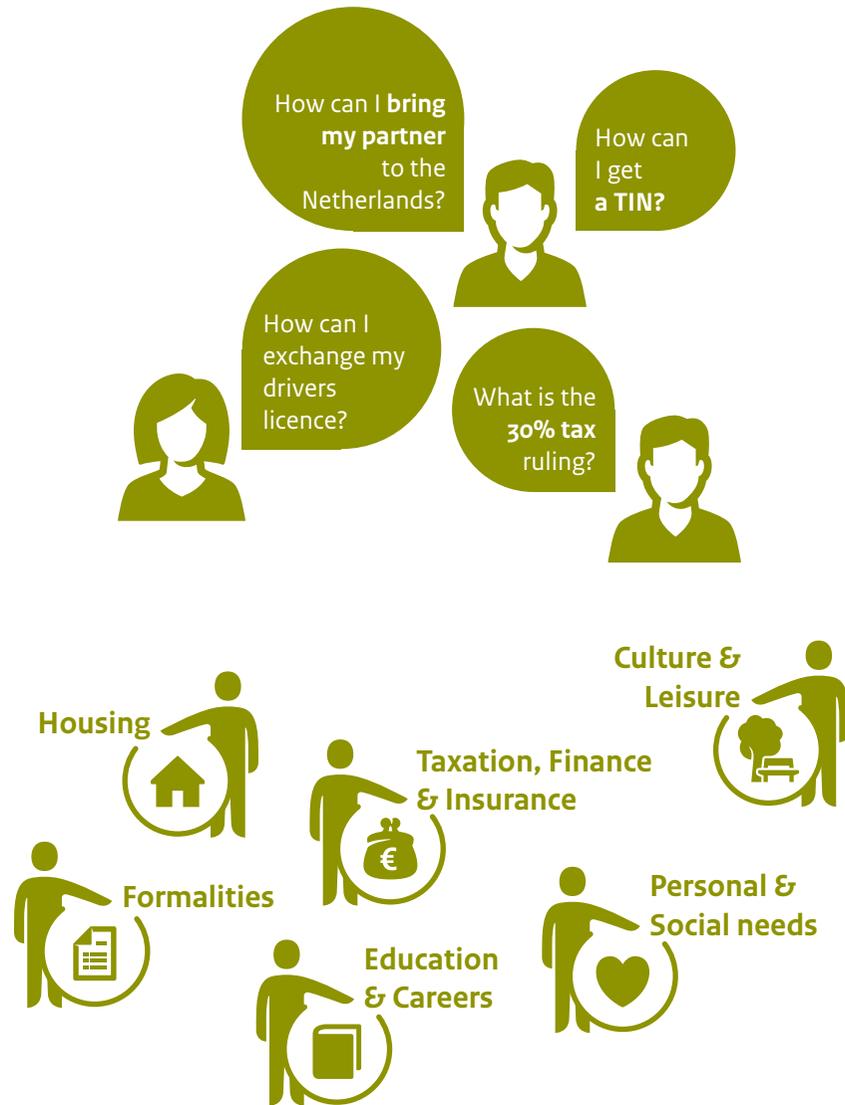
The Expat Centres provide foreign nationals with the latest up-to-date information via social media and organise events for expats in their regions, providing an opportunity to meet other expats, and to receive valuable information about settling in the Netherlands. The Expat Centres are a joint initiative of the Government, Municipalities and the Immigration and Naturalisation Services (IND). They are located – inter alia – in Amsterdam, Rotterdam, The Hague, Leiden and Utrecht. (www.iamsterdam.com/en/in-amsterdam)

For partners of EMA staff with non-EU nationality, the Expat Centres will be able to assist in obtaining the necessary residence permits and/or arranging formalities. In addition to the official expat services, several clubs and initiatives have been set up, mostly by expats, in different regions of the country, to allow foreign residents to maintain the traditions and customs of their home country and to provide mutual support.¹⁴

¹³ The reported age division of children of EMA staff is as follows: 18% between 0 and 3, 15% between 3 and 5, 36% between 5 and 11; 23% between 11 and 18.

¹⁴ See for example: <http://www.access-nl.org/>

Frequently asked questions



At the Expat Centres, international employees can complete the formal procedures required for settling in the Netherlands, including registering themselves in the Municipal Basic Administration system, obtaining a social security number, and obtaining residence permits, if needed. Furthermore, the Expat Centres provide information and guidance on a variety of practical matters, such as opening a bank account, finding specialised healthcare or locating the nearest daycare centres.

Highly-skilled workforce from around the globe
Free movement of persons within the EU and a specially designed Dutch governmental programme for 'highly skilled migrants' ensures that EMA has access to the best talent available. Regarding the latter, the Netherlands has advanced immigration laws ensuring companies and organisations can attract the best talent (e.g. students) from around the globe. Immigration laws have been designed to ease the passage for employees with specialised knowledge, and their families, entering the Netherlands. **This may be of particular interest to partners of EMA staff who are non-EU citizens.**



Quality of life

Healthcare

The Netherlands has a diverse and high-quality healthcare system. It tops the list of 35 countries in the 2015 Euro Health Consumer Index (the 'industry standard' of modern healthcare) for the best healthcare services and is the only country to consistently rank within the top three places since 2005. The Amsterdam Metropolitan Area hosts three internationally renowned university hospitals: the VU Medical Centre (VUMC), the Academic Medical Centre (AMC), the Leiden University Medical Centre and dozens of general hospitals. It also hosts a broad variety of primary healthcare services. For expats there is ample choice of English-speaking healthcare professionals.

In the Netherlands, healthcare is provided by private healthcare providers. In accordance with the Dutch Health Insurance Act, everyone (legally) residing in the Netherlands is legally obliged to take out health insurance. The basic insurance package covers all essential medical care. Supplementary dental, and additional coverage can be arranged through supplementary packages.

There are some exceptions regarding the legal obligation to take out health insurance. This is the case when an international organisation and

the Government have concluded a Host Agreement in which the staff members and/or the employees working for the organisation are exempted from the social security legislation in the Netherlands, including health insurance, or when social security is offered to personnel working for the EU on the basis of an EU-Regulation, offering sufficient social security protection (including healthcare). The social security and health care protection offered under the Commission's Joint Sickness Health Insurance Scheme (JSIS) is well-known in the Netherlands and meets the Dutch requirements.

Besides insurance against the risks of healthcare costs, the Netherlands has provided for statutory insurance against the risk of long term care under the Long-term Care Act. In principle all residents (and non-residents working in the Netherlands) are covered.

The Seat Agreement that will be established between the Netherlands and the EMA will include the principles of the social security provisions that are included in the Europol, Eurojust and GRC seat agreements, and therefore EMA staff and their families will be ensured access to all essential medical care according to the JSIS.

Childcare

The Netherlands, there are three types of childcare: day nurseries, after-school care and child-minders. There are dozens of English speaking day nurseries, pre-school nurseries and after school clubs in the Amsterdam Metropolitan Area.

Education

The Netherlands is renowned for providing a healthy, well-balanced education system at relatively low costs. The Dutch school system is considered to be one of the best within the OECD region, offering a wide variety of schools, both at primary and secondary level.¹⁵ The quality of education is monitored continuously by the Dutch Education Inspectorate Board.

For EMA employees and their children, the availability of high quality international education is one of the key considerations for a satisfactory transition to a new country. The demand for extra capacity at international schools continues to grow. Consequently, the Dutch government, and the Amsterdam Metropolitan Area and The Hague are investing 10.7 million euros into further expansion of the current capacity before the beginning of the school year 2017/18, creating an extra 1,150 available

places. This will increase countrywide capacity by over 6%. In 2016, the Amsterdam Metropolitan Area has adopted a large expansion programme to provide sufficient capacity of international schools. Since the adoption of this so-called ‘Delta Plan’ at the end of 2016, several initiatives have been developed. For example, capacity at the international schools in Amsterdam, Amstelveen, Hilversum, and Almere has been expanded and two new international schools have been established in Amstelveen and Haarlem. These schools will open their doors in August, 2017. In August 2018, the new international school in Hoofddorp will open its doors and another international school in Amsterdam is being planned. Within the next few years, the capacity of international education in Amsterdam will increase with several thousands of new places. The expansion is not yet completed as the Amsterdam Metropolitan Area will continue to analyse growth rates of its urban areas in relation to international education so that it is prepared for future growth.

As a result of the aforementioned plans for the expansion of capacity at international schools, the Netherlands can guarantee ready access to international education for children of EMA employees.

Wide variety of schools

The Netherlands is known for its diversity. The education system offers an equally wide variety of high-quality schools. Parents will always find a school suited to their childrens’ specific needs and preferences. Most children in the Netherlands start primary school from the age of four. Education is compulsory for children between the ages of five, to sixteen years. All international schools offer the possibility of pre- and post-school activities.

We are proud to host 19,000 international students in the Netherlands that are studying in one of the thirty-six international primary and secondary schools. These schools offer various recognised international curricula such as the International Primary Curriculum, the International Baccalaureate and the national curricula from, for example, the UK, France and Germany. There are British Schools located in Amsterdam and The Hague. The two European Schools, in The Hague and Bergen, offer the European Baccalaureate curriculum with specific emphasis on EU languages. Whether children are starting their education, or have already begun education in a specific curriculum, there is always a suitable school available.

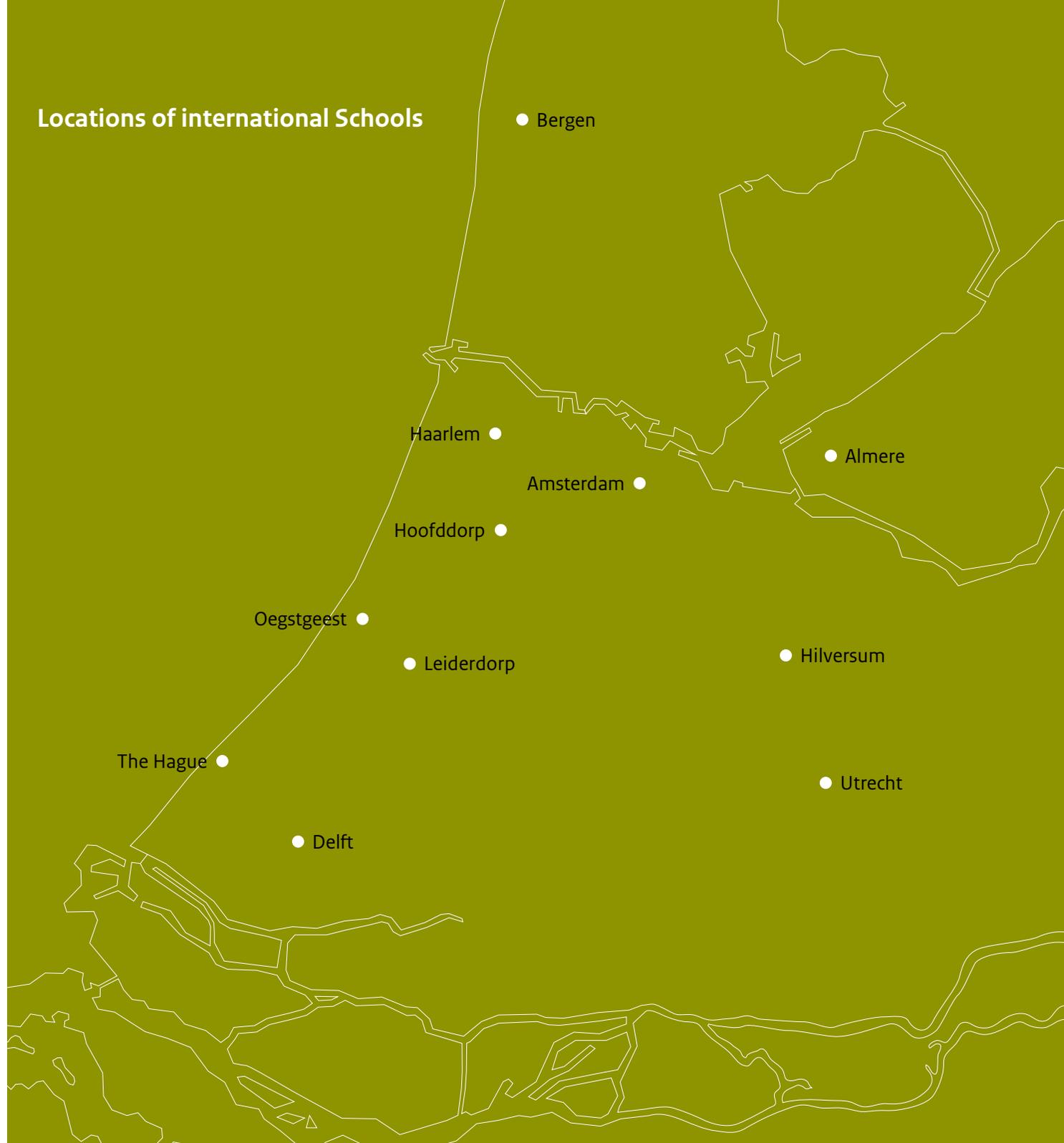
¹⁵ Programme of International Student Assessment (PISA) survey and the Survey of Adult Skills (PIAAC).

In addition to the international schools, regular Dutch schools also welcome foreign pupils and offer multiple options for a successful education. They offer special programmes for those who have been in the Netherlands for less than a year and do not speak Dutch, ensuring a smooth and fast transition into the Dutch schools. Furthermore, several Dutch regular schools offer the possibility of bilingual education. In fact, 55% of expat families in the Amsterdam Metropolitan Area choose to place their children in regular Dutch schools.

European Schools

The Netherlands hosts two European Schools, one in Bergen (Type I) and one in The Hague (Type II). Both schools can be reached in 45 minutes by car from Amsterdam. The European School in Bergen now has capacity for 600 extra pupils. The European School in The Hague will expand its capacity by 500 extra places in 2018. EMA staff members covered by the *Staff Regulations of Officials and Conditions of Employment of other Servants of the European Communities* are exempted from paying school fees and their children have guaranteed access to the European Schools at any time during the school year.

Locations of international Schools



Selection of International Schools in the Amsterdam Metropolitan Area and surrounding regions

Almere

- International School Almere (ISA, part of Het Baken) www.internationalschoolalmere.nl
- Letterland International Primary School www.letterland.nl

Amsterdam

- International School of Amsterdam (ISA) www.isa.nl
- Amsterdam International Community School (AICS) www.aics.espritscholen.nl
- British School of Amsterdam (BSA) www.britams.nl
- Florencius International School www.florenciusinternational-school.nl
- Annexe du Lycée Français Vincent van Gogh www.lyceevangogh.nl/maternelle-elementaire/amsterdam

Bergen

- European School Bergen (Type I) <http://esbergen.eu>

Delft

- International School Delft www.isdelft.com

Haarlem

- International School Haarlem www.internationalschoolhaarlem.nl

The Hague

- The British School in the Netherlands www.britishschool.nl

- Deutsche Internationale Schule Den Haag www.disdh.nl
- European School The Hague (Type II) www.ishtehague.nl
- HSV International School www.hsvdenhaag.nl
- Lighthouse Special Education (special needs education) www.lighthouse.nl
- The International School of The Hague www.ishtehague.nl
- Lycée Français Vincent van Gogh www.lyceevangogh.nl

Hilversum

- International School Hilversum Alberdingk Thijm www.ishilversum.nl
- International Primary School Hilversum www.ipshilversum.nl

Hoofddorp

- International School Haarlemmermeer *Opening: school year 2018/19*

Leiderdorp

- Elckerlyc International School www.elckerlyc-international.nl

Oegstgeest

- International School Het Rijnlands Lyceum Oegstgeest www.isrlo.nl

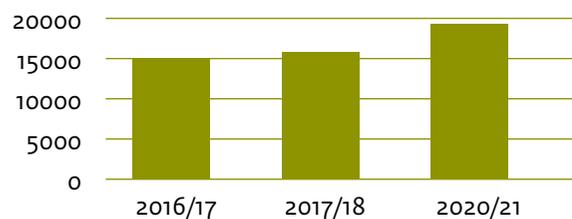
Utrecht

- International School Utrecht www.isutrecht.nl

High quality and affordable education

The Dutch government views high-quality education as one of the cornerstones of an evermore knowledgeable population. The Netherlands values its international expat community and is determined to offer the highest standard of living. Consequently, the Dutch government provides a unique system of publicly-funded international schools. Meeting all standard national quality levels, publicly-funded international schools offer all of the aforementioned international curricula against significantly lower school fees. Fees for publicly funded international schools range between 3,000 euro and 9,500 euro, whereas fees for privately funded international schools in the Netherlands are comparable to fees in other European countries.

Capacity International schools



Higher education

Higher education in the Netherlands has a reputation worldwide for high quality, and is guaranteed through a national system of regulation and quality assurance. The Netherlands has fourteen research universities, including three universities for technology and engineering, and eight university medical centres. Finally, there are 37 universities of applied sciences¹⁶ and 66 regional schools for secondary Vocational Education and Training, offering 168 different vocational programmes.

Twelve Dutch universities are among the top 200 universities in the world and thirteen are among the best in Europe, showing that the academic quality of Dutch institutions is well recognised.¹⁷ Within an average of half-an-hour, to one hour travelling time from the proposed locations of the EMA headquarters, there are seven internationally renowned universities that offer all types of academic education, including technical, business, humanities and sciences, arts, economics, and agriculture. Dutch universities offer over 2,100 study programmes in the English language, the largest number in continental Europe.

¹⁶ Polytechnic institutions (Higher Education).

¹⁷ Times Higher Education; World University Ranking 2016; European University Ranking (2016).

¹⁸ Nuffic (2016).

A full overview of the study programmes in the Netherlands can be found online at www.studyfinder.nl.

International students in The Netherlands

The Dutch higher education system is becoming more and more international. In recent years, the number of international students has increased on an annual basis. Currently, the Netherlands hosts over 75,000 international students.¹⁸

Programmes in English	Master programmes	Bachelor programmes
Amsterdam	59	261
Leiden	50	293
Utrecht	100	152



The Dutch bid for the European Medicines Agency

Housing for EMA staff

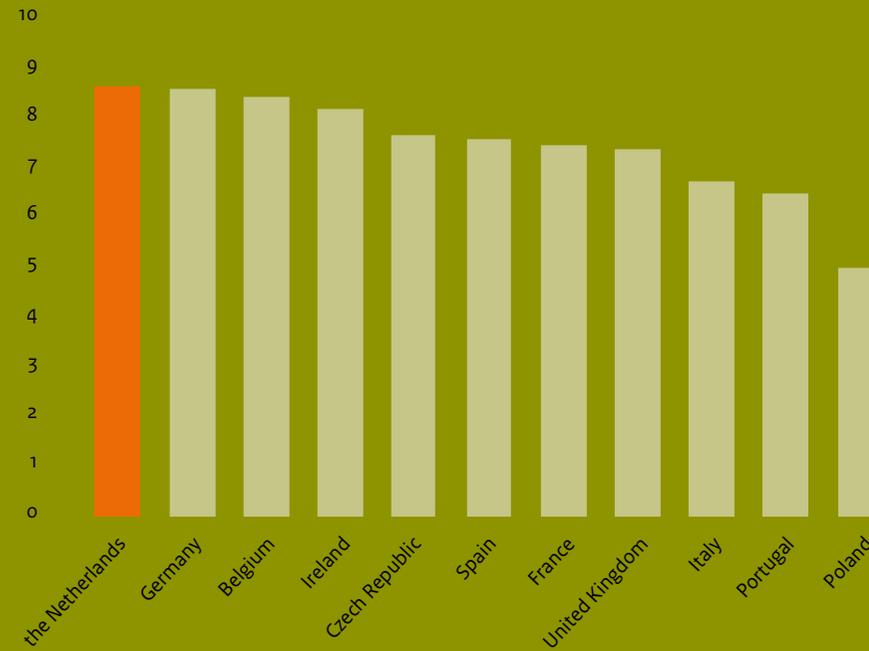
The Netherlands is a prosperous country with a highly-skilled workforce. A broad range of affordable housing is available within 15-45 minutes commuting distance of the office location proposed in this document. Depending on their respective family situations, employees will have different housing requirements and wishes.

A multitude of housing options

Residents can choose amongst living in a bustling city, a residential suburb, a village, or in the picturesque countryside. Housing in different segments is readily available and priced competitively in comparison to other major European cities (e.g. London, Paris). And as distances in the Netherlands are comparatively short, it is possible to live in the countryside and still access the centre of a major city within 30 minutes.

As the Agency also employs trainees and seconded national experts with short-term contracts, the availability of a mix of housing options is critical, including low-budget, flexible, short-term rental housing for trainees, and mid-term rental housing for the Seconded National Experts. In the larger cities in the Netherlands especially, it is common to rent a house for a short-term, or mid-term period. In respect of EMA's more permanent staff who

Quality of life is high



Cost of living index



Source: OECD, price level index, 2016

are likely to look for real estate property for the longer term, and in various price ranges, renting or buying a new home is competitively priced and easily accessible. On average, house rental in the commercial rental segment in The Hague and Leiden will cost around 1,500 euros p/m. In comparison, in Amsterdam, a 3-room apartment can be hired for the same amount. The prices of real estate may vary considerably. In Amsterdam, a 3-room apartment of 75 m² may be on offer for 350,000 euros. In The Hague or Leiden, it is possible to purchase a house of 120 m² for the same price.

Planning for EMA staff housing needs

With a relocation of up to 900 staff and their families in a relatively short period of time, the new host city of the Agency will have to plan ahead to provide adequate housing opportunities. To facilitate a fast and seamless transfer of EMA staff to the Netherlands, the Amsterdam Metropolitan Area will join forces with real estate developers and investors. The expectation is that – as soon as the decision is taken to move EMA to the Netherlands, scenarios can be developed so that apartments and houses in the private rental sector can be reserved

for EMA staff in these cities. Rental prices will range between 750 and 2,000 euros per month, depending on size and location.

Within the Amsterdam Metropolitan Area, a range of housing development projects are currently underway or being planned over the next 3-5 years. For example, the City of Amsterdam is committed to building 60,000 new houses before 2025, representing a 10% increase in the total number of houses available in the city. This is in line with the expected growth of the population. By 2019, 7,000 of these houses will have been delivered and a further 20,000 will be under development. And within the municipality of Valkenburg, adjacent to Leiden and within 15-30 minutes distance from the proposed EMA locations, 5,000 houses will be built in the next few years. A multitude of accommodation options and new developments are also available in nearby regions and cities, such as Gooi- en Vechtstreek, The Hague, Almere, Haarlem, and Utrecht.¹⁹

Job opportunities for partners

Whether you speak the language or not, looking for employment in a new country can sometimes

be a daunting prospect. As indicated in this bid, the Dutch Government will provide a dedicated relocation package, including information and support for partners of EMA staff in helping to identify relevant job opportunities. There are plentiful opportunities for non-Dutch speakers looking to work in the Amsterdam Metropolitan Area. With unemployment in the Netherlands amongst the lowest in the EU, there are ample possibilities for partners of EMA staff to find employment.

The business ecosystem is a potential source of work opportunities, with start-ups, scale-ups and global corporations alike. More than 3,000 international companies have invested in the Amsterdam Metropolitan Area, and there are currently more than 465 global and European business headquarters in the Amsterdam Metropolitan Area. The region is a popular base for companies expanding into the European market and beyond: on average, the Amsterdam Metropolitan Area attracts between 130 and 170 new international companies each year. Amsterdam has its own job portal detailing thousands of non-Dutch speaking jobs in and around Amsterdam, with new opportunities added all the time.²⁰

¹⁹ Information on renting or buying homes can be found at websites such as: www.funda.nl

²⁰ See also: www.iamsterdam.com/en/local/work



Many potential international job opportunities for partners of EMA staff may also exist within the significant number of embassies located in The Hague or within the more than 200 International Governmental Organisations and international non-governmental organisations that are situated in the city.

Culture, recreation and sport

A large variety of cultural and leisure activities are available to Dutch citizens and visitors alike. Whether it is spending a leisurely afternoon on one of the many beaches along the extensive North-Sea Coast, or at the IJsselmeer, enjoying the culinary delights, having a drink at a Dutch ‘bruine kroeg’ (pub) or going to one of the many acclaimed theatres, or opera houses, the new expatriate will soon feel that the Netherlands is a most welcoming and entertaining country. There are around 1,200 museums in the Netherlands, the most famous of which are the Rijksmuseum and the Van Gogh Museum in Amsterdam, the Kröller-Müller Museum in Otterloo, the Boijmans van Beuningen Museum and the Kunsthal in Rotterdam, and the Mauritshuis Museum in The Hague.

The Dutch are sporty people; the country’s 35,000 sports clubs have a total membership of some 4.3 million people. Sports facilities are widely available everywhere. Almost one-fifth of the country’s

surface area is covered by lakes, canals and rivers, drawing aficionados of sailing, waterskiing, kite-surfing, and fishing. An extensive network of dedicated cycle paths makes cycling a popular and safe pastime, while in winter, weather permitting, ice skating on canals, lakes, in parks and even in the ditches at the ends of the gardens, is a particular favourite.

(www.iamsterdam.com/en/local/enjoy)

The City of The Hague is home to almost 40 Intergovernmental Organisations, including UN institutions and EU Agencies. A large number of Embassies are located in The Hague. Many different international job opportunities exist for partners of EMA staff.

Life Sciences and Health Sector

EMA liaises on a daily basis with innovative companies, professionals, experts and patient groups. The Agency is seen as an enrichment of the Life Sciences & Health (LSH) sector at both national, and EU level. Although EMA attracts its workforce from across the EU and does not depend on the availability of a large Life Sciences & Health sector in its host country, the availability of an LSH knowledge infrastructure contributes to a supportive scientific working environment and attracts relevant international talent.

The Dutch government has identified the Life Sciences & Health sector as an economic 'top sector'. These top sectors are key drivers of the Dutch economy with an above average economic performance when measured against international benchmarks. The LSH sector is well established in the Netherlands. The country has one of the highest concentrations of LSH activity in the world, with more than 2,900 innovative R&D Life Sciences companies employing over 34,000 people within a 200 km radius. This focus on many innovative small and medium size bioscience companies, makes the country an interesting and attractive working environment for young talent in the field.

The Netherlands is ranked 2nd in the world in terms of patent applications for biotechnology.

The eight university medical centres in the Netherlands all conduct world class research in the field of Life Sciences & Health. Three of them are situated in the Amsterdam Metropolitan Area. All eight centres host pharmaceutical education, including the Bachelor's Programmes in Pharmacy, and Master's Programmes in Pharmacy and in Drug Innovation. The broader LSH sector is made up of companies and research institutes in fields ranging from medical technology and (clinical) ICT to (bio)pharmaceuticals and regenerative medicine. It boasts a high per capita R&D output and has significant expertise in the areas of cancer research, infectious diseases, cardiovascular diseases, medical imaging in preventive healthcare, neurodegenerative diseases, clinical research, medical technology, and healthcare systems. Vibrant local clusters exist, each with its own focus and strengths. For example, the Leiden Bio Science Park ranks in the Top 5 science parks in Europe that are dedicated to Biotechnology and Pharmaceuticals. With 190 companies and 18,000 jobs, it is the largest, fastest-growing and best-known Life Science cluster in the Netherlands. The Park is home to 100 biomedical companies and dozens of innovative start-ups developing novel therapeutics. This combination has resulted in Leiden becoming a significant international R&D hub which competes with regions such as Oxford and Lyon.



“Leiden has one of the largest Bio Science Parks in Europe. The park houses top pharmaceutical and medical businesses that want to be part of an ecosystem of innovation and collaboration. A prime location, just 15 minutes from Schiphol Airport.”

Henri Lenferink • Mayor of the City of Leiden



Examples of the innovative solutions in healthcare include the establishment of Top Institutes for Oncology, Regenerative Medicine, and One Health. These public private partnerships distinguish themselves in terms of focus, mass and impact. By jointly investing in knowledge and innovation, these institutes will work towards the accelerated development of new treatment methods and solutions for patients. Through these strategic institutes, the Netherlands builds on its international reputation as a hotspot for business, research and innovation.

International research in the field of Life Sciences & Health is of primary importance in the Netherlands. Our country has one of the highest success rates in European programmes such as Horizon 2020, while 49% of initiatives in the programmes health research involves Dutch participants. A prime example is the scientific coordination, by Lygature, of several major projects within the Innovative Medicines Initiative, including the European Lead Factory (ELF), that is providing a major boost to drug discovery in Europe by connecting innovative drug targets to high-quality compounds.



Annex Building Proposition

EMA has specified its desires and ambitions for an optimal housing proposal. The Netherlands takes pleasure in presenting a brand new office building that fulfils all specified requirements of the Agency.

Summary of demands

Location requirements:

The objective for EMA is to find a suitable headquarters location that:

- is in close proximity to an international airport;
- has sufficient hotel accommodation in the immediate vicinity;
- provides excellent amenities.

Office requirements:

- Space for 1,300 office work-stations and supporting functions in both office- and open-plan set-up.
- Restaurant for delegates/ experts and EMA staff which caters for 500 lunches on a daily basis.
- High-standard meeting facilities in line with EMA's operational needs, including:
 - 5 rooms with 70-120 seats; 2 rooms with 35 seats and 10 rooms with 4-24 seats.
 - An auditorium for app. 300 persons.
 - Internet 4G connection, audio and video conference facilities, broadcasting and recording equipment and a voting system per seat.
- Enclosed lounge/waiting area outside of security barriers for industry delegations (500 m²) and a delegate's lounge (50 persons).
- Building with sole use of entrance and reception area providing visitor seating.
- Provision of natural or built barriers. Closed Circuit Television (CCTV).
- Accessible and secure parking in the vicinity, consistent with the local public transport facilities.

Building objectives:

- Accommodation that delivers outstanding sustainability performance.
- An appearance that symbolises professionalism, rationality and authority.

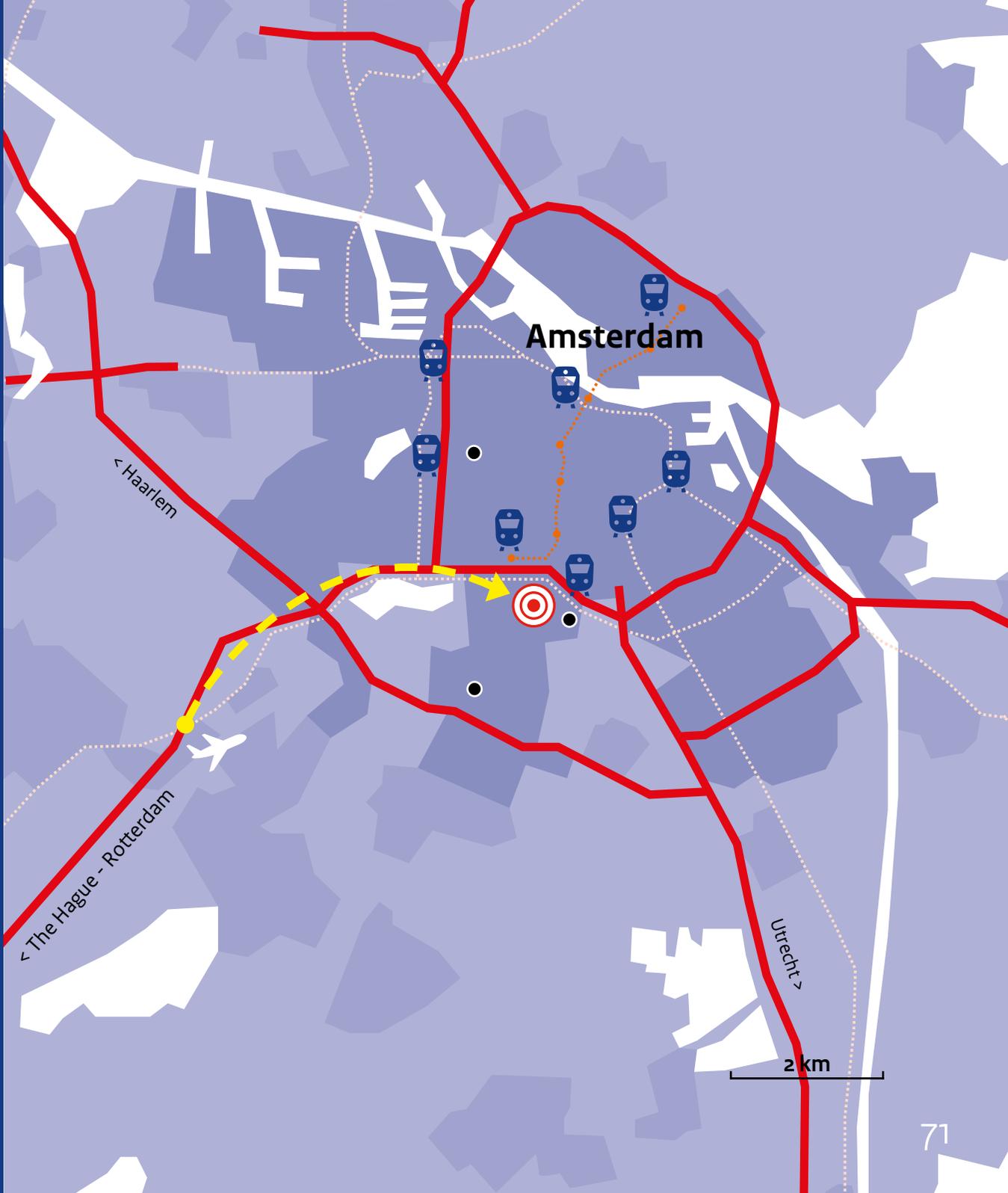
Planning:

- Availability of the conference centre, lounges, restaurant and part of the office floors by the UK withdrawal date.
- Phased availability of the remaining new office floors throughout 2019.

Location Zuidas

Legend

-  Schiphol International Airport
-  EMA location
-  International schools
-  Highways
-  Railroad
-  Trainstations
-  Noord/Zuidlijn (Metro Line)
-  10 minutes driving range



Proposition

The Vivaldi Building

A fitting location

The Vivaldi area is located at the eastern entrance to the Zuidas business district. It is a mixed use area incorporating housing and cultural facilities and hotels. The plot is next to railway/metro station RAI with a direct connection to Amsterdam Airport Schiphol and to Highway A10.

An accessible location

The train station is within five minutes walking distance, with regular, direct connection to Amsterdam Airport Schiphol (10-minute ride). The subway and tram system supply a finely meshed network into the city. The bicycle can get you everywhere. The building will have an indoor bicycle parking for over 750 bicycles as well as parking for 104 cars.

A safe plot

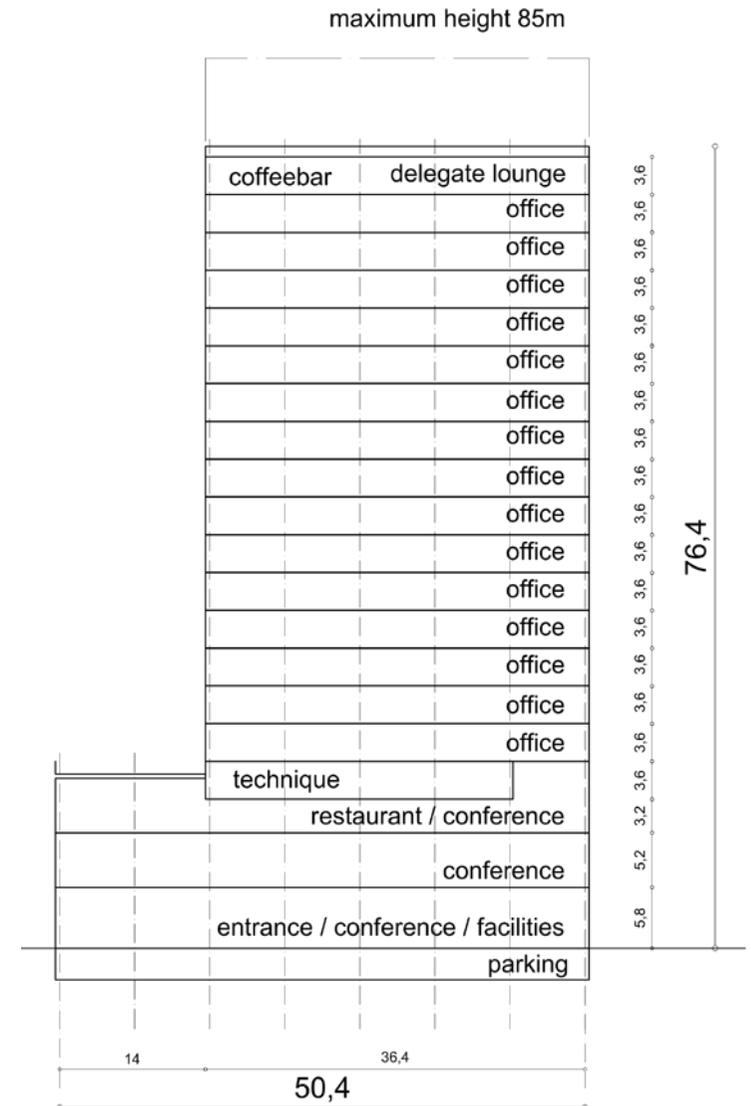
The plot is accessed from the street on the South side. To the West, the plot borders the existing high-rise building of Ernst and Young. To the East, a building plot remains available for new premises. To the North, the plot borders a canal and the dike of the A10 highway. On this side, an expedition road is planned, accessible only to designated users that service the three

neighbouring building plots, of which EMA is the middle one. With three sides being either private for EMA, or with restricted access, **this is a very safe and easily controlled location.**

An appropriate building with sole tenancy for EMA

The plot allows for a large base, and a slender tower, up to 85 metres high. The base houses the conference centre and the restaurant. The high-rise is for the offices.

Considering the fact that, at present EMA is leasing a building with a very large floor-plan, the new building has been optimised for the **maximum amount of workstations per floor**, within the confines of the quality standard for labour conditions that the Central Government Real Estate Agency (CGREA) maintains. For the 1,350 required workstations, a height of around 77 metres is necessary.







Vivaldi building situation Legend

- 20m Max. building height
- 85m Max. building height high rise (above 20 meter)
- 40%
- main entry
- Entry side for parking garage
- one way street for expedition
- Pocketpark

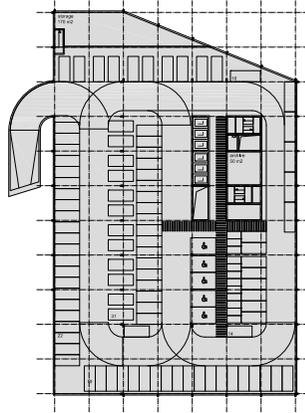
20m
85m
40%
2m

max built: 40.000 m²
 area: 4.877 m²

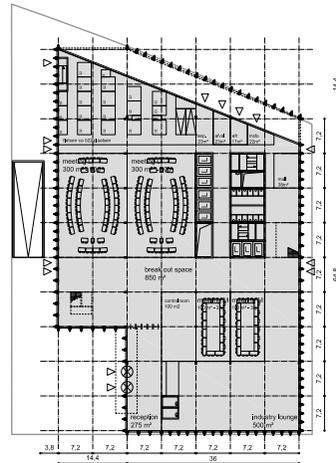
Kavel 12

A spacious functional layout

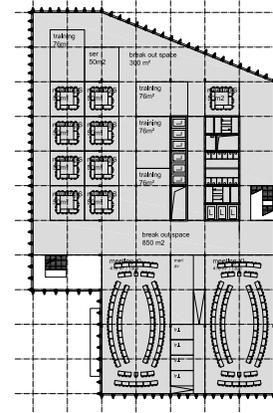
Predesign floorplans with the demanded programme



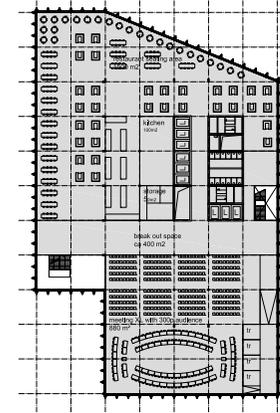
basement 1
102 parking / 15 motorparking
3800m² gross area



ground floor
conference and reception
3252 m² gross area



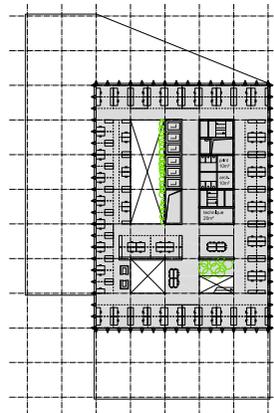
first floor - conference
3252 m² gross area



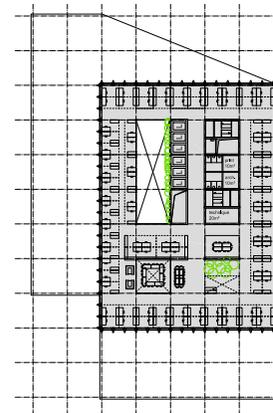
second floor
conference and catering
3252 m² gross area



floor 4: office floor
1884m² gross area
about 90 workplaces



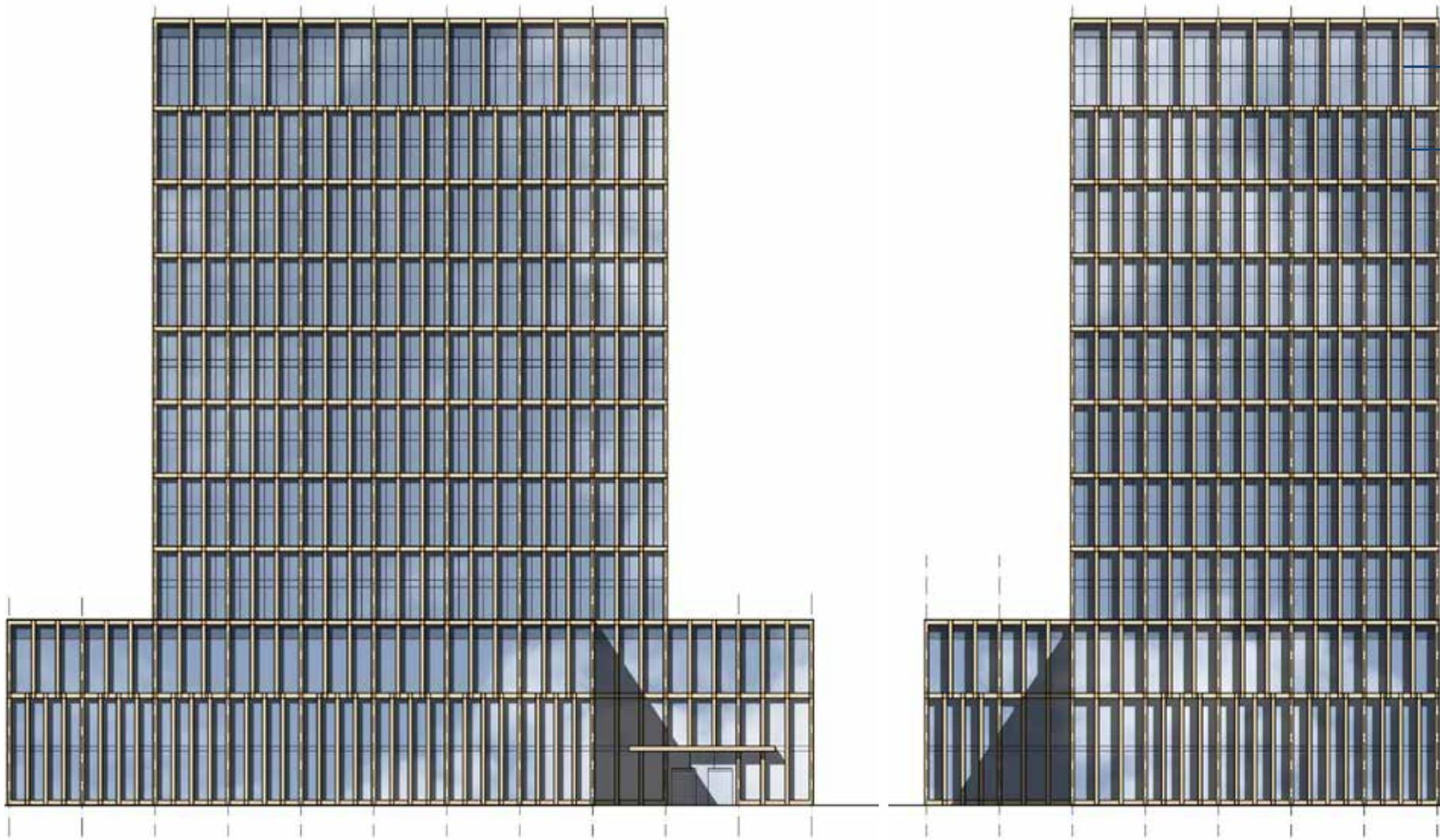
floor 5-18: uneven office floors
1654 m² gross area
about 90 wpl / floor (9m²/wpl)



floor 6-18: even office floors
1732 m² gross area
about 90 wpl / floor (9m²/wpl)



floor 19
coffee bar and delegate lounge
1654 m² gross area



predesign facades

The office floors have workstations positioned at the facade and the supporting functions, such as meeting rooms, are located internally. Large voids create visibility between the storeys. Informal steps between floors promote movement and intensify the connectivity of the various working areas.

The coffee bar on the top floor has a magnificent view over Amsterdam.

A climate facade, with an extra layer of glass on the outside reduces the internal heat load. Large window-frames block direct sunlight while maintaining maximum transparency. The smaller grid of the frames at the base improves privacy and provides collision protection, thus providing the secure work area that is requested.

A large green terrace offers a lush outside area on the fourth floor.

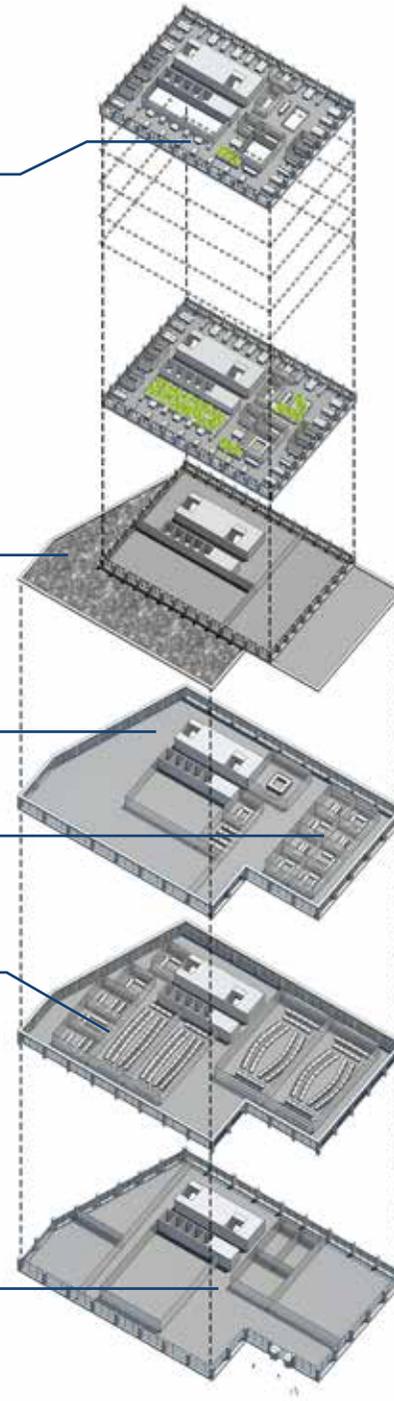
The restaurant is part of the base structure that has higher ceilings. At this height, guests have a pleasant view over the city centre to the North. A meeting room XL with public gallery is also located on this level.

The floors of the conference rooms and restaurant have an extra-large free ceiling height of about 4.8 metres taking into account the large number of users.

The meeting rooms are programmed along a broad break-out zone, with inviting voids and staircases at both ends.

Separate lifts and staircases for the conference floors provide dedicated access for industry, with the central core facility accessible to employees only (see plans).

The compact footprint allows for reception, waiting areas for the industry and designated area for the delegates.



A Conference centre up to specifications

Functional and spatial layout

Entrance - The new EMA building, of about 38,812 m² gross area, is a slender **office tower on top of a substantial base** in which the conference centre and the restaurant are situated. A pocket park softens the passage from the street, to the entrance of the building with lush vegetation. The entrance is positioned under a canopy that lends a human scale to the building, **providing a friendly face to the large building** at the entrance.



Conference centre - The 'Industry' lounge is directly at the entrance facing the street. All the conference rooms are located on levels one, two, and three. They are accessible through a large inner street, more than seven metres wide, that also functions as a large, yet easily-managed and distinct **breakout space for the participants** of the meetings. The inviting stairs in large voids connect the three levels spatially and visually. These stairs, restrooms and three dedicated lifts are used solely for the conference area, thus offering completely separate routes for staff, delegates and visitors. If desired, separate entrances to the meeting rooms can be provided. The meeting rooms are as required: three extra-large rooms for 140 people, two large rooms for 80 people, two medium rooms for 50 participants and ten smaller

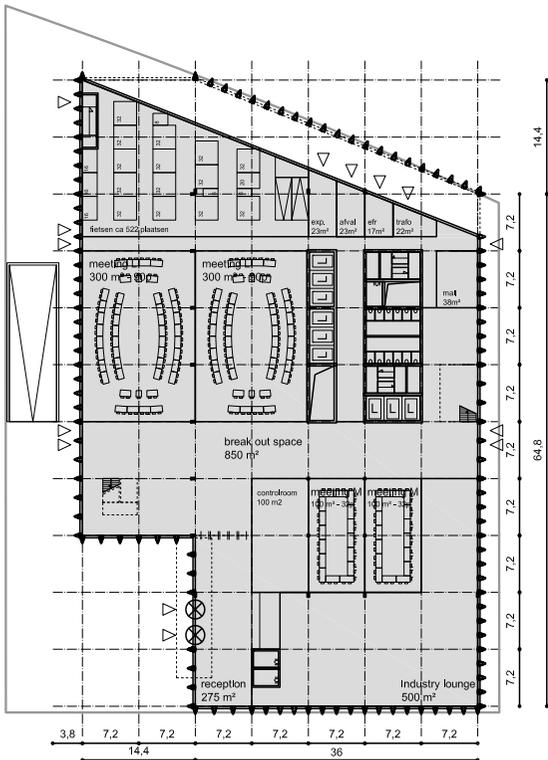
meeting rooms for 4-to-24 users. **One of the extra-large conference rooms includes a gallery for an audience of 300 people.** Two large meeting rooms have translator facilities dimensioned according to the European standards. All rooms are column-free and flexible in use. The view into the rooms is restricted from street-level by the facade design, and curtains when necessary. Since most sides of the building are not publicly accessible, the option of openable windows is offered, as there is very little risk of overhearing the debates from outside.

With a floor-to-floor height of 5.4 metres, the space is dimensioned to offer the largest groups a suitable and spacious work environment. The large height and the resulting abundance of air contribute to optimal interior climate conditions, making

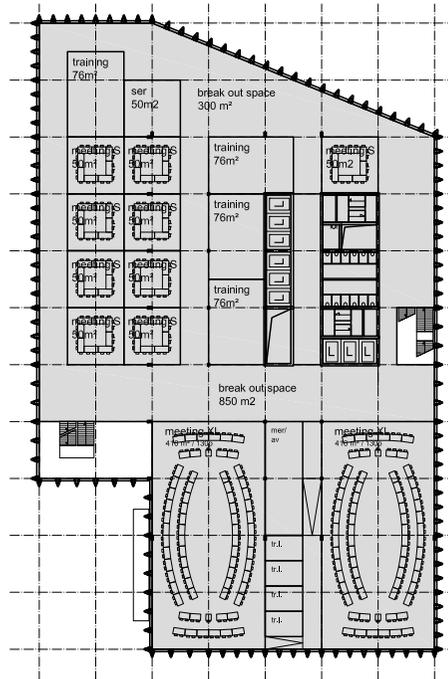


meetings much more pleasant. The large windows channel daylight directly into the rooms, or through the breakout zone at the facade. The Central Government Real Estate Agency (CGREA) has high standards for meeting rooms. Studies have shown that **plenty air, plenty daylight, and plenty space** are pre-requisites for extended sessions without associated physiological complaints. This new building design fosters these ideal conditions.

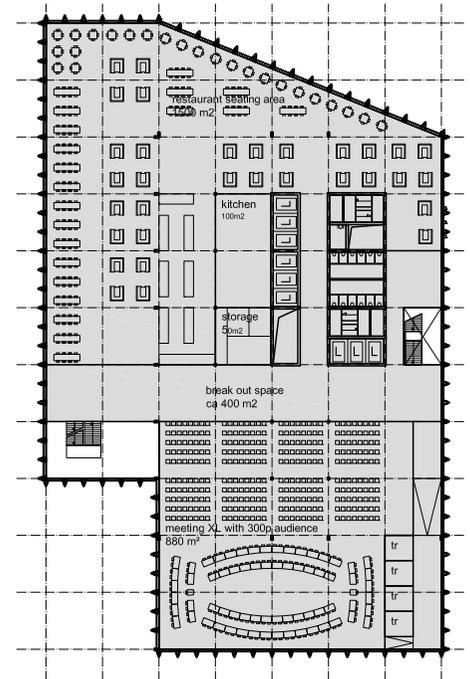
With the recently-completed projects for Europol and Eurojust, as well as the project for the United International Criminal Court that the agency developed, **the CGREA has ample experience with the IT and AV technologies and security installations** that are necessary for international conferencing, including translator facilities.



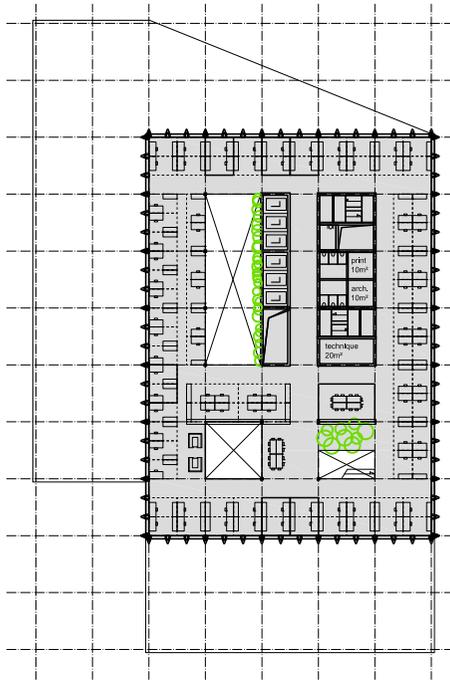
ground floor
conference and reception
3252 m² gross area



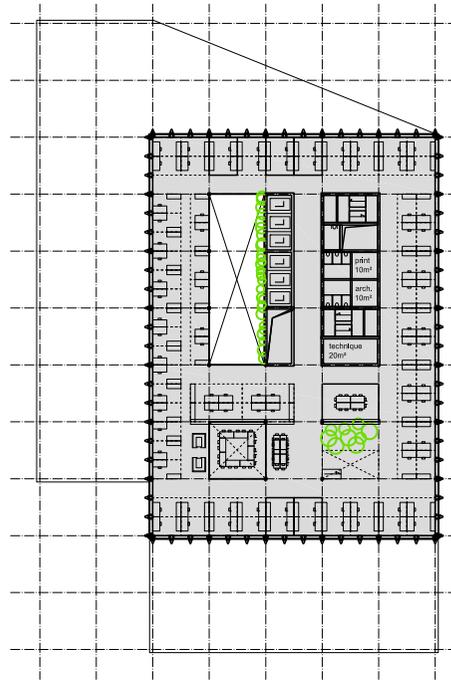
first floor - conference
3252 m² gross area



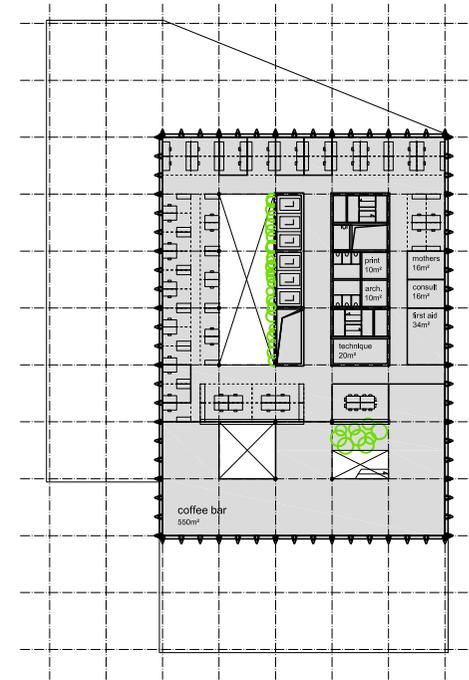
second floor
conference and catering
3252 m² gross area



floor 5-18: uneven office floors
 1654 m2 gross area
 about 90 wpl / floor (9m2/wpl)



floor 6-18: even office floors
 1732 m2 gross area
 about 90 wpl / floor (9m2/wpl)



floor 19
 coffee bar and delegate lounge
 1654 m2 gross area

An excellent work environment

Functional and spatial layout

There are a few qualities to office floors that are universally appreciated: **abundant daylight** for a natural work experience, **high ceilings** for a spacious feeling, and clear lines of vision over the office floor to encourage staff interaction and stimulate information sharing. Visual relationships and direct and open connections between workspaces on different levels encourages the feeling of unity. **Ideal climate conditions** with personal control for an optimal working environment. Lush greenery filters the air and offers a natural and comforting working environment. Good acoustics that allow for **concentrated work in an open office environment**. All are present within the Vivaldi Building. The presence of high speed internet connections and appropriate IT equipment is self-evident.

The workstations are located adjacent to the facade. Abundant daylight is provided via the floor-to-ceiling windows. The deep window-frames block direct sunlight without having to draw curtains that would block the view; **the windows can be opened even on the upper floors**. The smart climate facade blocks strong winds at this height, yet enables subtle ventilation from external air, if desired. With

a ceiling height of 3 metres, the office feels extra-spacious and future proof.

The large, open plan office that has been requested provides a clear view across the approximately ninety workstations that can be located on each floor. A large central void featuring a vertical garden wall connecting all fifteen office levels, binds the entire office together and offers spectacular views into the various work areas.

A functional core containing the **meeting rooms and pantry facilities** is at the heart of every office floor. A meeting room for twenty people services two floors. To encourage utilisation, this meeting room is double-height so that, visually, it belongs to



both floors. An open staircase nearby makes it easily accessible from all 180 workstations on both floors. These flowing access spaces stimulate walking and a healthy work environment.

Fifteen floors of 90 workstations equals 1,350 workplaces. Enough for the required 1,300 and 50 for the delegates. On the sixteenth and top floor we propose to place the coffee bar, separating it from the restaurant creating two separate spaces with different qualities. The **spectacular view over Amsterdam** from a height of seventy metres is breath-taking, and is openly available to all personnel. On this top floor there is room for extra workstations for functional optimisation of the different floors for EMA, another large meeting room could also be created.



Order Direction Development



The appropriate appearance

Scientific knowledge-hub

EMA is a knowledge-driven organisation: the Agency is responsible for the scientific evaluation, supervision and safety monitoring of medicines developed by pharmaceutical companies for use in the EU. The mission of the European Medicines Agency (EMA) is to foster scientific excellence in the evaluation and supervision of medicines, for the benefit of human and veterinary health in the European Union (EU).

The building should support the mission of EMA by offering a creative and intellectually stimulating working environment for **the highly skilled professionals** that EMA has to attract as a workforce. Its functionality must suit the academic nature of the work: rational analysis, objective reasoning and a curious mind are key characteristics for the employees and logically what the industry may expect from a scientific authority.

The corresponding architecture should express the **rationality and focus** of EMA with a clear logic, a systematic built up, a rhythmic order. As an agency that is dealing with innovative scientific developments, it should provide a dynamic environment that exudes direction, development, and aim.

Public service

The EMA is a public institution. EMA protects human and veterinary health in 28 EU Member States, as well as the countries of the European Economic Area, by ensuring that all medicines available on the EU market are safe, effective, and of high quality. As a public organisation, it should be **transparent and open to stakeholders and members of the general public** that have an interest in the work of the organisation. The inclusion of a gallery for 300 people as part of a large auditorium fulfils this requirement.

The architecture should emphasise the public nature of EMA with an inviting character; an openness of the facade that emphasises accessibility and transparency. The building should not be showy or overly decorative. The building design should reflect **sensible and prudent handling of public funds**. The spatial and material principles should be derived from functional demand. The building should simultaneously be aesthetically pleasing by achieving the above in a restrained and refined manner.

Sustainable

As a public facility, environmental consideration

and sensitivity to the needs of a sustainable future are unmissable. The CGREA has a policy to build near energy-neutral buildings that generate their own energy. **A BREEAM excellent certificate** is self-evident.

Safe and secure

The confidentiality of the EMA's operations demands that significant measures are taken to ensure business confidentiality and data protection. A facade that hinders a direct sight into the offices, yet still enables daylight to enter, is desirable. A robust base that is resilient and resistant to potential assaults and guarantees business continuity in the event of possible external disruptions is mandatory.



Colophon

This document contains the Dutch government's bid for the relocation of the European Medicines Agency (EMA). The information contained in this publication has been compiled with great care by the Dutch government and its partners and is accurate to the best of its knowledge at the time of production.

Prime Ministers Office
Ministry of Health, Welfare & Sport
Ministry of Foreign Affairs
Ministry of Economic Affairs
Ministry of the Interior and Kingdom Relations/Central Government Real Estate Agency
Ministry of Education, Culture & Sciences
Netherlands Foreign Investment Agency
Medicines Evaluation Board
City of Amsterdam
City of Leiden
City of The Hague