



Employer Pledge and Good Recruitment for Older Workers Evaluations

Deadline for Tender Submissions:

24 November – 5pm

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2. About us

Everyone has the right to a good life as they get older and our whole society benefits when they do. But stark and widening inequalities mean more and more people are going to live in poor health and face poverty and discrimination as they get older. This is unacceptable and has huge consequences for these millions of individuals and for all of us.

We have identified three main areas where we think we can make real progress.

3. Challenging ageism and building an Age-friendly movement

We are confronting the pernicious ageism that exists across society. Ageism affects people of all ages, but it can limit people's lives profoundly as they get older, whether through discrimination in the workplace or being denied access to potentially life-saving healthcare. Ageism means we don't value older people or invest in ways to help people age well. Everyone, everywhere, has a stake in changing this and we are building an age-friendly movement across the country, inspired by a new campaign to stamp out ageism.

4. Creating age-friendly homes

Most people want to live in their own home, in the communities they belong to, for as long as possible. But far too many older people are currently living in homes that are endangering their lives. Much of the housing in England is dangerous or unsuitable for older people. Homes are not safe or warm. They have hazards and are inaccessible for anyone with a disability. This needlessly costs society millions each year in NHS and social care costs. We want to make homes more age-friendly so that more people can remain living independently, healthily and happily as they grow older.

5. Fostering an age-friendly work culture

There is no expiry date for workers, but as people get older, many face discrimination on the basis of their age - or challenges accessing the work that works for them. Our country wastes a huge amount of talent, skills and experience by denying older workers the chance to stay in jobs or find new ones. This comes with a huge price tag for society, with hundreds of thousands of people in their 50s and 60s who want to work shut out of the labour market for good. With employers facing labour shortages and productivity challenges, they cannot afford to lose or ignore this part of the workforce. We are working with employers to create an Age-friendly Employment culture and workplace practices so that everyone can remain in good jobs for as long as they want and are able to.

3. Background to Contract

3.1 Age-friendly Employment

A third of the workforce in England, nearly 9 million workers, are aged 50 or over. However, not all employers are offering what's needed to retain older workers or recognising the importance of recruiting them.

We are working with the government and employers to create the right conditions for more people over 50 to be in fulfilling work. We are currently leading the [Age-Friendly Employer Pledge](#), a nationwide programme for employers who recognise the importance and value of older workers, and have developed a range of employer facing resources including a [five-point framework](#) to help employers create age-friendly workplaces, a good [recruitment for older workers toolkit](#), and a [flexible working toolkit](#).

3.2 The Age-friendly Employer Pledge

The Age-friendly Employer Pledge was launched in November 2022. By pledging, employers commit to improving work for people in their 50s and 60s and taking the necessary action to help them flourish in a multigenerational workforce.

It is for employers who:

- recognise the importance and value of older workers
- are committed to improving work for people in their 50s and 60s (and beyond)
- are prepared to take action to help them flourish in a multigenerational workforce

By signing the pledge, employers will:

1. Identify a senior sponsor for age-inclusion in their workforce – and publicly state their commitment to the pledge
2. Ensure that age is specifically named within their Equality, Diversity and Inclusion policies
3. Take action to improve the recruitment, retention and development of workers over 50 from [one of the following areas](#):
 - a. Create an age-friendly culture
 - b. Hire age-positively
 - c. Be flexible about flexible working
 - d. Encourage career development at all ages
 - e. Ensure everyone has the health support they need

We have a range of [case studies](#) from pledged employers on our website (and are continuing to add to these over time) alongside a page of [further resources](#) that employers can use to improve their age-friendly practices (with new resources being

developed and added over time too). We currently have around 240 employers who have signed, across 30 sectors. Around two thirds of these can be categorised as small to medium enterprises (SMEs).

In addition to signing the Pledge, employers become part of a 'network' that will gain access to additional support provided by Ageing Better. This includes the delivery of online webinars, monthly newsletter and the development of a series of guides, toolkits and FAQs to assist employers to take action, on their journey towards becoming an age-friendly employer. The intention is for the network to inform and influence the development of future resources and to be a self-supporting 'community'. This work will be underpinned by a Network Engagement Strategy (which will be shared with the successful bidder during inception).

Throughout the rest of the ITT, 'Pledge' encompasses both the responsibilities following signing and engagement in the network.

3.3 Good Recruitment for Older Workers

The Good Recruitment for Older Workers (GROW) programme has been running for several years now. Phase one involved the commissioning and delivery of 3 research projects:

1. [The employer and recruiter perspective on age bias in the recruitment process](#)
2. [The older worker perspective on age bias in the recruitment process](#)
3. [How language in job adverts affects older jobseeker behaviour](#)

Following this, phase two focused on designing and testing new tools for employers to use, culminating [in an updated toolkit](#). The main additions to this toolkit include three specific tools:

- [Creating an age inclusive job advert](#)
- [Create an interview invite and scheduling form](#)
- [How to talk about flexible work with candidates during recruitment](#)

We now want to move to phase 3: pilot and evaluation. We envision this will involve a certain number of employers (to be determined as part of the scoping process of the project commissioned here) piloting one or more of the above specific tools and evaluating how they are implemented and what impact they have. The funding from this Contract is for the evaluation portion of this work, we would expect employers to resource their own pilots.

4. Contract Overview

4.1 Scope of the contract

We want to commission a team to conduct evaluations of both the Pledge and pilots of the tools developed through GROW phase 2. This will likely require a scoping process jointly looking at both aspects, followed by distinct delivery plans focused on the Pledge and GROW.

4.2 Aims

We have three aims for this Contract relating to the Pledge:

1. Document and understand the implementation of the Pledge – so that Ageing Better can develop and improve it (as well as better understand our role in the implementation)
2. Explore the emerging impact of the Pledge on employers and their workforces - to help illustrate the value that it adds to our trustees, potential future funders and other stakeholders
3. Set the foundation for a potential longer-term evaluation of the Pledge

We have one aim for this Contract relating to GROW:

1. Evaluate piloted tools from GROW phase 2 – so that we can communicate their effectiveness and encourage successful implementation in other organisations
2. Identify improvements and modifications to the tools where appropriate - to inform future toolkits/implementation

4.3 Activities

Below we set out our expectations and requirements with regards to the evaluations. We expect that the Contract will comprise of three broad work packages but are open to suggestions from bidders should they think there is a better way to deliver on our aims.

There will be a break clause following the scoping phase (WP1). At this point, we (Ageing Better and the Contractor) will jointly decide on the nature and scale of our evaluation plans, based on the feasibility of different activities demonstrated during the scoping phase.

WP1: Scoping phase

We anticipate that this Contract will require a scoping phase culminating in evaluation frameworks for both the Pledge and GROW.

This scoping phase will be an opportunity for the evaluation team to familiarise themselves with pledging organisations alongside identifying potential employers to pilot the GROW tools.

It is crucial that during this phase we establish what the realistic appetite is amongst pledged employers for involvement in evaluation activities. Special attention should be paid to the need to be proportionate in terms of data collection, avoid over-burdening employers and emphasizing that involvement in the evaluation is not mandatory to engagement with the Pledge. We will facilitate these interactions with employers in our network (see section 3.5 for more details on ways of working).

During this phase, we would also like the evaluators to work with us to engage with other stakeholders – including potential future funders – to ensure that the outputs best meet their needs. Some work towards this has begun and insights will be shared with the successful bidder.

WP2: Employer Pledge

As part of the delivery of the Pledge we are currently monitoring a range of data including:

- Number of employers
- Type of employer (sector)
- Size of employer
- What action they are taking
- What barriers they face
- What benefits they hope to see from signing – and whether they are confident seeing them.
- Satisfaction with the pledge

We are collecting this data in two ways:

- 6 months after pledging, employers are contacted for a check-in call lasting approximately 45-minutes. You can check [our online form](#) to see what data we collect (this is filled out by the Ageing Better team member, not the employer themselves).
- At 12 months, we are aiming to collect more quantitative data directly from employers via this monitoring form. The first of these will be completed in October. You can check [our online form](#) to see what data we collect (this one is filled out by the employers themselves, although we sometimes also set up follow-up calls to fill out the form together).

This data monitoring provides a high-level picture of pledged organisations and their age-friendly activities, but we want a deeper and more comprehensive understanding of the employer journey from pledging onwards. We also want to better understand what impact age-friendly activities might be having on older workers within pledged organisations.

Our initial research questions (bidders are welcome to suggest changes/additions in their bids, and the RQs will be refined and finalised during the scoping phase) are:

1. How is the Pledge being implemented within organisations that have signed?
 - a. What topics/areas of the age-friendly five are employers interested in – and why?
 - b. What are the barriers and challenges to implementation?
 - c. What role has the Pledge played in supporting implementation of age-friendly practice in Pledge organisations?
 - d. What are the key factors to successful implementation of the Pledge in an organisation?
 - e. What are the key staff roles/teams (e.g. senior management, HR etc.) involved in the pledge within employers?
2. How effectively does the Pledge support organisations who have signed to adopt age-friendly practice?
 - a. What impact is the Pledge having on employer behaviour?
 - i. What impact is it having on staff behaviour at different levels of seniority?
 - ii. What age-friendly activities are employers doing?
 - b. What impact is the pledge having on older workers?
 - i. On recruitment, retention and development opportunities
3. How are employers finding out about the Pledge? What is their journey from finding out to signing?
4. What evidence is there of Strategic Added Value¹ arising from the Pledge?

We are open to bidder suggestions about methods for answering our research questions. We anticipate that case study research will feature heavily – but are not necessarily wedded to this idea and are also interested to hear suggestions for more quantitative data collection, whether via an independently administered survey, or using workforce data supplied by the employers themselves.

We ultimately want to tell the story of the Pledge so far: explore in depth employers' experiences with the pledge programme, resulting behaviour change and, where possible, explore the impact on workforces.

We understand that robust outcome data on older workers will be difficult here, but it is likely that after this evaluation period, future evaluative work will be commissioned. It is therefore important that this lighter touch impact evaluation lays the foundations for more in-depth work. This could include some baseline data collection.

WP3: GROW

¹ By Strategic Added Value we mean actions and conversations which promote age-friendly employment that have been catalysed by the Pledge, but have not been taken directly in fulfilment of it, among organisations such as government departments, local authorities or other stakeholders

We expect the evaluation team to conduct both process and impact evaluations of the GROW tools. We want to understand the key challenges to integrating them into existing recruitment processes and what impact they have on older applicant experience and job outcomes. We are open to a wide range of methodologies here, and expect bidders to outline the kinds of methods they see as most appropriate (with the understanding that until it is fully scoped it might be hard to define and select these methodologies completely).

Our initial research questions (bidders are welcome to suggest changes/additions in their bids, and the RQs will be refined and finalised during the scoping phase) are:

1. How are the tools being implemented within pilot organisations?
 - a. How do the tools integrate with already existing recruitment processes?
 - b. What are the key factors for successful implementation?
 - c. What are the major barriers to implementation?
2. What impact are the tools having?
 - a. Have they improved applicant experience?
 - b. Have they increased the number of older people applying?
 - c. Have they increased the success of older people at different stages of the recruitment process?
 - d. Have they changed attitudes and/or culture within employer organisations?

4.4 Data availability and information governance

During the scoping process the evaluation team will need to discuss with employers the possibility of access to their already existing data, alongside developing ways to collect data themselves. We will need to put data sharing agreements in place where appropriate.

4.5 Evaluation governance and ways of working

The evaluation will be managed by Centre for Ageing Better directly, but it is likely that we will have some kind of steering group in place (membership TBC). Evaluator engagement with this steering group at appropriate time intervals will be expected.

Stakeholder engagement and collaboration

Stakeholder engagement will be central to this evaluation, with the evaluation team expected to play a key role in engaging with employers who are part of the Pledge. We are keen to ensure this is done in a way that minimises duplication of employer conversations and it is likely this will require ongoing discussion with Ageing Better. Ultimately, we would like to take a collaborative approach to stakeholder engagement where the evaluators build a relationship with employers, but the overall relationship remains with Ageing Better. We see this as a 'one team' approach, based on open communication. Successful bids will show a clear plan for how the engagement of employers as evaluation participants will be managed and sustained.

Ongoing sharing and engagement, and focus on impact

It is important that learning from this evaluation is shared at regular intervals with Ageing Better, the evaluation steering group, and the broader group of employers themselves. These insights should be focused on enabling improvement in delivery of the Pledge by Ageing Better, improvement in age-friendly activities by employers, and indicating impact.

Active commissioning

Ageing Better is an active commissioner, as such we expect to be involved with the project on a regular basis. We welcome bidders' suggestions as to the frequency and type of updates/meetings.

4.6 Outputs

At minimum, we expect the following outputs, but bidders are welcome to suggest their own additional ones:

- An evaluation framework for both the Pledge and GROW – based on consultation with employers in our network and wider stakeholders.
- Interim evaluation findings at agreed intervals (bidders can suggest intervals)
- Final evaluation reports at the end of the project for both Pledge and GROW, detailing methods and findings alongside practical recommendations both for further phases of the Pledge and employers themselves
- A series of detailed case studies of employer pledge organisations
- A report for Ageing Better (i.e. will not be published) advising on how future impact evaluation that was not feasible in this phase could be done on the Pledge

Bidders do not need to include estimates for design or publication costs as we have separate budget for those elements. Bidders also do not need to include costs for additional communications elements such as films as Ageing Better has separate budget for these.

4.7 Contract term

We expect the Pledge evaluation to run until March 2026. The GROW evaluation can run on beyond that, depending on envisioned data collection requirements, but we would anticipate it would not extend beyond March 2027.

4.8 Budget

Between £275k and £290k (excl. VAT). We are open to bidder suggestions as to what proportion of the budget is for the Pledge and what proportion of the budget is for GROW but would expect it to be around 65/35. This will ultimately be explored during scoping and then agreed at the end of the scoping phase.

All costs related to research activities – including for example room hire, refreshments etc. – should be budgeted for.

Costs in the Pricing Document should be presented exclusive of VAT. Bidders should state whether or not they will apply VAT to the total contract value. Ageing Better recommends that Bidders should seek independent advice if they do not intend to apply VAT. Ageing Better will not make any additional provision to the agreed Contract value in order to cover VAT liabilities, if these costs are not included in the original Pricing Document.

4.9 Insurances

The Contractor shall take out and maintain in full force and effect with a reputable insurance company the following minimum insurances for the duration of the Contract:

- Public Liability insurance – £1 million
- Employer's Liability insurance – £5 million
- Professional Indemnity insurance – £1 million

4.10 Timescales

The indicative timetable for the procurement is as follows:

Stage	Date
Invitation to Tender issued to Bidders	13/10/2023
Webinar – chance to hear from Ageing Better about the Pledge and evaluation. Please see here for further details and the registration link.	25/10/23
Deadline for clarification questions	1/11/23
Deadline for bid submission	24/11/23
Notification of interview	04/12/23
Bidder Interview	12/12/23 and 13/12/23
Notification of result	18/12/23
Contract commencement	08/01/24
Inception meeting	08/01/24

Ageing Better reserves the right to amend these dates.

4.11 Terms and Conditions

Invitation to Tender for: Employer Pledge and Good Recruitment for Older Workers Evaluations

Please see [here](#) for our draft terms and conditions, to be signed at contract award. Suggested amendments or queries should be submitted in Section 14 of the Supplier Questionnaire. Ageing Better cannot guarantee adhering to proposed changes.

5. Invitation to Tender evaluation criteria

5.1 Criteria

Criteria	Sub-criteria	Weighting
Quality (80%)	1) Skills and experience of team	30%
	2) Scoping approach (including employer engagement)	20%
	3) Evaluation approach	30%
4) Price		20%
5) Information governance		n/a ²
Total		100%

5.2 Scoring

Criteria 1 to 3 shall be scored on a scale of 0 to 5 by reference to the following scoring guide:

Score	Description
5	Exceptional. Demonstrates strengths, no errors, weaknesses or omissions and exceeds expectations in some or all respects.
4	Good. The standard of response fully meets expectations.
3	Satisfactory. The response is acceptable but with some minor reservations.
2	Poor. The response is deficient in certain areas where the details of relevant response require the reviewer to make certain assumptions.
1	Very Poor. The response is deficient in the majority of areas where the details of relevant response require the reviewer to make frequent assumptions.
0	Rejected. Response is unacceptable or non-existent, or there is a failure to properly address any issue.

² Unsatisfactory answers to the information governance section will preclude bidders from being shortlisted for interview

Criteria 4 - price - is weighted at 20%. The Bidder that submits the Lowest Bid Total shall receive the maximum score. All other Bidders' Bid Totals shall be evaluated using the following formula:

Lowest Bid Total

_____ X 20

Other Bidder's Bid Total

If a Bidder is successful in its bid for the Contract, then the Pricing Document is submitted as part of its bid will be referenced in the Contract it enters into with Ageing Better and will be used in calculating the amount payable to the successful Bidder under the Contract.

6. Bid return and Tender evaluation process

6.1 Amendments to the Invitation to Tender

Ageing Better reserves the right to issue amendments or modifications to this Invitation to Tender during the Invitation to Tender stage. These will be listed on the opportunities section of our website and bids will be assumed to take account of any such modifications and amendments.

6.2 Procedure for the submission of bids

Bidders shall submit one electronic copy Invitation to Tender by no later than 5pm 24/11/2023 via e-mail to: Michellie.Hess@ageing-better.org.uk

The Invitation to Tender return shall state the following title:
Employer Pledge and Good Recruitment for Older Workers Evaluations

We will acknowledge receipt of all bids.

Please provide your response to this Invitation to Tender by completing the required documents. Please do not provide separate or different types or formats of documents unless specifically requested to do so.

The total word limit for sections 1-3 of the Written Return (appendix 3) is 3,000 words. Exceeding the stated limit will lead to your bid being disregarded. Unless specifically requested to do so, please do not include or upload any standard marketing or promotional material within your answer as this will be disregarded.

Supporting information (appendices, attachments etc.) should be presented in the same order as, and should be referenced to, the relevant question.

Late submissions will not be accepted.

Bidders are strongly recommended not to leave their Invitation to Tender submission to the last minute. Ageing Better will not be held liable for failures to submit an Invitation to Tender on time due to technical issues reported less than 24 hours before the submission deadline.

Bids will be reviewed by staff at Centre for Ageing Better and Greater Manchester Combined Authority.

6.3 Content of bids

All bids must consist of the following items/documents:

Invitation to Tender for: Employer Pledge and Good Recruitment for Older Workers Evaluations

- Confirmation of acceptance of the Conditions of Contract as set out at Appendix 1;
- A completed Pricing Document as set out at Appendix 2;
- A completed Written Return, specifying how the Bidder will carry out the Services to be provided under the Contract, as set out at Appendix 3;
- A copy of the Form of Tender as set out as Appendix 4 signed by the authorised signatory submitting the bid on behalf of the Bidder;
- A completed Anti-Collusion Certificate as set out at Appendix 5, signed by the authorised signatory submitting the bid on behalf of the Bidder;
- A completed Non-Canvassing Certificate as set out as Appendix 6, signed by the authorised signatory submitting the bid on behalf of the Bidder;
- A signed Supply Chain of Conduct as set out at Appendix 7, signed by the authorised signatory submitting the bid on behalf of the Bidder.

6.4 Evaluation of bids

- Bids will be checked initially for compliance with this Invitation to Tender and for completeness. Bids that are not substantially complete and/or compliant with this Invitation to Tender may be rejected;
- During the evaluation period, Ageing Better reserve the right to call for further information/clarifications from Bidders to assist it in its consideration of their bids. Note that Ageing Better reserve the right to adjust the scoring of a Bidder's bid if information is established during clarifications that fundamentally changes any tendered proposal.
- The purpose of the Bidder interview is to allow Ageing Better to achieve a more rounded appreciation of Bidders' proposals. Note that Ageing Better reserve the right to adjust the scoring of a Bidder's bid if information is established during the interview that fundamentally changes any tendered proposal.

7. Important notices for bidders

7.1 Accuracy of information and liability of Ageing Better and its advisers

The information contained in this Invitation to Tender has been prepared by Ageing Better in good faith but does not purport to be comprehensive or to have been independently verified. Ageing Better does not accept any liability or responsibility for the adequacy, accuracy or completeness of, or make any representation or warranty (express or implied) with respect to the information contained in the Invitation to Tender or with respect to any written or oral information made or to be made available to any Bidder or its professional advisors and any liability therefore is hereby expressly disclaimed.

Bidders considering entering into a contractual relationship with Ageing Better should make their own enquiries and investigations of Ageing Better's requirements. The subject matter of this Invitation to Tender shall only have contractual effect when it is contained in the express terms of an executed agreement.

Nothing in this Invitation to Tender is, or should be, relied upon as a promise or representation as to the future and Ageing Better does not undertake to provide Bidders with access to any additional information or to update the information in this Invitation to Tender or to correct any inaccuracies that may become apparent. Ageing Better reserves the right, without prior notice, to change the procedures outlined in this Invitation to Tender or to terminate discussions and the delivery of information at any time before entering into the Contract.

7.2 Anti-collusion

Any Bidder who, in connection with the competition for the selection of Bidders for the Contract:

- Fixes or adjusts its bid by or in accordance with any agreement or arrangement with any other Bidder;
- Enters into any agreement or arrangement with any other Bidder to refrain from making a bid or to alter, in any way, the content of any bid to be submitted;
- Causes or induces any person to enter into any such agreement as referred to above or to inform any other Bidder of the content of any other bid for the Contract;
- Offers or agrees to pay or give or does pay or give any sum of money, inducement or valuable consideration directly or indirectly to any persons for doing or having done or causing or having caused to be done any act or omission in relation to any other bid or proposed bid for the Contract; or
- Communicates to any person (outside its consortium, its professional and financial advisers other than Ageing Better or any person duly appointed by Ageing Better) the content of its proposed bid, will be disqualified (without prejudice to any other civil

remedies available to Ageing Better and without prejudice to any criminal liability that such conduct by a Bidder may attract) from further participation in the competition for the Contract. Bidders are required to return with their bid the Anti-Collusion Certificate set out at Appendix 5.

7.3 Non-canvassing

Any Bidder who, in connection with its bid for the Contract:

- offers an inducement, fee or award to any representative of Ageing Better or any person acting as an adviser to Ageing Better in connection with the selection of Bidders for the Contract; or
- does anything which would constitute a breach of the Bribery Act 2010, will be disqualified (without prejudice to any other civil remedies available to Ageing Better and without prejudice to any criminal liability that such conduct by a Bidder may attract) from further participation in the competition for the Contract. Bidders are required to return with their bid the Non-Canvassing Certificate set out at Appendix 6.

7.4 Copyright

The copyright in this Invitation to Tender is vested in Ageing Better and may not be reproduced, copied or stored in any medium without the prior written consent of Ageing Better. This Invitation to Tender and any document issued to Bidders supplemental to it shall remain the property of Ageing Better and shall be returned upon demand.

7.5 Tax Liability

Ageing Better and its subsidiaries, conducts their activities with integrity, transparency and fairness. Ageing Better are committed to the prevention of the facilitation of tax evasion as they recognise the importance of fostering a positive culture of tax compliance and maintaining the confidence of students, staff, partner organisations, other customers and the tax authorities.

Ageing Better and its subsidiaries do not and will not work with others who do not share their commitment to preventing the facilitation of tax evasion.

7.6 Modern Slavery Act 2015

The Bidder recognises that Ageing Better has a legal and moral commitment to ensuring that Ageing Better, through its staff, associates, agents, service providers and suppliers, conducts its business in accordance with the highest standards of ethical behaviours, transparency and probity. The Bidder shall, upon the request of Ageing Better, provide evidence of the steps the Bidder is taking to ensure that slavery and human trafficking is not taking place in any part of the Bidder's own business or supply chain in accordance with the provisions of the Modern Slavery Act 2015.

7.7 Confidentiality

Bidders shall not undertake (or permit to be undertaken) at any time, whether at this stage or after conclusion of the Contract, any publicity activity with any section of the media in relation to the Contract other than with the prior written consent of Ageing Better (in relation to the form and content of the proposed publicity).

7.8 Ageing Better's right to reject bids

Notwithstanding anything else stated in this Invitation to Tender, the issue of this Invitation to Tender in no way commits Ageing Better to enter into the Contract or any other agreement whatsoever. Ageing Better is not bound to accept any bid and reserve the right to accept any bid either in whole or in part.

Ageing Better reserve the right to reject any or all of the responses received and discontinue the bidding process and/or reject any incomplete or incorrectly completed responses.

Bids will be checked initially for compliance with the requirements of this Invitation to Tender and for completeness. Clarification may be sought from Bidders in order to determine if a bid is complete and compliant. Bids that are not substantially complete and/or compliant with the requirements of this Invitation to Tender may be rejected.

7.9 Time

Ageing Better reserves the right, in its absolute discretion to amend the timetable or extend any time period in this Invitation to Tender.

7.10 Tender withdrawal

Ageing Better reserves the right to withdraw the tender for any reason, at any time.

7.11 Bid costs and loss of profits

Bidders shall bear their own costs and in no circumstances whatsoever shall Ageing Better become liable for any bidding costs, nor shall Ageing Better be liable for any loss of profits, loss of Contracts or other costs or losses suffered or incurred by a Bidder as a result of that Bidder not being awarded one or more Contracts pursuant to this procurement process. Ageing Better shall similarly not be liable in the event that the procurement process is cancelled, whatever the reason.

8. Appendix 1: Conditions of Contract

Whilst Ageing Better cannot guarantee agreeing to amendments in its Terms and Conditions, all queries and suggested changes must be noted in the Bidder's submission documents. Please mark-up the draft [Conditions of Contract](#) with any issues.

9. Appendix 2 - Pricing Document

Pricing Preambles

1. The Pricing Document contains the Bidder's rates (excluding VAT).
2. The descriptions in the Pricing Document shall not be regarded as an exhaustive statement of everything included in the Contract; refer to the Specification for the full Contract requirements. The rates in the Pricing Document shall include for all work shown or described in the Contract as a whole and for all work not described but apparent as being necessary for the provision of the Services.
3. Where quantities are stated in the Pricing Document the Bidder should note that they may vary and there is no guarantee of quantity. The rates quoted in the Pricing Document shall apply regardless of the actual quantity of Services subsequently ordered.
4. No quantity or continuity of work is guaranteed to the Bidder and this should be taken into account when completing the Pricing Document. Unless expressly stated to the contrary, any quantities given in the Pricing Document are indicative only.
5. Payment shall be made in accordance with the Pricing Document and the procedures described in the Conditions of Contract attached at Appendix 1.
6. The Bidder shall include all mileage, subsistence and expenses costs within the submitted rates.
7. The Bidder shall include all costs for the production of any documentation and the attendance of any meetings required by Ageing Better under the Contract within the submitted rates.

Schedule of Rates

Team member	Role	No. of days	Price per day (excl. VAT)	Total days
Total (excl. VAT)				£

The above rates shall include for all work shown or described in the Contract as a whole and for all work not described but apparent as being necessary for the provision of the Services.

10. Appendix 3 – Written Return

Each Section is linked to the Evaluation Criteria detailed in Section 4 of this ITT document. The Section weightings are shown in each Section heading.

Each element of each question shall be scored on a scale of 0 to 5 by reference to the scoring guide detailed in Section 4 of this ITT document.

Bidders shall note that there is a 3,000 word limit for sections 1 – 3 of the written return. Words that are used in diagrams are included in the word limit but it doesn't apply to Bibliographies, reference lists or CVs.

Section 0 – General Information

1	Bidder name	Insert details
2	Registered address	Insert details
3	Name of person completing the Invitation to Tender	Insert details
4	Telephone number	Insert details
5	E-mail address	Insert details
6	Company status (e.g. Ltd, Plc, sole trader, Charity, Community Benefit Society, etc.)	Insert details
7	VAT registration number	Insert details
8	Company registration number and/or charity number	Insert details
10	<p>Please provide the organisation name, contact details and a brief description of 2 contracts of a similar nature which demonstrate the Bidder's experience in relation to Ageing Better's requirements. Any Contract award will be subject to a satisfactory reference being provided by one or both of the named companies.</p>	
	Insert details	

NOTE TO BIDDERS

Upon identifying the successful Bidder, Ageing Better may seek further evidence to determine the Bidder's ability to perform the Contract prior to awarding the Contract. If the Bidder is unable to provide the further evidence required, Ageing Better reserves the right to withdraw the Bidder's successful Bidder status.

Section 1: Skills and experience	Weighting
	30%
<p>Please outline the skills and experience of your organisation(s) and team members. You should focus specifically on the following elements (but can include details about other skills/experience if you wish):</p> <ul style="list-style-type: none"> • Understanding of employment issues • Understanding of employment issues as they pertain to older people • Stakeholder engagement (with a focus on employers from a wide range of sectors) • Process and impact evaluation <p>Please also include CVs for every team member as an appendix – this does not count towards the 3,000 word limit for the overall written response.</p>	
Bidder's Response	

Section 2: Scoping approach (including employer engagement)	Weighting
	20%
<p>Please outline your proposed approach to the scoping phase of this Contract. As stated earlier, engagement in this evaluation is not mandatory for employers who have pledged – as such please describe how you will ensure that employers are engaged in a sensitive and proportionate way that encourages participation in the scoping phase and beyond. You must ensure your scoping approach aligns with our Contract aims and that you outline any risks to successful delivery of the scoping phase, alongside your mitigations for these risks.</p>	
Bidder's Response	

Section 3: Evaluation approach	Weighting
	30%
<p>We appreciate that before scoping has completed it is difficult to commit to specific evaluation approaches for the Pledge and GROW. However, please outline the kinds of approaches/methods you envision taking for both in order to answer our initial research questions (and any further questions you have identified). You must ensure approaches align with our Contract aims and that you outline any risks to successful delivery of the scoping phase, alongside your mitigations for these risks.</p>	
Bidder's Response	
<div style="border: 1px solid black; height: 400px;"></div>	

Section 4: Price	Weighting
	20%
<p>Please provide a breakdown of your proposed budget, including how many days allocated to different tasks and activities and who will be responsible for them.</p>	
Bidder's Response	

Section 5: Information governance	Weighting
	n/a
<p>As indicated earlier, answers do not contribute to overall scoring but inadequate responses to the below questions will preclude bidders from being shortlisted.</p> <ol style="list-style-type: none"> 1. Please confirm that you have in place, or that you will have in place by contract award, the human and technical resources to perform the contract to ensure compliance with the General Data Protection Regulation and to ensure the protection of the rights of data subjects. If you have a designated Data Protection Officer, please provide details. 2. Please provide details of the approach you take to ensuring that you abide by GDPR when processing data 	
Bidder's Response	

11. Appendix 4 – Form of Tender

To: **Centre for Ageing Better**

Re: Employer Pledge and Good Recruitment for Older Workers Evaluations (the “**Contract**”)

Dear Sirs

1. Having examined the Invitation to Tender and having satisfied ourselves as to all other matters relevant thereto, we confirm our tender for the Contract.
2. We enclose our tender, and confirm that these comprise all of the documents required to be submitted in accordance with the matters set out in the Invitation to Tender. We acknowledge that we are bound by our proposals submitted pursuant to the Invitation to Tender.
3. We hereby unconditionally and irrevocably offer to provide the Services requested to be provided and performed under the Invitation to Tender in accordance with the Contract and at no greater rates or prices than the rates or prices stated in the Pricing Document.
4. We confirm that we are fully conversant with all the Invitation to Tender documentation and that this tender is submitted strictly in accordance with the Invitation to Tender.
5. We agree that this tender shall remain open to be accepted or not by Ageing Better and shall not be withdrawn for a period of twelve (12) months from the deadline for receipt of tenders as set out in the Invitation to Tender, or such longer period as may be agreed with Ageing Better.
6. We undertake to execute the Contract for the proper and complete fulfilment of the Services required or any part or parts thereof, as you may in your absolute discretion award to us.
7. We agree that we shall commence and undertake the Services required when instructed to do so pursuant to the terms of the Contract.
8. We certify that the details of this tender and the Invitation to Tender documentation have not been communicated to any other person or adjusted in accordance with any agreement or arrangement with any other person or

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organisation.

9. We acknowledge that Ageing Better is not bound to accept the lowest or any tender it may receive, and reserve the right at its absolute discretion to accept or not to accept any tender submitted.
10. We certify that we have full power and authority to enter into the Contract and to carry out the Services, and that this is a bona fide tender.
11. We confirm that in submitting our tender, we have satisfied ourselves as to the accuracy and completeness of the information we require in order to do so (including that contained in the Invitation to Tender).

Total Price for this Tender

£.....

in words

Signed for on behalf of the Bidder by a duly authorised signatory of the Bidder:

Signed: _____

Name: _____

Position/Status: _____

On behalf of:
(name of Bidder) _____

Date: _____

12. Appendix 5 – Anti-Collusion Certificate

To: **Centre for Ageing Better**

Re: Employer Pledge and Good Recruitment for Older Workers Evaluations (the “**Contract**”)

The essence of the public procurement process is that Ageing Better shall receive *bona fide* competitive tenders from all Bidders. In recognition of this principle we hereby certify that this is a *bona fide* bid, intended to be competitive, and that we have not fixed or adjusted the bid by or under or in accordance with any agreement or arrangement with any other Bidder (other than a member of our own consortium). We have not and insofar as we are aware neither have any of our employees, contractors, advisers, agents, officers or subcontractors:

1. Entered into any agreement with any other person with the aim of preventing bids being made or as to the fixing or adjusting of any bid or the conditions on which any bid is made; or
2. Informed any other person, other than the person calling for this bid, of the content of the bid, except where the disclosure was necessary for the preparation of the bid for insurance, for performance bonds and/or Contract guarantee bonds or for professional advice required for the preparation of the bid; or
3. Caused or induced any person to enter into such an agreement as is mentioned in paragraph (1) and (2) above; or
4. Committed any offence under the Bribery Act 2010; or
5. Offered or agreed to pay or give any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other bid or proposed bid any act or omission; or
6. Canvassed any other persons referred to in paragraph (1) above in connection with the Contract; or
7. Contacted any officer of Ageing Better about any aspect of the Contract except in a manner permitted by the Invitation to Tender.

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We also undertake that we shall not procure the doing of any of the acts mentioned in paragraphs (1) to (7) above before the hour and date specified for the return of the bid nor (in the event of the bid being accepted) shall we do so while the resulting Contract continues in force between us (or our successors in title) and Ageing Better.

In this certificate

The word “person” includes any person, body or association, corporate or incorporate and “agreement” includes any arrangement whether formal or informal and whether legally binding or not.

Signed for on behalf of the Bidder by a duly authorised signatory of the Bidder:

Signed: _____

Name: _____

Position/Status: _____

On behalf of:
(name of Bidder) _____

Date: _____

13. Appendix 6 – Non-Canvassing Certificate

To: **Centre for Ageing Better**

Re: Employer Pledge and Good Recruitment for Older Workers Evaluations (the “Contract”)

Non-Canvassing Certificate

I/we hereby certify that I/we have not canvassed or solicited any officer or employee of Ageing Better in connection with the award of the Contract and that no person employed by me/us or acting on my/our behalf has done any such act.

I/we hereby further undertake that I/we will not in the future canvass or solicit any officer or employee of Ageing Better in connection with the award of the Contract and that no person employed by me/us or acting on my/our behalf will do any such act.

Signed for on behalf of the Bidder by a duly authorised signatory of the Bidder:

Signed: _____

Name: _____

Position/Status: _____

On behalf of:
(name of Bidder) _____

Date: _____

14. Appendix 7 – Supply Chain of Conduct

Ageing Better is committed to carrying out procurement activities in an environmentally, socially, ethically and economically responsible manner and to entering into agreements and contacts with suppliers that share and adhere to its vision

To demonstrate this commitment, Bidders are asked to acknowledge their compliance with the principles of the Supply Chain Code of Conduct for this Contract, below, with respect to their organisation and their supply chain:

With respect to Social Compliance Tenderers shall:

(i) Not use forced, involuntary or underage labour

- Employees should be free to choose their employment and leave that employment without hold by financial deposit of personal items
- Forced, bonded or involuntary prison labour shall not be used
- Support the effective abolition of child labour
- Comply with the national minimum age for employment, or minimum age 15, whichever is the higher unless a lower minimum age is permitted under International Labour Organisation (ILO) convention 138
- Where any child is found to be engaged in performing child labour, to provide support for that child to enable them to complete, as a minimum, their compulsory education (even if they shall cease to be involved in child labour) or an equivalent education level, as provided for under the UNI Covenant on Economic, Social and Cultural Rights. Such support by the Tenderer should recognise and not prove detrimental to the conditions of the child or those that their work supports

(ii) Provide suitable working conditions and terms

- At least statutory minimum wages (or if none, a realistic living wage) must be paid without discrimination to all employees and all non-statutory deductions must be with the consent of the employee.
- Working hours must not be excessive (not over 48 hours per week, excluding overtime) and must allow for at least 1 day off for each 7 day period on average. Working beyond this should be non-regular and of employees own will
- A safe and hygienic working environment must be provided, including any catering or accommodation areas. Any hazardous working, as defined by ILO, should only be carried by persons age 18 years or over
- All equipment must be safe for use and processes must allow a safe working environment
- Policies and processes must be in place for recording and eliminating occurrence / reoccurrence of health and safety related incidents.

(iii) Treat employees fairly

- Allow employees the freedom of association to join (but not be forced to join), or be represented by, a trade union or similar organisation of their choice, and be free to leave organisations

- Not discriminate or unfairly treat any employee for any reason including education, social class/ caste, nationality, trade union membership or any of the 9 Protected Characteristics of the UK Equality Act 2010
- Provide a workplace free from discrimination, harassment or victimisation
- Treat all employees with respect and dignity, and not accept inequality as justifiable on a basis of culture
- Remunerate all employees equally at the same employment grade, regardless of any characteristics listed above, unless statutory conditions require otherwise.

With respect to Ethical Compliance & Economic Development Tenderers shall:

- As a minimum, comply with all laws and regulations of the countries they are working in, manufacturing in or trading with, as applicable
- Not be involved in any way with acts of corruption or bribery, or support acts of violence or terrorism or abuse of individual people or communities
- Not force unsustainable or unfair contract terms on their suppliers, or throughout their supply chain, nor allow unfair exploitation of a dominant market or customer position
- Support fair trade conditions for producers, where applicable
- As a minimum, comply with all financial regulations and taxations of the countries they are working in, manufacturing or trading with, as applicable
- Include community benefit delivery in the locality of where the contract is performed (including publishing and delivering levels of local training and employment opportunities)
- Appoint sub-contractors through an open and fair process, such as public advertising of such opportunities wherever possible
- Act at all times with respect and integrity, including open and transparent accounting
- Allow staff protection if reporting misconduct or raising concerns with respect to their own, or another organisation, and ensure all affected staff are treated in a fair and transparent manner

With respect to Environmental Compliance Bidders shall:

- As a minimum, comply with all local and national environmental laws, regulations and directives of the countries they are working in, manufacturing in or trading with, as applicable
- Actively avoid causing environmental damage and / or negative environmental impact through manufacture and supply of the goods or services and disposal of supply chain waste
- Have a business plan in place, and be acting on it, to minimise their environmental impact year on year and adopting or working towards internationally recognised environmental standard and/ or behaviours
- Encourage the development and use of environmentally friendly technologies
- Promote positive environmental impacts (such as reduced carbon emissions, better carbon management, waste management and water management, reduced pollution levels and technological improvements) through their activities wherever possible.

I confirm that I am authorised and have all requisite corporate authority to make this declaration on behalf of the entity referred to below

I hereby confirm that the entity referred to below adheres to this Supply Chain Code of Conduct and , if successful in this procurement exercise , shall ensure its supply chain

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adheres to the Code of Conduct also in order to enforce and promote sound social, ethical , environmental and economic practices

Entity	(Enter text here)
Name	(Enter text here)
Title	(Enter text here)
Position in Entity	(Enter text here)
Date	(Enter text here)