

Sasria SOC Limited

Employee Engagement

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REQUEST FOR INFORMATION (RFI)

16 April 2026

To: Prospective Service Providers

Ref: **RFI-2026/9**

Sasria hereby invites suitably qualified and experienced service providers to submit information relating to a Real-time Employee Listening solution that can support the organisation's ongoing efforts to strengthen employee engagement, organisational effectiveness, and data-driven decision-making. The purpose of this Request for Information (RFI) is to gather insights into available market offerings, solution capabilities, and implementation approaches. Based on the responses received and the extent to which requirements outlined in this document are met, Sasria may elect to proceed with a Request for Proposal (RFP), Request for Quotation (RFQ), or take no further action.

1. BACKGROUND

Sasria operates in a dynamic and evolving environment that requires agility, resilience, and a highly engaged workforce to deliver its mandate effectively. The People Strategy recognises that the organisation's strength lies not only in its mandate, but fundamentally in the capability, leadership maturity, culture, and shared purpose of its people. It serves as a central driver and blueprint for building an organisation that is resilient, high-performing and capable of delivering sustained institutional excellence. As such, anchored in Sasria's strategic intent, the People Strategy aims to support business growth, improve internal efficiency, and cultivate a workforce that is equipped to deliver on Sasria's strategic commitments and long-term ambitions. To this end, the strategy focuses on ensuring that all people-related interventions, including capability building, workforce planning, employee experience, leadership development, and operational excellence, are aligned and mutually reinforce and strengthen Sasria's ability to deliver on its mandate.

As Sasria continues to mature its people and culture practices, there is an increasing emphasis on strengthening the voice of employees, improving the quality and timeliness of organisational insights, and enabling evidence-based decision-making across all levels of the organisation. In this context, the implementation of a Real-time Employee Listening solution has been identified as a key strategic enabler. The organisation seeks to move beyond periodic, point-in-time engagement assessments towards a more dynamic, ongoing approach that enables timely insight into employee sentiment, experience, inclusion, belonging and organisational health. Such an approach is intended to enhance leadership effectiveness through actionable employee insights, support proactive decision-making, and sustain organisational performance through improved quality, responsiveness, and speed of execution. Importantly, it may strengthen trust and transparency by demonstrating that employee voice is actively sought, meaningfully analysed, and translated into action.

Sasria therefore invites suitably qualified and experienced service providers with demonstrated expertise in Real-time Employee Listening and related initiatives to provide information on available solutions, capabilities, and potential opportunities. The insights received through this RFI will inform Sasria's understanding of market offerings, implementation approaches, functionality, data analytics capabilities, user experience, governance considerations, and best practices. Shortlisted service providers may be invited to participate in further engagements, including presentations and solution demonstrations.

2. OBJECTIVE OF THIS REQUEST FOR INFORMATION (RFI)

As ways of work continue to evolve, and with increased agility and the adoption of hybrid work models, employee expectations of employers are also changing. Employees increasingly seek flexibility, connectivity, meaningful work, and a keen sense of purpose, particularly within an environment characterised by ongoing disruption. In this context, Sasria is reviewing and evolving its approach to employee engagement to ensure it remains relevant, responsive, and impactful.

While annual employee engagement surveys provide valuable insights, they are inherently limited in their ability to capture real-time sentiment, emerging issues, and the lived employee experience as it evolves. The objective of this RFI is, therefore, to gather information on prospective Real-time Employee Listening approaches that move beyond periodic assessments towards an ongoing, timely, responsive, and actionable employee feedback capability. Specifically, Sasria seeks to understand solutions that are scalable and intuitive and that can enable the organisation to:

- Build a consistent and meaningful employee listening approach that captures employee sentiment, feedback, perceptions, and lived experiences regularly and meaningfully across key moments in the employee lifecycle through a structured pulse rhythm, lifecycle-triggered touchpoints, and always-on sentiment channels.
- Provide leaders and managers with actionable, role-relevant insights to drive employee engagement, performance, and wellbeing.
- Identify trends, risks, and opportunities in a timely manner through real-time or near real-time insights.
- Build trust, transparency, inclusion and belonging by demonstrating responsiveness to employee feedback and consistently closing the feedback loop.
- Strengthen Sasria's Employee Value Proposition by enhancing the overall employee experience.

Through this RFI, Sasria aims to identify solutions that align with its broader organisational effectiveness, People Strategy, and culture objectives, including the cultivation of a high-performance culture, an enhanced employee experience, and sustained organisational capability. The desired solution should support an ongoing, multi-channel approach to employee listening by providing data-driven people insights that integrate both qualitative and quantitative information to inform strategic workforce planning, leadership decision-making, and organisational interventions.

Ultimately, the information obtained through this RFI should consequently assist Sasria in understanding market capabilities and determining the most appropriate approach to implementing a Real-time Employee Listening solution such that leadership is enabled to listen, learn, and act in ways that enhance employee engagement and organisational performance proactively.

3. BUSINESS REQUIREMENTS

NB: Bidders to provide proposals based on the below points:

No	Requirements
1.	Describe your understanding of Sasria’s organisational context, People Strategy objectives, and the role a Real-time Employee Listening solution can play in supporting organisational effectiveness, leadership maturity, and sustained performance.
2.	Explain how your solution is positioned to support organisations operating in dynamic, hybrid, or evolving work environments.
3.	Describe your approach to Real-time Employee Listening, how it differs from traditional, periodic employee engagement surveys, as well as the key components of your proposed employee listening solution
4.	Explain how your solution: <ul style="list-style-type: none"> • Builds a structured and sustainable listening rhythm by combining regular pulse surveys, lifecycle-triggered feedback, leadership 360-degree assessments, and always-on sentiment channels, • Captures employee sentiment and experience across key moments in the employee lifecycle and how it enables ongoing, timely, and responsive listening rather than point in time measurement, • Identifies trends, risks, and opportunities, • Detects emerging issues in / near real time, • Supports data-driven decision-making,

Real-time Employee Listening Solution

	<ul style="list-style-type: none"> Grants different user groups access to insights relevant to their roles (e.g., Executives, People Managers, Human Capital)
5.	Indicate whether lifecycle listening is configurable and customisable to Sasria's context and priorities. Describe the level of configuration and customisation available and explain whether it's scalable over time as Sasria's needs evolve.
6.	Describe the data analytics capabilities of your solution, how qualitative and quantitative data integrates, and how frequently consolidated feedback can be shared. Provide examples of dashboards, reminders, reporting, or insight outputs available to various stakeholder groups (e.g., Executives, Managers, Human Capital).
7.	Explain how your solution translates employee feedback into actionable insights for leaders and managers and indicate whether it provides guidance, nudges, or recommendations to support leaders in responding effectively to feedback.
8.	Describe the various listening mechanisms supported by your solution and explain how they integrate into a cohesive listening and insight framework. Describe the employee user experience, including accessibility, ease of use, and engagement features.
9.	Describe how your solution supports transparency and trust by enabling organisations to close the feedback loop with employees.
10.	Describe your typical implementation approach for a Real-time Employee Listening solution. Outline the roles and responsibilities of the service provider and the client during implementation. .
11.	Indicate whether the solution supports phased implementation or modular adoption and describe the training, enablement, and ongoing support provided to Human Capital, Executives, Managers and Employees where appropriate
12.	Describe how your solution ensures confidentiality, anonymity, and ethical use of employee data and outline governance controls available to manage access, data visibility, personal information and reporting permissions.
13.	Describe any innovative features, differentiators, or emerging capabilities within your solution that may add value to Sasria and outline any insights, best practices, or lessons learned that Sasria should consider when implementing a Real-time Employee Listening solution.
14.	Provide a brief overview of your organisation's experience in delivering Real-time Employee Listening or similar solutions, including examples or case studies of comparable organisations where your solution has been successfully implemented. Describe the capabilities and expertise of the team that would support Sasria.

NB: Please provide an indication of the costing of the system

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4. METHOD DELIVERY

The closing date and time for the submission of bids is **7 May 2026 at 12h00PM**. Bidders should click on this link <https://procurement.sasria.co.za/> to be able to register on the Sasria' Online Tender Portal on or before the closing date and time in order to submit their proposals. Bidders should follow the system prompts and submit all schedules to the Online Tender Portal. All correspondence will be done via the Online Tender Portal. Should bidders not be able to register, they should send the email to Procurement@sasria.co.za for assistance. It is the bidder's responsibility to familiarise themselves with our Online Tender Portal well before the tender close.

It is also the bidder's responsibility to ensure that the bid is submitted as directed above and that the submission is received by Sasria before the closing date and time. Therefore, bidders are advised to allow adequate time for submission of bids through Sasria Online Tender Portal to mitigate against any possible technical challenges, which may result in delays in submission of bid responses.

Please note that Sasria Online Tender Portal is configured to receive electronic documents of maximum size of 4MB per file and each Schedule is limited to 30MB. The bidder will not be able to submit a bid unless all four (4) Schedules are completed.

Sasria will not enter into any negotiations regarding bids that could not be submitted on time through the Sasria Online Tender Portal. Sasria will take no responsibility for failure by the bidder to submit their bid response on time due to technical challenges of any sort.

5. CORRECTNESS

While every effort has been made to provide comprehensive and accurate background information, requirements and specifications, bidders must form their own conclusions about the solution needed to meet the requirements set out in this RFI.

6. CONTRACTUAL COMMITMENT

No commitment of any kind, contractual or otherwise shall exist and no formal written agreement will be executed by or on behalf of Sasria. Any notification of preferred service provider status by Sasria shall not give rise to any enforceable rights by the service provider. Sasria may cancel this RFI any time.

Sasria reserves the right at its sole discretion, and at any time, to amend, deviate from, postpone, discontinue or terminate the transaction/procurement process without incurring any liability whatsoever to any other party.

7. DOCUMENTATION REQUIRED

The request for information shall also include:

- Proof of registration on the National Treasury Centralized Supplier Database (CSD) - report.
- Company Profile of the bidder indicating how their system can meet Sasria's requirements above.
- Pricing Schedule – to allow Sasria to understand the costing elements of the system.

8. SUBMISSION FORMAT

The Request for Information documentation and all written material and attachments must be submitted in English. All price values must be stated in South African Rand values (VAT Excl.).

9. QUERIES AND CLARIFICATIONS

Any additional information required which is not clarified in the specifications must be addressed in writing to procurement@sasria.co.za by **23 April 2026**. Additional information may be provided at Sasria's discretion, who reserves the right to provide the same information to all other interested parties, should this enhance the submission.

10. PROPOSAL COSTS

All costs and expenses incurred by the Service Provider relating to their participation in, and preparation of this request for information process shall be borne by the Service Provider exclusively.

IMPORTANT NOTES

- Please note that this enquiry is a **Request for Information** only and does not constitute a guarantee of business, or an agreement.
- This RFI is a stand-alone information gathering and market-testing exercise, intended only to inform and assist Sasria's further decisions.
- Sasria reserves the right not to proceed with any further engagement on the requirements presented.

We look forward to receipt of your response.

Yours Faithfully

Procurement Department