



SOUTH AFRICAN AIRWAYS

A STAR ALLIANCE MEMBER ™

RFQ GSM067/25

**Request for Quotation for A Panel of Service Providers
for Executive Search**

G.1 Written Quote Form

RFQ NUMBER: GSM067/25

ISSUE DATE: 25 November 2025

CLOSING DATE: 08 December 2025 at 16:00pm

VALIDITY OF RFQ: 90 days

RFQ DOCUMENTS TO BE EMAILED TO: NaveshniGanesh@flysaa.com and tenders@flysaa.com

– The maximum size of documents that can be sent via the email box at once is 2MB. If your files exceed this size, please send them in parts or provide a downloadable link. Note that South African Airways will not be responsible for links that are corrupt and cannot be opened.

Vendors must submit quotations before the specified closing date and time. If the quotation is late, it will not be considered.

South African Airways requests your quotation for the goods and/or services listed on the attached form. Please include all requested information and submit your quote by the specified deadline. Late or incomplete submissions will invalidate the quote, and the bidder will be automatically disqualified.

SUPPLIER INFORMATION:

NAME OF VENDOR:

.....

POSTAL ADDRESS:

.....

TELEPHONE NO.:

.....

CELL NO:

.....

E MAIL ADDRESS:

.....

CONTACT PERSON:

.....

This RFQ will be evaluated according to Evaluation Methodology. Bidders must meet all Administrative, Substantive, Technical, and financial requirements to be considered among the preferred bidders to be awarded the contract.

Required Documentation to be attached.

- 1. SAA Vendor Document. Refer to Annexure 1**
- 2. SBD 4 Document. Refer to Annexure 2**
- 3. General Conditions of Contract. Refer to Annexure 3**

CONDITIONS

- All goods or services purchased will be subject to the SAA General Conditions of Contract. A copy of the said conditions is available from the local Procurement office.
- The Vendor is responsible for ensuring that SAA has a valid Original Tax Clearance Certificate. The onus, therefore, rests on the vendor to ensure SAA receives a valid Tax Clearance Certificate as soon as the certificate's validity expires. Where SAA does not have a valid Tax Clearance Certificate, an Original Tax Clearance Certificate must be submitted with this RFQ. Failure to do so may invalidate the quote submitted in terms of the RFQ.
- All purchases will be made through an official purchase order. Therefore, no goods or services must be delivered before receiving an official order/contract.
- I certify that the information supplied is correct, that I have read and understood the SAA General Conditions of Contract, and that I accept the SAA General Conditions of Contract.
- I further certify that all the required information has been furnished, and the relevant forms have been completed and are herewith submitted as part of the bid.

SIGNATURE OF VENDOR: _____

CAPACITY: _____

SAA Business Unit: Global Supply Management**1. BACKGROUND**

- 1.1. Service providers are requested to provide prices with their quotation to SAA for all the services to be provided as per the specifications. Service providers are expected to submit a cost that is fair and reasonable.
- 1.2. SAA has the right to negotiate with a prospective Service Provider regarding any proposed contract terms and conditions, including price(s).

2. SCOPE OF WORK

South African Airways (SAA) is committed to ensuring its sustainability and achieving profitability. Central to achieving this objective is the ability to attract and retain top-tier talent, particularly for executive and other critical roles that demand scarce or highly specialised skills where the standard internal recruitment processes have not yielded the desired results. In these cases, a partnership with a reputable strategic executive search partner who has the knowledge, expertise and access to a broad network is essential. Such a partner brings deep industry expertise, market insight, and access to an extensive network of high-calibre professionals.

By partnering with a reputable executive search firm, SAA will ensure a targeted, professional, and well-managed recruitment process—one that aligns with the ~~a~~Airline's strategic priorities and leadership requirements. This approach will enable SAA to secure exceptional talent across key business areas, thereby strengthening organisational capability and supporting the ~~A~~airline's transformation and growth objectives.

3. EVALUATION METHODOLOGY

| Administrative Responsiveness | Substantive Responsiveness | Technical Functionality Evaluation | Evaluation of Price and Specific Goals | Business Award and conclusion of contract |
|---|--|--|--|--|
| Step 1 | Step 2 | Step 3 | Step 4 | Step 5 |
| <i>Evaluation of returnable documents per tender requirements</i> | <i>Evaluation of Mandatory (Substantive) Returnable Documents i.e</i> <ul style="list-style-type: none"> Submission of the bidders proposed fully completed pricing schedule. Failure to price in full will lead to bid disqualification. | The minimum threshold for technical functionality is 75%. Bidders must meet this minimum requirement to proceed to the next stage of evaluation. | Price [Proposed Commission Structure] (80) & Specific Goals (20) | <i>Post-tender negotiations (if applicable) are held at this stage before the LOA is issued to the preferred supplier.</i> |

Note: The evaluation of the various stages will generally occur sequentially. However, to speed up the process, South African Airways may choose to conduct different steps of the evaluation in parallel. In such cases, evaluating bidders at any stage should not be taken as an indication that they have passed previous stages.

3.1 EVALUATION PROCESS

3.1.1 COMPLIANCE WITH MINIMUM REQUIREMENTS

All quotations duly lodged will be examined to determine compliance with bidding requirements and conditions. Quotations with apparent deviations from the requirements/conditions will be eliminated from further adjudication.

3.1.2 EVALUATION OF QUOTATION

The contract shall be awarded at SAA's sole and absolute discretion. SAA hereby states that it is not compelled to award this quotation to any bidder. SAA has the right to withdraw this quotation at any time from the date of issuance. SAA is not obligated to accept the lowest quotation, offer, or proposal.

SAA shall not be required to accept the lowest quotation, offer, or proposal.

All quotations will be evaluated according to the criteria, weightings, and threshold scores as indicated in 3.2 below:

3.2 ADMINISTRATIVE AND SUBSTANTIVE EVALUATION

The criteria and weights referred to in paragraph 3.1 above are as follows:

3.2.1 ADMINISTRATIVE REQUIREMENTS

This evaluation stage will confirm whether all Returnable Documents [where applicable] were completed and returned by the closing date and time. At this evaluation stage, SAA will also verify if the Bid document has been duly signed by the authorised respondent, and the validity of all returnable documents will be verified.

3.2.2 SUBSTANTIVE REQUIREMENTS

This evaluation stage will confirm if the following requirements have been met:

- Submission of the bidders proposed fully completed pricing schedule. Failure to price in full will lead to bid disqualification.

Mandatory Returnable Documents – Phase 1

Bidders must fully comply (100% compliance) with the statements of compliance below by either selecting “Yes” or “No” with supporting evidence to qualify their statements of compliance. Failure to do so will result in bid disqualification. Bidders should also note that if they select “No,” South African Airways will interpret the bidder as non-compliant, leading to bid disqualification.

| | | |
|---|---|----|
| None Weighted, mandatory requirements must be met for the bid to qualify for further evaluation. Proof of the information below needs to be provided. A bidder who fails to meet this requirement will be disqualified. | Comply (Make sure that you attach proof) | |
| | YES | NO |

| | | |
|--|--------------------------|--------------------------|
| <ul style="list-style-type: none"> Submission of the bidders proposed fully completed pricing schedule. Failure to price in full will lead to bid disqualification. | <input type="checkbox"/> | <input type="checkbox"/> |
|--|--------------------------|--------------------------|

All bidders who do not submit all the required returnable documents (Critical Criteria) will be disqualified from further evaluation.

3.3 Technical Functional Questionnaire/Evaluation (Minimum Threshold = 75%) – Phase 02

Bidders to provide a portfolio of evidence that addresses all the items in this tender.

| Evaluation Criteria | Weight % |
|--|-----------------|
| <p>Demonstrated Experience in Aviation-Related Search Assignments Bidders must demonstrate their experience in conducting search assignments specifically within the aviation sector. The evaluation will consider the extent of aviation-related search experience, with points allocated as follows:</p> <ul style="list-style-type: none"> 7-year search experience demonstrated in the aviation business environment – 5 points > 5 = 7-year search experience demonstrated in the aviation business environment – 4 points > 3 = 5-year search experience demonstrated in the aviation business environment – 3 points > 1 = 3-year search experience demonstrated in aviation business environment – 2 points Less than 1 year search experience demonstrated in aviation business environment – 1 point No aviation-related search experience: 0 points <p>To support this criterion, bidders are required to submit a comprehensive portfolio of evidence. This portfolio should include detailed information regarding previous aviation-related search assignments, clearly outlining the scope and outcomes of each engagement.</p> | 5% |
| <p>Experience in Executive Search and Senior Recruitment Bidders must demonstrate their experience in executive search and senior recruitment. The evaluation will be based on the number of years the company has been actively engaged in providing these services. Scores will be allocated as follows:</p> <ul style="list-style-type: none"> > 10 years' experience in executive search and senior recruitment – 30 Points > 7 and = 10 years' experience in executive search and senior recruitment – 22.5 Points > 3 and = 7 years' experience in executive search and senior recruitment - 15 Points | 30% |

| | |
|---|-------------------|
| <ul style="list-style-type: none"> • > 0 and = 3 years of experience in executive search and senior recruitment - 7.5 Points • No experience in executive search and senior recruitment – 0 Points <p>Bidders are required to provide relevant evidence supporting their claimed experience, including a detailed profile of the company.</p> | |
| <p>Track Record in Executive Search and Successful Placements</p> <p>Bidders are required to demonstrate their proven track record in executive search, specifically in the successful placement of candidates in C-suite and other senior leadership roles. This evidence is critical in assessing the bidder's ability to consistently deliver high-caliber talent for senior positions.</p> <p>Client References</p> <p>To substantiate their experience, bidders must submit a minimum of four (4) signed client references from different clients. These references should clearly demonstrate the company's effectiveness in placing suitably qualified candidates within the last three (3) years.</p> <ul style="list-style-type: none"> • Four signed client references - 20 points • Three signed client references - 10 points • Two signed client references - 5 points • Less than two signed client references - 0 points <p>Portfolio of Evidence</p> <p>Bidders are also required to provide a comprehensive portfolio of evidence. This should include documentation of previous executive search assignments and references on clients' official letterheads, confirming successful placements and the quality of candidates sourced.</p> | <p>20%</p> |
| <p>Network and Access to High-Calibre Talent</p> <p>The bidder must demonstrate an extensive depth and reach of their professional network, as well as their capability to source both active and passive candidates on a global scale such as proven global reach, databases, networks, search platforms, referrals, industry bodies, headhunting, market mapping etc. The effectiveness of this network will be assessed as follows:</p> <ul style="list-style-type: none"> • Comprehensive depth and reach of network addressing cited elements above - 15 points • Moderate depth and reach of network lacking some elements cited above - 10 points • Limited depth and reach of network lacking several elements cited above - 5 points • No depth and reach of network – 0 points <p>To substantiate these claims, the company is required to provide a comprehensive profile outlining the scope and reach of their network. This should include a description of the databases and search platforms utilized, as well as sample outputs from talent mapping exercises.</p> | <p>15%</p> |
| <p>Search Methodology and Tools</p> <p>The bidder is expected to utilize robust and compliant processes that ensure objectivity, fairness, and governance throughout the candidate selection process. The approach should include the application of reliable assessment techniques to confirm both candidate suitability and alignment with organizational culture.</p> | <p>20%</p> |

| | |
|--|--------------------|
| <p>To demonstrate their capabilities, the company must provide a comprehensive and detailed proposal outlining the specific methodology and framework employed during the search such as client briefing, market research, talent mapping, sourcing strategy, screening & shortlisting methodology, assessment tools, candidate management, client reporting, offer management, onboarding support. The quality of the methodology will be evaluated as follows:</p> <ul style="list-style-type: none"> • Comprehensive, detailed, end-to-end methodology provided - 20 points • Partial methodology provided (includes more than half of the required elements, lacks depth or detail - 10 points • Inadequate or missing methodology provided (less than half of the required elements) - 0 points | |
| <p>Service Team</p> <p>A service team including a dedicated key account manager. Key account manager with evidence of relevant qualification/s and at least five (5) years in executive search and senior leadership roles including scarce and specialized positions and a qualification in Human Resources or Industrial Psychology.</p> <p><u>Service Team Structure</u></p> <p>The proposed service team will include a dedicated key account manager, whose role is to ensure seamless communication and coordination between the client and our organization. The key account manager will serve as the primary point of contact, overseeing all aspects of the executive search process and providing personalized support throughout the engagement.</p> <p><u>Key Account Manager Qualifications</u></p> <p>The key account manager assigned to this account will present evidence of relevant professional qualifications. Additionally, this individual possesses a minimum of five years of experience in executive search, with a proven track record in senior leadership roles. Their expertise extends to the identification and placement of candidates in scarce and specialized positions, ensuring the highest standards of service and successful outcomes for clients.</p> <ul style="list-style-type: none"> • Service team meets expectations (5 years and more experience) - 10 points • Service team partially meets expectations (3 to 5 years' experience) - 5 points • Service team does not meet expectations (less than 5 years' experience) - 0 points | <p>10%</p> |
| <p>Total</p> | <p>100%</p> |
| <p>Threshold</p> | <p>75%</p> |

Bidders must note that the minimum qualifying score for Functionality is 75%. All tenders that do not comply with all the Mandatory Requirements for Functionality and that fail to achieve the minimum qualifying score of 75% on Functionality shall not be considered for further evaluation against Price and B-BBEE.

3.4 Phase 3 – Pricing and Specific Goals assessment

All bid submissions that meet the Administrative, Substantive (Mandatory), and technical requirements (minimum threshold of 75%) and have confirmed their commitment to SAA's pricing structure will be further evaluated under Specific Goals (20 points) to determine if they meet the preferential procurement objectives outlined for this tender.

The following table should be used as a guide for the pricing proposal.

Please provide us with a quotation for the items/services specified hereunder where applicable, in accordance with the above specification.

| Description of pricing proposal | % |
|-------------------------------------|---|
| Percentage offered on placement fee | |

3.5 Preference Point System

All tenders that comply with the mandatory requirements for Functionality and that have achieved the minimum qualifying score of 75% (Acceptable tenders) will be evaluated further in terms of the applicable preference point system as follows:

These specific goals have been set as follows:

| Selected Specific Goal | Number of points allocated (20) |
|--|---------------------------------|
| B-BBEE Level 1 and 2 (Non-Compliant and/or B-BBEE Level 3-8 contributors = 0) | 10 |
| Companies that are 30% or more black women | 10 |
| Total Points for Specific Goals | 20 |

Bidders should be aware that preference points will be awarded to those who provide evidence according to the table below:

| Specific Goals | Acceptable Evidence |
|--|--|
| B-BBEE | B-BBEE Certificate / Sworn- Affidavit / B-BBEE CIPC Certificate (in case of JV, a consolidated scorecard will be accepted) as per DTIC (Department of Trade, Industry and Competition) guideline |
| Companies that are 30% or more black women | B-BBEE Certificate / Sworn-Affidavit / CIPC Certificate |

4 STANDARD CONDITIONS FOR REQUEST FOR QUOTATION

Conditions:

4.1 All prices provided must be exclusive of Value Added Tax (VAT).

4.2 All goods/services purchased will be subject to the SAA Conditions of Contract and Order, which are available upon request.

4.3 All prices submitted must be firm. "Firm" prices are deemed fixed and are only subject to the following statutory changes: VAT.

4.4 Service, pricing, and availability will be taken into consideration.

4.5 Pricing should be given based on an individual component that would make up the solution, based on technical and functional requirements.

THE FOLLOWING MUST ACCOMPANY YOUR QUOTE

- ☐ SAA Vendor application and supporting documents. Refer to Annexure 1.
- ☐ SBD 4 Document. Refer to Annexure 2.
- ☐ General Conditions of Contract. Refer to Annexure 3

IF NOT QUOTING, INDICATE SO AND RETURN EMAIL TO THE RELEVANT PROCUREMENT OFFICIAL