



SOUTH AFRICAN AIRWAYS

A STAR ALLIANCE MEMBER ™

RFQ GSM 021/2026

**Request for Quotation for A Service Provider for Payroll
Services**

G.1 Written Quote Form

RFQ NUMBER: GSM021/2026

ISSUE DATE: 09 April 2026

CLOSING DATE: 16 April 2026 @ 17:00pm

VALIDITY OF RFQ: 90 days

RFQ DOCUMENTS TO BE EMAILED TO: 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: _____

RFQ NUMBER GSM 021/2026

SAA Business Unit: Global Supply Management

1. BACKGROUND

SAA conducted a procurement process for an HCM solution. During solution review and architecture alignment, it was identified that South African payroll capability is required to close the gap of a dedicated payroll engine. Given the statutory and operational criticality of payroll, SAA has elected to conduct a separate competitive procurement for a payroll solution that can integrate with the considered HCM platform. As a result, the SAA Group, comprising South African Airways (SAA), South African Airways Technical (SAAT), and Air Chefs, considers to implement a modern payroll solution to automate and manage the end-to-end payroll process across the Group. The scope of this RFQ is limited to the provision, implementation, and support of a South African compliant payroll engine, including all required integrations with the SAA's considered Human Capital Management (HCM) platform.

It must be noted that this procurement does not constitute the appointment of an HCM implementation partner, nor does it confer any advantage or preference to any HCM vendor. The objective of this process is to ensure end-to-end solution viability and to mitigate the risk of project failure on a critical business function.

The solution must accurately process employee remuneration, including salaries, allowances, overtime, shift payments, bonuses, statutory deductions, and employee benefits, while ensuring compliance with labour legislation and regulatory requirements.

The system must provide a secure electronic repository for payroll records, including payslips, statutory certificates, payroll reports, and supporting documentation, with capabilities for document retention, audit trails, role-based access control, and secure storage.

The solution must integrate seamlessly with Oracle Fusion HCM, and Time and Attendance systems to enable the automated exchange of employee master data, leave information, and working hours. The integration must support both real-time and scheduled synchronisation to minimize manual intervention, improve data accuracy, and ensure timely processing across all connected systems.

The SAA Group currently operates payroll on SAP ECC 6.0 and is considering transitioning from this platform as part of its enterprise systems modernisation. The successful bidder will support the extraction, conversion, validation, and migration of historical payroll data to the new solution while ensuring data integrity and compliance with statutory retention requirements.

The Group employs approximately 3,600 employees, with expected growth as operations expand. The solution must therefore support scalability, multi-currency processing, country-specific payroll compliance, and statutory reporting requirements, including those of the South African Revenue Service and other applicable regulatory authorities.

The system must also provide role-based security, segregation of duties, workflow approvals, payroll reconciliation, audit reporting, and management dashboards to support governance, internal audit, and financial oversight.

Service Providers are requested to provide Prices with their quotation to SAA for all the items to be provided as per specification. Service providers are expected to submit a cost that is fair and reasonable.

SAA has the right to enter negotiation with a prospective Service Provider regarding any terms and conditions, including price(s), of a proposed contract.

2. SCOPE OF WORK

The successful bidder will be required to:

- Provide a payroll solution with extremely secure API-based integration to Oracle Fusion HCM
- Deliver end-to-end payroll functionality, including salary processing, statutory deductions, tax compliance, and reporting
- Provide integration of the payroll results into the SAA SAP Financial system
- Be able to integrate into the SAA group wide scheduling and shift model systems to receive overtime, allowances, absence types and crew payments into the payroll processing
- Be able to receive payroll deductions via interfaces from third parties (medical aid, housing and Insurance companies etc.)
- Provide payroll result interfaces to the third parties (medical aid, pension, housing and insurance companies)
- Be able to upload and store documents and an ability to prepare reports which can be converted to excel and Power BI
- Be able to generate reports and historical activity data for audit purposes.
- Enable employees with easily accessible self-service portals (e.g. Cellphone, WhatsApp) for pay slips, tax certificates, and leave balances
- Ensure multi-entity and multi-country support, catering for South Africa, regional, and international stations
- Provide localization for South African payroll regulations and statutory requirements, with adaptability for other jurisdictions
- Guarantee data security and compliance with POPIA, GDPR, and relevant international standards
- Offer implementation support, training, and ongoing maintenance across all SAA Group entities.

Furthermore, it is expected that the proposed solution will:

- Improve payroll accuracy and compliance across multiple jurisdictions
- Reduce manual intervention and processing time
- Offer audit ready reports that are easily accessible and understood
- Enhance reporting and analytics for HR and Finance
- Provide better employee experience through self-service portals
- Improve real-time communication on payroll-related changes, notifications and announcements.
- Offer seamless integration with Oracle Fusion and time and attendance real-time data synchronization
- Standardize payroll processes across SAA, SAAT, and AirChefs

3. EVALUATION METHODOLOGY

Administrative Responsiveness <u>Step 1</u>	Substantive Responsiveness <u>Step 2</u>	Technical Functionality Evaluation <u>Step 3</u>	Demonstration Functional Questionnaire/Evaluation <u>Step 3</u>	Evaluation of Price and Specific Goals <u>Step 4</u>	Business Award and conclusion of contract <u>Step 5</u>
Evaluation of returnable documents per tender requirements	<i>Evaluation of Mandatory (Substantive) Returnable Documents ie</i> <ul style="list-style-type: none"> <i>Submission of the bidders fully priced pricing schedule with all line items priced.</i> 	The minimum threshold for technical functionality is 75%. Bidders must meet this minimum requirement to proceed to the next stage of evaluation.	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:

Mandatory Returnable Documents – Phase 1

Bidders must fully comply (100% compliance) with the statements of compliance below by selecting either “Yes” or “No” and providing supporting evidence to qualify their statements. 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 is required. 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"> Bidders must submit a fully priced pricing schedule, with all line items priced. Failure to price as requested 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

Evaluation Criteria	Weight %
<p>Bidder must have prior implementation experience of at least 3 projects of where they have successfully implemented the proposed payroll solution for other companies with no less than 1000 employees. The solution must support a group of companies.</p> <ul style="list-style-type: none"> 3 Letters of Reference provided from previous clients with contact details. = 20% 2 Letters of Reference provided from previous clients with contact details. = 15% 1 Letters of Reference provided from previous clients with contact details. = 10% 0 Letters of Reference provided from previous clients with contact details. = 0% 	20%
<p>Proven ability to integrate directly with Oracle Fusion HCM (Software capability and experience in Oracle Fusion HCM Integration systems and feeding back to SAP S/4Hana - Outgoing and Incoming data flow).</p> <ul style="list-style-type: none"> 3 Letters of Reference provided from previous clients were proposed payroll solution previously integrated with Oracle Fusion ERP/HCM = 20% 2 Letters of Reference provided from previous clients were proposed payroll solution previously integrated with Oracle Fusion ERP/HCM = 15% 1 Letters of Reference provided from previous clients were proposed payroll solution previously integrated with Oracle Fusion ERP/HCM = 10% 	25%

<ul style="list-style-type: none"> 0 Letters of Reference provided from previous clients were proposed payroll solution previously integrated with Oracle Fusion ERP/HCM = 0% 	
<p>Ability for the software to be scalable for up to 7500 employees.</p> <ul style="list-style-type: none"> Provide a written endorsement from OEM (original equipment management) regarding scalability.= 10% 	10%
<p>Ability to support regional and international payroll operations, demonstrated through successful deployment of the proposed payroll solution across multiple countries.</p> <ul style="list-style-type: none"> Provide list of countries solution has been successfully deployed in. =15% 	15%
<p>At least 5 years contract with an OEM (original equipment management).</p> <ul style="list-style-type: none"> Provide copy of OEM of said contract = 15% 	15%
<p>Bidders must submit sample SOC 1 Type II and SOC 2 reports as evidence of compliance.</p> <ul style="list-style-type: none"> Both SOC 1 Type II and SOC 2 reports submitted as evidence of compliance.=15% Only SOC 1 Type II or SOC 2 reports submitted as evidence of compliance.=10% None of SOC 1 Type II and SOC 2 reports submitted as evidence of compliance.=0% 	15%
Threshold	75%
Total	100%

Bidders must note that the minimum qualifying score for Functionality is 75%. All tenders that do not comply with all the Requirements for Functionality and that fail to achieve the minimum qualifying score of 75% on Functionality shall not be considered for further evaluation against Demonstration Functional Questionnaire/Evaluation.

3.4 Demonstration Functional Questionnaire/Evaluation (Minimum Threshold = 75%) – Phase 03

Evaluation Criteria	Weight %
<p>System Functionality</p> <ul style="list-style-type: none"> End-to-end payroll processing, reporting, and analytics Ability to handle payroll for SAA, SAAT, AirChefs, and international stations Ability to support workforce growth and multi-location operations <p>— Service provider can provide all above = 30%</p> <p>— (only can provide 75% of requirements) = 15%</p> <p>— (only can provide 74 %- 50% of requirement) = 5%</p> <p>— (only can provide 49%- 0% of requirement) = 0%</p>	30%
<p>Migration,</p> <ul style="list-style-type: none"> The bidder must demonstrate the capability to: <ul style="list-style-type: none"> Migrate historical payroll data from SAP ECC 6.0 into the proposed solution Conduct parallel payroll runs during the transition period to validate payroll accuracy and results 	10%

<ul style="list-style-type: none"> • Perform data cleansing, validation, and transformation prior to migration — Service provider can provide all above = 10% — (only can provide 75% of requirements) = 8% — (only can provide 74 %- 50% of requirement) = 4% — (only can provide 49%- 0% of requirement) = 0% 	
<p>Integration and Interface Capability</p> <ul style="list-style-type: none"> ○ The bidder must demonstrate the capability to: <ul style="list-style-type: none"> • Support real-time synchronisation with Oracle Fusion modules and feed financial data into SAP • Support real-time synchronisation with Time and Attendance systems, including independent clocking systems • Provide APIs for custom integrations and secure data exchange • Demonstrate scalability to support organisational growth and evolving business requirements — Service provider can provide all above = 20% — (only can provide 75% of requirements) = 10% — (only can provide 74 %- 50% of requirement) = 5% — (only can provide 49%- 0% of requirement) = 0% 	20%
<p>User Experience</p> <ul style="list-style-type: none"> ○ Employee self-service portals and intuitive interfaces ○ Support and Training: Availability of comprehensive support and training resources for system users — Service provider can provide all above = 20% — (only can provide 75% of requirements) = 10% — (only can provide 74 %- 50% of requirement) = 5% — (only can provide 49%- 0% of requirement) = 0% 	20%
<p>Compliance and Security</p> <ul style="list-style-type: none"> ○ Data Security: Robust security measures to protect sensitive employee information ○ Cyber Security Compliance: Tool to identify information being violated or stolen ○ Regulatory Compliance: Features to ensure compliance with local labour laws, industry regulations, and data protection standards (POPIA/GDPR compliance) ○ Audit Trails: Comprehensive audit trails for tracking changes and ensuring transparency — Service provider can provide all above = 20% — (only can provide 75% of requirements) = 10% — (only can provide 74 %- 50% of requirement) = 5% — (only can provide 49%- 0% of requirement) = 0% 	20%
Threshold	75%
Total	100%

The above evaluation will be scored on system demonstration from the bidder. This means demo covering items above is critical at phase 3.

Bidders must note that the minimum qualifying score for Demonstration Functional Questionnaire/Evaluation is 75%. All tenders that do not comply with all the Requirements for Demonstration Functional Questionnaire/Evaluation 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 4 – 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 commission 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.

Item	Quantity	Description	Unit Cost (ZAR)
1		Software Support & Maintenance	
2		Integration	
3		Implementation	
4		Reporting & Analytics	
5		Security & Compliance	
6		Training & Change Management	
7		Optional Services	
		Grand Total (Excl. VAT)	

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

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
30 % or more, black women owned	10
Total Points for Specific Goals	20

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