

## **ANNEXURE: A**

**REFERENCE: RFP 35/2025**

**BUSINESS REQUIREMENTS SPECIFICATION (BRS)**  
**DESCRIPTION:**

APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT  
AND PROVIDE COMPENSATION AND BENEFIT SURVEYS

## 1. INTRODUCTION

The SARS Remuneration Policy reflects SARS commitment to offering market-related salaries, recognising the competitive nature of acquiring talent within the national labour market. SARS pay band development and employee benefits offering is influenced by the national benchmarks to ensure competitiveness. SARS therefore needs to participate in the following reputable surveys salary and benefits surveys:

- National Salary survey (with jobs that cover most of SARS internal jobs)
- Benefits survey
- Short-term Incentive survey
- Salary and Wage movement survey

The successful bidder will be required to demonstrate expertise in conducting salary surveys, with a proven track record of delivering comprehensive and actionable insights. Key deliverables include a detailed report outlining salary ranges for jobs and grades, wage movement report (past and predicted), and benefits report. The survey should also consider factors such as geographic location, industry standards, and organisational size to ensure relevance and accuracy.

## 2. SCOPE OF SERVICES

### 2.1. DELIVERABLES / REQUIREMENTS

The successful Bidder will be required to conduct data collection and provide reporting for the following surveys for all grades:

- a) National Salary survey: Comprehensive benchmark report including a brief job description with typical grading level associated with that role, to ensure alignment with SARS job grades and job content for accurate matching.
- b) Salary and Wage movement survey (if included in the National survey, to be indicated as such); Provide the typical salary wage movement for the past twelve (12) months and next twelve (12) months per employment category.
- c) Benefits survey: An in-depth survey to provide an Industry and National view on the typical Basic Conditions of Employment Act (BCEA) benefits, as well as other benefits that impact on the employee value proposition. Indicate the sector where applicable.
- d) Short term Incentives survey (STI); Conduct STI survey and provide report covering i.e. eligibility criteria, employment category, percentage; base for calculation; Pay mix; industry; region.
- e) Provide training and support to the nominated two (2) SARS Remuneration and Benefits representatives with e.g. job matching to the survey jobs at the time of survey submission, as well as training on the bidder's system with e.g. extraction of reports, aging of data, or any other system (process) applicable, and

- f) Provide two (2) user licenses to the bidder's online system.

## 2.2. Reporting requirements

The successful Bidder will be required to provide salary survey reports that are fully customisable to SARS standards and capable of being extracted in multiple formats as specified by SARS. Furthermore, SARS requires online access to these reports with real-time data availability, accessible 24/7/365. The salary survey report must include, but is not limited to:

- Internal and external equity measures
- SARS package component analysis (based on all submitted remuneration fields and company remuneration policy)
- Percentile comparisons
- Data ageing analysis
- Indicate the type of business associated with these jobs, i.e. Financial, Engineering, Education, etc.
- The typical grade (must provide a correlation table i.e. Paterson, Peromnes, Hay points, Hay Reward Level);
- Survey code;
- Job Title (Possible alternative title, if applicable)
- Job Description; and
- Qualification and years of experience needed to perform this job, etc; and
- The following content is not mandatory, but would be helpful to have it reported on in the survey
  - Race analysis
  - Gender analysis;
  - Geographic Analysis;
  - Age analysis; and
  - Reporting line (i.e. typical reporting to the Head of HR).

## 3. REQUIREMENTS FROM THE BIDDERS / BIDDERS RESPONSE

By submitting a proposal in response to RFP XX/2025, Bidders acknowledge and consent to SARS contacting any references or companies listed as participants in the survey for verification purposes

The Bidders must provide in their response a comprehensive proposal detailing:

### 3.1. Company Profile, Experience and Resources

Bidders must provide the following:

- a) A company profile indicating a minimum of fifteen (15) years' experience in providing the salary survey services which includes:
  - National Salary Survey;
  - Salary & Wage movement survey;
  - Short Term Incentives (STI) survey; and
  - Benefits survey.
- b) Full details of a dedicated Account Manager who will attend regular supplier review meetings between the bidder and SARS. The bidder must provide a Curriculum Vitae (CV) of the Account Manager which includes but is not limited to:
  - Names and contact details;
  - Minimum of seven (7) years of experience as an Account Manager servicing several companies with similar projects with an average of five thousand (5000) employees; and
  - Detailed and substantiated experience of being an Account Manager in the salary survey industry by providing details of three (3) similar projects managed over the past ten (10) years.

### 3.2. National Salary Survey

- a) **Job matching support**

The bidder must demonstrate the ability to provide job matching facilitation and support as part of the service offering and provide the number of hours.
- b) **Survey Validation**

Bidder must describe the method applied in the validation of data against SARS policy which include but is not limited to:

  - Automated Data Checks;
  - Consistency Checks;
  - Benchmark Comparison;
  - Human Review;
  - Statistical Validation;
  - Job Matching Validation; and
  - Participant Confirmation.

c) **Survey Job Library**

Bidders must include a comprehensive survey job library in a "spreadsheet" format, providing survey job information. The "spreadsheet" must be in a format that enables data filtering and sorting, and provide the following fields:

**Note:** The spreadsheet must be submitted in the USB.

- Comprehensive survey job/job titles library – provide a spreadsheet of the survey job information and indicate the number of jobs in the library.
- Indicate the type of Industry / type of Business i.e. Retail, Finance, etc.
- Grading of the job (i.e. can indicate according to any of the official grading methodologies - must provide a separate correlation table)
- Survey / Job code
- Job Title (Possible alternative title, if applicable)
- Job Description; and
- Qualification and years of experience needed to perform this job, etc.

d) **Salary Survey - Uploading of data**

- Bidders must indicate how the data is to be submitted (online, excel password protected, etc).
- Bidders must indicate how often the data is uploaded on the Bidders' survey data system and indicate whether:
  - the data is current – upload as and when company salary increases happen.
  - the data is "static" – once a year data collection and report, or

Bidders must indicate whether all grades/all employment categories (Paterson A1 to Paterson F5) are covered in one report survey i.e. National survey. If surveys are conducted / split into different surveys based on level, indicate how levels are reported on i.e. Executive, Management, General Staff. Also indicate the typical survey collection and report dates for these surveys.

e) **Salary Survey - report**

Bidder must

- Indicate the size of the database that informs the report. The database must have at least one (1) million data points.
- Bidder must indicate the number of participating companies that represents the data as represented in the National Salary survey report. Bidders must have least 50 companies.

- Provide a list of the participants who provided data for this report in the last twelve (12) months - the list must represent the National market, as well as representation of the following Sectors:
  - Financial
  - Information Technology
  - State Owned Enterprises
- Bidders must indicate how often and in which months the report(s) are available (if the survey is split per employment category with different surveys for different employment categories, it must be indicated)

### 3.3. Salary and Wage movement survey

- Bidders must provide a **list of all the current salary and wage movement survey** participants, including the company name, the industry they represent and indicate whether the company is Public, Private or Parastatal.
- Bidders must indicate how often and in which months the reports are available.

### 3.4. Short Term Incentives (STI) survey

Bidders must provide:

- Provide an extract of STI survey report, illustrating the format and content of such a report. The report must cover eligibility criteria, grade, percentage; base for calculation; pay mix; industry and region; and
- Indicate how often this survey is conducted, and the input and report month.

### 3.5. Benefits survey

Bidders must provide:

- A list of all the current benefits survey participants with representation of national market in the Financial and Information Technology sector;
- A list of all the benefits surveyed i.e. BCEA benefits and other Employee Value Proposition (EVP) benefits;
- Indicate how often the survey is conducted; and
- An extract of the benefits survey report to illustrate the format and content/analysis of the report to the participant.

### 3.6. Testimonials

Bidders are required to submit testimonials from **only** three (3) clients where similar services were provided. The testimonial must be provided by a current client receiving services from the bidder, or from a client who received services within the past 12 months. Refer to Annexure B

which must be completed by the Bidder's Clients. Each testimonial must include but not be limited to:

- Client name;
- Contact person, phone number, email address, company business address;
- A brief description of the full services rendered
- Company size: Number of employees;
- Quality of service; and
- Quality of reports.

**Notes:**

- Annexure B may be copied to the client's company letterhead or authenticated with a company stamp. It is important to keep SARS format of questionnaire.
- SARS reserves the right to contact the clients for a reference check. It is important to ensure that the clients are contactable.

### **3.7. Bidder's Presentation**

Bidders will be invited to present a demonstration for the Salary Survey Reporting requirements below. Bidder will be required to demonstrate:

- how reports are made available to the survey participant (i.e. excel spreadsheet) or online with option to age and transport to i.e. excel or other document type at any time, and provide examples of all the available reports; If the ageing process is not conducted online, the bidder must illustrate how clients are supported in ageing the data manually or through alternative means, including a practical example of the assistance provided.
- Online reporting to segment the data by appropriate Industry Sector and appropriate Job disciplines.
- Online reporting to reflect the Survey Job number, Job Title, Grade, Industry, Discipline etc.
- Whether the participant can customise and format the reports for internal use by selecting different criteria, sectors, jobs, etc.
- Whether the participating company's data is excluded or included in the market data when comparing the company's data to the market.
- Illustrate if the Bidder offers different Industry circles in the reporting. If so, list the Industry Circles/ Sector i.e. Financial Industry, Information Technology, State Owned Enterprises, etc.
- Indicate whether the participating company can access the report online with Real-time data 24/7/365. If not, indicate the months the survey reports are made available.
- The content of the salary survey report must include, but not limited to:
  - Internal and external equity measures;

- Own package component analysis (all the remuneration fields submitted);
  - Percentile comparison; and
  - Data aging analysis.
- The following content is not mandatory, but would be helpful to have it reported on in the survey
  - Race analysis
  - Gender analysis;
  - Geographic Analysis; and
  - Age analysis.