



Question and Answer Schedule:

Questions	Answers
1. How many service providers will be chosen?	The five (5) highest ranked bidders will be recommended to form part of the panel, but ACSA has an option to either appoint one or more service providers depending on the outcome of the evaluation process.
2. How do we manage the confidentiality of the interview guides?	Each service provider when they screen their potential candidates, they will use their own competency-based interview guides before presenting their final candidates to ACSA. ACSA will be responsible for interview guides during the interview phase of the process.
3. In the event where reference letters do not contain the project value, will this lead to a disqualification?	When the stipulated requirements of the reference letter are not fully met, points will not be allocated.
4. Are the Senior management and Executive positions permanent?	Executive positions are on a five-year term contract and Senior Management positions are permanent.
5. How will the scope of work be allocated amongst the panel and will there be exclusivity?	The work allocation will be done based on skills and capacity of the panel members. Please note the following conditions which will be applicable to work allocation: <ol style="list-style-type: none"> 1. Retained assignment to have an exclusive mandate (Executive assignment will be given to one service provider at a time). 2. Non retained assignments to not have exclusivity (Senior management assignment may

Tel +27 11 723 1400 Fax +27 11 453 9354

Western Precinct, Aviation Park, O.R. Tambo International Airport, 1 Jones Road, Kempton Park, Gauteng, South Africa, 1632

P O Box 75480, Gardenview, Gauteng, South Africa, 2047

www.airports.co.za

Airports Company South Africa SOC Ltd Reg No 1993/004149/30 VAT no 4930138393 Board of Directors: F Zikalala Mvelase (Interim Chairperson), Dr K Badimo, D Hlatshwayo, A Khumalo, G Mancotywa, L Mbotya (Chief Financial Officer), M Mpofu (Chief Executive Officer), Y Pillay, S Sambo, N Siyotula, F Sefara (Company Secretary)



	be briefed to more than one service provider).
6. Would there be an extension of the closing date, noting the public holidays?	No extension will be granted.
7. Would this be a retained assignment?	Executive role will be a retained assignment, and Senior Management roles will not be retained assignment.
8. Was the briefing session recorded, can a copy of the recording be shared?	Yes, the briefing session was recorded, however only the presentation and the Question & Answer schedule will be shared.
9: How recent should the reference letters be?	Within a 5-year period.
10. When will the award be made?	20 May 2026.
11. Would there be a separate tender for contingent workers?	Not applicable to this process.
12. On page 13 of the tender document (Pricing Schedule), How do we calculate the total amount with the percentage fees requested?	Bidders need to indicate the placement fee charge.
<p>13. The pricing schedule requests that bidders indicate:</p> <p>A percentage-based fee (as a % of annual Cost to Company) for Executive and Senior Management placements; and Fixed Rand values for Psychometric Assessments and Feedback Sessions.</p> <p>However, the schedule also includes fields for:</p> <ul style="list-style-type: none"> Subtotal (Excluding VAT) 	<p>Bidder should provide their placement fee expressed as follows:</p> <ul style="list-style-type: none"> Executive appointment (retained assignment) as a percentage of annual cost to company. Senior Management appointment (non-retained assignment) as a percentage of annual cost to company. <p>During the price evaluations ACSA will use fictitious amount with the above</p>

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<ul style="list-style-type: none"> • VAT @ 15% • Total Amount (Including VAT) <p>As the primary Agency Fee is based on a percentage of an unknown future salary (CTC), it is not possible to calculate a definitive total amount at submission stage.</p> <p>Kindly confirm the correct approach in completing this section, specifically:</p> <ol style="list-style-type: none"> 1. Should bidders indicate only the percentage-based fees and fixed Rand values, and mark the subtotal/VAT/total fields as “Not Applicable”? 2. Alternatively, does ACSA require an assumed value or methodology to be applied in order to derive a total for evaluation purposes? 	<p>percentages to evaluate the competitive price for placement fee.</p> <p>Bidder to indicate costing for Psychometric Assessment and feedback session per candidate.</p> <p>Bidder to provide costing for year 1 only.</p> <p>ACSA will apply applicable CPI for annual escalation</p>
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