

INVITATION TO TENDER

Save the Children International

<< 5th May 2026 >>

<<ITT-GT-CON-002>>

GLOBAL PAY ARCHITECTURE REVIEW AND REWARD FRAMEWORK CONSULTANCY SERVICES

SUBMISSION DEADLINE : <<11:59 ON 26/05/2026>>

PRE-SUBMISSION CLARIFICATION MEETING : Tuesday 12/05/2026

QUESTIONS / CLARIFICATIONS : Safa.Mustafa@savethechildren.org

FORMAT FOR SUBMISSION : BIDDER RESPONSE DOCUMENT

[PART 1: INVITATION TO TENDER](#)

- Introduction to SCI
- Project Overview and Requirements
 - Award Criteria
- Instructions & Key Information

[PART 2: CORE REQUIREMENTS AND SPECIFICATION](#)

Detailed description of SCI's specific requirements (e.g. volumes, delivery dates / locations, product specifications etc).

[PART 3: BIDDER RESPONSE DOCUMENT](#)

Template to be used to submit response to this Invitation to Tender.

PART 1 – INVITATION TO TENDER

1. INTRODUCTION TO SAVE THE CHILDREN

SCI is the world’s leading independent organisation for children. We save children’s lives; we fight for their rights; we help them fulfil their potential. We work together, with our partners, to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

Our Vision – a world in which every child attains the right to survival, protection, development and participation.

Our Mission – to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

We do this through a range of initiatives and programmes, to:

- Provide lifesaving supplies & emotional support for children caught up in disasters (e.g. floods, famine & wars).
- Campaign for long term change to improve children’s lives.
- Improve children’s access to the food and healthcare they need to survive.
- Secure a good quality education for the children who need it most.
- Protect the world’s most vulnerable children, including those separated from their families because of war, natural disasters, extreme poverty or exploitation.
- Work with families to help them out of the poverty cycle so they can feed and support their children.

For more information on the work we undertake and recent achievements, visit our [website](#).

2. PROJECT OVERVIEW

Item	Description
Description of Services	<p>SCI is seeking to appoint an external consultancy partner to support the development of modern, equitable and sustainable salary scales and global pay & benefits architecture, aligned to our updated Reward Policy and organisational strategy.</p> <p>The consultancy will support SCI to:</p> <ul style="list-style-type: none"> • Define and validate a future state global pay & benefits architecture • Develop salary scales for priority non country office locations, and update a limited number of country office scales where materially out of date • Provide the analysis, modelling and advice needed to support Senior Leadership Team (SLT) decisions • Enable a realistic, affordable and well governed transition and rollout by end 2026

<p>Outcome of Tender (CO to select one of the following options)</p>	<p><i>Framework Agreement (Fixed Price) – the successful supplier(s) will be awarded a ‘Framework Agreement’. Within the Framework Agreement the terms of supply (e.g. indemnities, liabilities, warranties etc.) shall be agreed, as will the conditions of supply (e.g. specifications, lead times etc.). The Framework Agreement does not commit SCI to any purchases or specific volumes. Any future purchases which will be completed under separate Purchase Orders which will be governed and linked to the original Framework Agreement.</i></p>
<p>Duration of Award</p>	<p><i>Dependant on project timeline proposed, circa 8 months</i></p>

Further detail on the specific requirements of the project (e.g. volumes, dates, specifications etc.) can be found in [Part 2 \(Core Requirements & Specifications\)](#) of this Tender Pack.

3. AWARD CRITERIA

SCI is committed to running a fair and transparent tender process, and ensuring that all bidders are treated and assessed equally during this tender process. Bidder responses will be evaluated against four weighted categories of criteria: Essential Criteria, Sustainability Criteria, Capability Criteria, and Commercial Criteria.

3.1 ESSENTIAL CRITERIA

Criteria which bidders **must** meet in order to progress to the next round of evaluation. If a bidder does not meet any of the Essential Criteria, they will be excluded from the tender process immediately. These criteria are scored as ‘Pass’ / ‘Fail’.

3.2 SUSTAINABILITY CRITERIA (10%)

Criteria used to evaluate the impact a supplier has on the environment, local economy and community. Bids will be evaluated against the same pre-agreed Criteria.

3.3 CAPABILITY CRITERIA (50%)

Criteria used to evaluate the bidder’s ability, skill, innovation capacity and experience in relation to the requirements. Bids will be evaluated against the same pre-agreed Criteria.

3.4 COMMERCIAL CRITERIA (40%)

Criteria used to evaluate the commercial competitiveness of a bid. Bids will be evaluated against the same pre-agreed Criteria.

4. VETTING

Successful bidders must be successfully vetted. This involves checking bidders and key personnel against Global Watch Lists, Enhanced Due Diligence Lists and Politically Exposed Persons Lists.

The vetting of bidders will be completed after the award decision and prior to any contract being signed, or orders placed. If any information provided by the Bidder throughout the tender process is proved to be incorrect during the vetting process (or at any other point), SCI may withdraw their award decision.

5. BIDDER INSTRUCTIONS

5.1 TIMESCALES

Activity	Date
Issue Invitation to Tender	5 th May 2026
Deadline for questions from Bidders	11 th May 2026
Pre-Submission Clarification Meeting	12 th May 2026
Deadline for Bid Submission	26 th May 2026

** The above dates are for indicative purposes only and are subject to change.

5.2 SUBMISSION FORMAT & BIDDER RESPONSE DOCUMENT

Bidders wishing to submit a bid **must use the Bidder Response Document template in [Part 3](#) of this Tender Pack**. Any bids received using different formats, or incomplete bids, will not be accepted.

The document allows bidders to submit all the required information and be evaluated fairly and equally against the Essential, Capability and Commercial Criteria. Bidders may also be required to submit supporting documentation. Further instructions can be found within the document in Part 3 of this pack.

Bids can be submitted by: **Electronic Submission via ProSave**

Bid submissions must be made exclusively through ProSave. Bidders are required to be registered on the Ariba Network prior to submission and must submit their responses in accordance with the guidance set out in the document below:

- [Ariba Network Self registration.](#)
- Bidding on a Sourcing event.



5.3 CLOSING DATE FOR BID SUBMISSION

Your bid must be received, no later than **26th May 2026**.

Bids must remain valid and open for consideration for a period of no less than 60 days.

5.4 KEY CONTACTS

All questions relating to the tender should be sent via email to:

Name	Email Address
Safa Mustafa	Safa.mustafa@savethechildren.org

Please be advised local working hours are 09:00 Am – 05:00 Pm BST, **please allow up to one day for a response.**

Where the enquiry may have an impact on other bidders within the process, Save the Children will notify all other Bidders to maintain a fair and transparent process.

PART 2 – CORE REQUIREMENTS & SPECIFICATIONS

1. Background and Objectives

Save the Children International (SCI) operates across a diverse set of global and country locations, with varied labour markets, workforce models, and organisational footprints. A clear, transparent and defensible pay architecture is essential to support fairness, attraction and retention, affordability, and compliance.

SCI is seeking to appoint an external consultancy partner to support the development of modern, equitable and sustainable salary scales and global pay & benefits architecture, aligned to our updated Reward Policy and organisational strategy.

This assignment builds on:

- The introduction of a global grading framework for global teams in 2024.
- Lessons learned from previous attempts to introduce global salary scales.

The emphasis of this engagement is on designing the future state architecture, market positioning, decision rules and implementation pathway, rather than undertaking a full pay and benefits redesign in all locations simultaneously. We plan to launch salary scales by end Q4 2026.

2. Service Requirement

The consultancy will support SCI to:

- Define and validate a **future-state global pay & benefits architecture**
- Develop **salary scales for priority non-country-office locations**, and update a limited number of country office scales where materially out of date
- Provide the **analysis, modelling and advice needed to support Senior Leadership Team (SLT) decisions**
- Enable a realistic, affordable and well-governed transition and rollout by end-2026

Specific services we expect to be included:

a. Diagnostic and Foundations:

- Review current pay, benefits and salary scale arrangements for:
 - Global roles in non-country-office locations with more than 10 SCI staff
 - A small number of country offices where salary scales are materially out of date, for both local (national) and global roles
 - Expatriate roles in Country Offices
- Sense-check against:
 - SCI pay aims and Reward Policy
 - Internal equity considerations
 - Relevant external best practice
- Validate the assumptions and quality of benchmark data before scale design

Deliverable: Diagnostic summary highlighting key design tensions, risks and decision points.

b. Pay Philosophy, Aims and Design Parameters:

- Support refinement of SCI's global pay philosophy and reward principles as they relate to salary scale design
- Advise on key policy choices requiring Senior Leadership Team (SLT) input, including:
 - Target market positioning
 - Treatment of different footprint strategies by location.
 - Alignment (or not) with member organisation salary scales.
 - Integration of grading and salary structures across global and country contexts.

Deliverable: A clear set of design parameters agreed with SLT to guide salary scale development and implementation.

c. Salary Scale & Benefits Architecture and Benchmarking:

- Design a transparent and defensible salary scale and benefits architecture, aligned to SCI's grading framework
- Use representative benchmarking to inform scale design (e.g. anchor roles, role families)
- Provide guidance on:
 - How global and local roles are treated within the architecture.
 - How roles of differing scope within a single country are accommodated.
 - How scales should be reviewed and refreshed over time.

Deliverable: Proposed salary scales and supporting methodology for priority locations, suitable for publication to staff.

d. Validation, Mapping and Affordability Analysis:

- Map all affected SCI employees to the proposed salary scales
- Identify:
 - Outliers.
 - Compression or inequity risks.
 - Key transition issues.
- Model aggregate affordability and transition costs across 1, 3 and 5-year horizons.
- Develop realistic transition scenarios and phasing options for SLT consideration.

Deliverable: SLT-ready analysis showing cost, equity, and implementation trade-offs.

e. Governance, Decision Rights and Implementation Roadmap:

- Define a clear governance framework for pay, benefits and salary scale decisions, clarifying global and local accountabilities.
- Advise on a phased implementation roadmap aligned to the 2026 launch ambition and longer-term review cycle.

- Provide practical guidance, tools and considerations to support adoption and change management.

Deliverable: A practical, affordable and scalable roadmap for rollout and longer-term sustainability.

3. Ways of working

The consultancy will work closely with SCI's Director for People & Organisation Effectiveness and SCI's Reward Lead.

The consultancy will also support engagement with an SLT Reward Steering Group to:

- Test emerging options.
- Surface trade-offs and implications.
- Prepare materials for wider SLT review and endorsement.

4. Scope Boundaries and Assumptions

In scope:

- Salary scale architecture, benefits and pay framework design
- International salary structure & benefits review (expatriate contracts)
- Priority non-country-office locations (approx. 15)
 - More than 10 staff: UK, Spain, Belgium, Switzerland, Jordan, India, Philippines, Senegal
 - Less than 10 staff: Sweden, Germany, Netherlands, South Africa, Panama
- A limited number of country office salary scale updates
 - Pakistan, Egypt, Colombia, Kenya and Ethiopia
- Aggregate affordability modelling and decision support

Out of scope (unless explicitly agreed as an extension):

- Full pay and benefits redesign across all country offices.
- Delivery of SCI's June 2026 in-year pay equity review.
- Individual employee negotiations or case management.

** Bidders may propose optional, separately priced extensions (e.g. deeper country benchmarking or implementation support).

5. Indicative Timeline

- Appointment of provider: **May 2026**
- Data analysis and proposal development: **June – October 2026**
- SLT final review and decision: **October 2026**
- Launch of salary scales: **Q4 2026**

6. Delivery Locations

The project will be delivered internationally using a combination of:

- Remote workshops and virtual meetings.
- Data analysis undertaken off-site.
- Optional in-person stakeholder sessions where necessary and agreed.

The contracting entity is based in London, United Kingdom with stakeholders located globally.

7. Constraints / Compliance Requirements

The supplier must comply with:

- Applicable employment and reward legislation in relevant jurisdictions.
- Data privacy laws including [GDPR](#) where applicable.
- Equal pay and anti-discrimination requirements in relevant jurisdictions.
- Confidentiality of employee salary and organisational data.
- SCI's safeguarding, ethics, and supplier conduct standards.

8. Professional Certifications / Standards

Consultant assigned to lead delivery should ideally hold recognised qualifications in reward, HR, finance, or organisational design, such as:

- CIPD certification.
- Mercer / Willis Towers Watson / Korn Ferry equivalent reward credentials.
- Project management qualifications (Prince2, PMP, MSP or equivalent).

Commercial Notes

Pricing should clearly distinguish:

- Fixed fees by phases.
- Benchmarking/data costs.
- Travel expenses assumptions (as necessary).
- Optional implementation support rates.
- Optional long-term offers on future data subscriptions.
- Taxes and applicable charges.

PART 3 – BIDDER RESPONSE DOCUMENT

1. INTRODUCTION

This document **MUST BE USED** by Bidders wishing to submit a bid. It is linked into 5 sections detailed below:

- Section 1 – Essential Criteria
- Section 2 – Capability & Innovation Questions
- Section 3 – Sustainability Questions
- Section 4 – Commercial Questions
- Section 5 – Bidder Submission Checklist

The Bidder is required to sign a copy of the Check list in Section 5 as part of their submission.

2. INSTRUCTIONS

Within each section there are instructions providing guidance to the bidder on what information is required. This guidance details the **MINIMUM** requirements expected by SCI.

For your bid response please complete all the sections in this Part 3 below.

Where you believe there is an alternative specification or solution to the requirements in Part 2 above you may submit an additional bid response. For avoidance of doubt this will require you to submit two (2) separate bid response documents. Both bids shall be evaluated following the same process as outlined in Part 1 above.

If a Bidder wishes to add further information, this is acceptable, but the additional information should be limited to only items that are relevant to the tender.

- For the avoidance of doubt, bidders are required to complete all items within **the Bidder Response Document** unless clear instruction is provided otherwise.
- If a Bidder does not complete the entire Bidder Response document, their submission may be declared void.
- If a Bidder is unable to complete any element of the Bidder Response Document, they should contact Save the Children through the using the contact details provided for guidance.

By submitting a response, the bidder confirms that all information provided can be relied upon for validity and accuracy.

SECTION 1 - ESSENTIAL CRITERIA

INSTRUCTIONS – Bidders are required to complete all sections of the below table. Please fill your response in the Bidder response document

Item	Question	Bidder Response	
		Yes / No	Comments / Attachments
1	Bidder accepts Save the Children's 'Terms and Conditions of Purchase' and that any business awarded to the bidder will be completed under the Terms and Conditions included in Section 5 of this pack.	Yes / No	Comments / Attachments
2	The Bidder and its staff (and any sub-contractors used) agree to comply with: i) SCI's Supplier Sustainability Policy [set out under Section 3 of this document] throughout this process and during the term of any future contract awarded.	Yes / No	Comments
3	The bidder confirms they are not a prohibited party under applicable sanctions laws or anti-terrorism laws or provide goods under sanction by the United States of America or the European Union and accepts that SCI will undertake independent checks to validate this.	Yes / No	Comments
4	<p>The Bidder confirms it is fully qualified, licenses and registered to trade with Save the Children (including compliance with all relevant local Country legislation).</p> <p>This includes the Bidder submitting the following requirements (where applicable):</p> <ul style="list-style-type: none"> - Legitimate business address - Tax registration number & certificate - Business registration certificate - Trading license 	Yes / No	Comments
		Requirement	Bidder Response / Attachments
		Legitimate Business Address	
		Tax Registration Number & Certificate	
		Business Registration Certificate	
		Trading License	
5	The bidder confirms no conflict of interest that would materially impact impartial delivery and accepts that SCI will undertake independent checks to validate this.	Yes / No	Comments
6	The bidder can comply with data privacy and confidentiality requirements, including GDPR where applicable	Yes / No	Comments / Attachments
7	The bidder provides their submission completed in full by the tender deadline	Yes / No	Comments / Attachments

SECTION 2 – CAPABILITY & INNOVATION QUESTIONS

Please complete this section on the attached spreadsheet, entitled “Pay architecture review_Bidder Response Document”. This section can be found in Tab “2. Capability Criteria”.

SECTION 3 – SUSTAINABILITY QUESTIONS

Please complete this section on the attached spreadsheet, entitled “Pay architecture review_ Bidder Response Document”.

- Sustainability is an increasingly important topic within the Humanitarian Sector, and it is critical that bidders understand its importance. SCI expects bidders to act in a Sustainable way and make continuous progress.
- The [SCI Supplier Sustainability Policy](#) sets the expectation with bidders on what is important to us and our donors. All bidders must comply to it.
- Answering the Sustainability Questions in this section is part of the bidders’ Sustainability commitment.
- To help you succeed, we provide [Guidance Notes](#) and on demand e-learning on [Environment](#), [Ethical Conduct](#) and [Safeguarding](#), designed specifically for bidders who operate in the Humanitarian sector, so you understand what is expected and how to improve.

INSTRUCTIONS – Select up to 5 Sustainability Sub-Standards from the provided list in the second column of the table below and rank in order of priority in the third column. For each selected Sub-Standard, detail both the ‘Current Actions’ and ‘Future Actions Planned’ in the table. We expect evidence to be attached where applicable.

We will then score/evaluate your current Sustainability credentials and ambition for future improvements. As part of our due diligence processes, we may request clarification or supporting information and, if awarded, review progress of planned actions.



SUSTAINABILITY STANDARDS	SUSTAINABILITY SUB-STANDARDS	TOP IMPACT SUB-STANDARDS	CURRENT ACTIONS	FUTURE ACTIONS PLANNED	TARGET DUE DATE FOR FUTURE ACTIONS
		<p>Select maximum 5 sustainability sub-standards from the list in column 2 that have most impact on your organisation (e.g. areas of most risk for your organisation) and rank them in order of importance (1=highest priority, and so on)</p>	<p>Only complete for sub-standards identified as a priority in column 3.</p> <p>Detail existing activities which you have or are currently implementing in this area.</p> <p>Please attach evidence where applicable</p>	<p>Only complete for sub-standards identified as a priority in column 3.</p> <p>Detail new activities you plan to implement in the future (see Sustainability Standards Guidance Notes for suggested actions).</p> <p>Please attach evidence where applicable</p>	
Human Rights & Labour	Discrimination, Harassment, Intimidation & Bullying	<p>Example:</p> <p>1</p>	<p>Example:</p> <p>Our company enforces a strict Code of Conduct that addresses all forms of discrimination, harassment, intimidation and bullying. Every new joiner is required to read and sign this Code as it forms an integral of the employment contract.</p>	<p>Example:</p> <p>The Human Resources department is planning to conduct an awareness training session next year covering this topic. All employees will be required to join. This initiative aims to reinforce our commitment to a respectful and inclusive work environment.</p>	<p>Example:</p> <p>October 2026</p>
	Discrimination, Harassment, Intimidation & Bullying				



	<i>Child Labour & Minimum Working Age</i>				
	<i>Modern Slavery, Human Trafficking & Forced Labour</i>				
	<i>Fair Wages & Working Hours</i>				
	<i>Health & Safety</i>				
Environment	<i>Emissions Production</i>				
	<i>Waste Generation</i>				
	<i>Resource Consumption</i>				
Ethical Conduct	<i>Corruption</i>				
	<i>Conflicts of Interest</i>				
	<i>Gifts & Hospitality</i>				
Safeguarding	<i>Child Safeguarding</i>				
	<i>Adult Safeguarding</i>				
Community Impact	<i>Community Strengthening / Cultural Heritage / Indigenous People</i>				
Other	<i>General</i>				

INSTRUCTIONS – Bidders are required to complete all sections of the below table.

- SCL is committed to cutting CO₂ emissions by over 50% by 2030. Most of these emissions come from purchased goods and services, therefore reducing our Supply Chain footprint is our top priority.
- GHG (greenhouse gas) emissions performance reporting will be part of the bid evaluation.
- Bidders will not be disqualified if they do not track yet but must commit to start tracking and implementing reduction measures over time.

Item	Question	Bidder Response
1	<p>Please indicate whether your organisation measures or reports on greenhouse gas (GHG) emissions? Note: GHGs are levels of carbon dioxide, carbon monoxide, sulphur dioxide and other gaseous byproducts of the industrial processes a company emits in its business operations.</p> <ul style="list-style-type: none"> • <i>please share your decarbonisation plan if you are reporting or tracking GHG emissions</i> • <i>If you are not reporting or tracking GHG emissions, please indicate whether you plan to in future and the approximate timeline to report if it is planned</i> 	<p>Bidder Response / Attachments</p>

SECTION 4 – COMMERCIAL QUESTIONS

Please complete this section on the attached spreadsheet, entitled “Pay architecture _ Bidder Response Document”. This section can be found in Tab “3. Commercial Criteria”.

SECTION 5 – BIDDER SUBMISSION CHECKLIST


We, the Bidder, hereby confirm we have completed all sections of the Bidder Response Document:

No	Section	Please Tick
1.	Section 1 – Essential Criteria	
2.	Section 2 – Capability & Innovation Questions	
3.	Section 3 – Sustainability Questions	
4.	Section 4 – Commercial Questions	

We, the Bidder, confirm we have uploaded all of the required information and supporting evidence:

Section	Required Document / Evidence	Please Tick
Essential Criteria Evidence	Proof of legitimate business address	
	Copy of tax registration number & certificate	
	Copy of business registration certificate	
Capability Criteria Evidence	Completed Bidder Response Document	
	Supporting Financial Documents	
Sustainability Criteria	Completed Bidder Response Document	
Commercial Criteria Evidence	Completed Bidder Response Document	

We, the Bidder, hereby confirm we compliance with the following policies and requirements:

Policy	Policy / Document	Signature
Terms & Conditions of Bidding	 1. Terms & Conditions of Biddir	
Terms & Conditions of Purchase	Please Click here	
Supplier Sustainability Policy and the included mandatory policies	Click Here to Access	

We confirm that Save the Children may in its consideration of our offer, and subsequently, rely on the statements made herein.

Signature:

Name:

Title:

Company:

Date:

