



Final Report

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General information Market Consultation	
Title	Payroll (Management) Services Worldwide
Contracting Authority	The Ministry of Foreign Affairs of the Netherlands
Reference	201865003.001.138
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Below you will find the final report of the market consultation. On February the 12th, 2026, the Dutch Ministry of Foreign Affairs published a market consultation with several questions. Seven market parties responded. An individual interview was held with one of the entrepreneurs. Below you will find a general and anonymized summary of the results of the market consultation.

Question 1		
Question	The ministry wants to use the following lot layout. In Appendix 6 we included the list of countries per lot. Is this lot layout workable for you?	
	Lot 1	Africa
	Lot 2	Asia and Oceania
	Lot 3	Western Europe
	Lot 4	Eastern Europe
	Lot 5	Belgium
	Lot 6	Western Hemisphere
	Lot 7	Middle East
Reply	Several respondents indicated that the proposed lot structure is generally workable and compatible with their existing regional or multi-country payroll	

	<p>delivery models. Some noted that payroll services in a limited number of countries are (currently) not available within their own service networks, or may require cooperation with third-party providers. Others expressed interest in participating in specific lots only.</p> <p>Overall, respondents considered the proposed lot layout feasible and aligned with standard international payroll operating models.</p>
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Question 2

Question	Is a SPOC (single point of contact) per lot an option?
Reply	<p>Most respondents indicated that a SPOC per lot is a workable option within their service delivery models. Respondents generally stated that they can provide centralized account management structures with dedicated contact persons responsible for coordination, communication, and service delivery across the countries within a lot.</p> <p>Several respondents also noted that the SPOC structure would typically be supported by regional and/or local teams to ensure operational continuity, governance, and country-specific expertise.</p>

Question 3

Question	<p>The ministry wants to impose the requirements specified in Appendix 4. With regard to the API, one uniform set of API's will be made available by the ministry. Questions:</p> <ul style="list-style-type: none"> • Can you meet all the requirements in Appendix 4? Can you explain/elaborate? • Do you already have experience with this kind of integration? • Have you implemented integration with an SAP platform for one or more clients, and if so, could you please explain/elaborate?
Reply	<p>Most respondents indicated that they are able to meet the requirements set out in Appendix 4, including support for API-based and/or SFTP-based integrations. Respondents generally stated that they have experience with standardized and automated data exchange, including the handling of payroll data, payroll results, and payroll documents.</p> <p>Several respondents confirmed experience with integrations involving SAP platforms, including SAP SuccessFactors, as well as other HRIS and finance systems. Respondents noted experience with multi-country payroll integrations and indicated that such integrations are commonly supported through standard connectors, middleware solutions, or configurable integration frameworks. Some noted that certain functionalities may depend on the availability of middleware solutions, the maturity of the existing API landscape, or further alignment during implementation. A limited number of respondents indicated that specific integration functionalities are currently under development or in pilot phases.</p>

Question 4

Question	The ministry wants to impose the following requirements. Can you meet all these requirements? Can you explain/elaborate?
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	<p>a) The Global Personnel System (GPS) calculates an amount on a gross salary component based on employee data and other source data. This salary component has the following properties, among others:</p> <ul style="list-style-type: none"> • Amount; • Start and end date; • Employee; • Currency; • Salary component code. <p>The amount is the total amount of the compensation, not the change compared to a previously reported amount. The start and end dates may relate to the current payroll month, but they can also relate to a period in the past. Salary component codes are codes used by 3W and should be known to the External Service Provider (ESP).</p> <p>Additionally, other salary components than currency amounts can be provided. These include, for instance, sickness, worked and leave hours. This results in the systems of the ESPs having to perform fewer gross calculations.</p> <p>b) There are salary components and/or amounts that the ESP still needs to calculate. Which ones these are still need to be made clear and coordinated with the respective ESP, as this depends on the posts that are supported by the ESP.</p>
Reply	<p>Most respondents indicated that they are able to meet the described requirements regarding the processing of salary components and payroll-related data from the GPS. Respondents generally confirmed support for handling salary components including amounts, dates, employee identifiers, currencies, salary component codes, and non-monetary components such as sickness, worked hours, and leave hours.</p> <p>It was also noted by several that their payroll solutions support both current and retroactive payroll processing and allow for integration with existing HR and payroll systems. Respondents also indicated that the division of calculations between the GPS and the ESP would need to be further aligned during implementation, depending on country-specific requirements, local legislation, and the posts covered within scope.</p>

Question 5	
Question	<p>In the request for tenders that may follow this Market Consultation, we will use a draft agreement and standard terms and conditions laid out in the General Government Terms and Conditions for Public Service Contracts 2025 (ARVODI 2025). The use of the (draft) agreement and ARVODI 2025 are mandatory. In addition, article 2.4 of the (draft) agreement states that "The Contractor may only perform the Services offered after signing of a Data Processing Agreement (EU-countries) or a standard contractual clause (other countries)." The following documents have been added as Appendices to this Market Consultation:</p> <ul style="list-style-type: none"> • Appendix 3a – Draft agreement; • Appendix 3b – ARVODI 2025; • Appendix 5a – Data Processing Agreement; • Appendix 5b – Standard Contractual Clause.

	Are these conditions a reason for you not to participate in a possible request for tenders? If so, what are your objections?
Reply	<p>Most respondents indicated that the proposed contractual conditions, including the use of the draft agreement, ARVODI 2025, and the data processing documents, would not prevent them from participating in the tender.</p> <p>Several respondents noted that contractual and legal review processes would still be required in the tendering phase and that certain provisions may need further clarification or little amendment.</p> <p>A limited number of respondents expressed concerns regarding specific contractual provisions such as liability clauses, the mandatory use of the proposed contractual framework, or restrictions related to standard global service models and existing data protection frameworks.</p>

Question 6	
Question	<p>To gain insight into the costs and cost structure for payroll (management) services, please fill in Appendix 2. Please indicate:</p> <ul style="list-style-type: none"> a) Target prices. These prices serve as an indication. We will treat this information confidentially. b) Do you miss any cost items as state in Appendix 2? Please add additional costs if that is the case.
Reply	<p>Most respondents have filled in Appendix 2 with the notion that the given indicated target prices are based on limited information and are subject to further refinement once detailed scope, headcount, country coverage, and complexity data become available.</p> <p>Several respondents stated that final pricing structures would be developed during the tender phase, once more detailed requirements are known. Respondents generally indicated that pricing is influenced by factors such as country-specific conditions, payroll complexity, and service scope.</p> <p>With regard to additional cost items, some respondents noted that certain services outside standard payroll processing may be treated as out-of-scope or charged separately, depending on the specific requirements per country or implementation.</p>

Question 7	
Question	<p>Our aim is to award the contracts and start the implementation in December 2026.</p> <ul style="list-style-type: none"> a) In case working with APIs is possible, is it feasible to have the implementation completed by the end of Q1 2027? b) Not working with APIs what would your planning look like?
Reply	<p>Most respondents indicated that implementation timelines strongly depend on factors such as the chosen integration method (API or file-based), country complexity, data readiness, and the availability of resources at the side of the Contracting Authority. Several respondents noted that implementing a global</p>

	<p>payroll solution across a large number of countries within a short timeframe would be challenging and would require a phased or wave-based approach.</p> <p>Respondents generally indicated that API-based integrations could support a faster implementation timeline, although additional time would still be required for mapping, development, testing, and validation activities.</p> <p>Several suppliers emphasized the importance of early planning and close coordination between parties to establish a realistic and achievable rollout schedule.</p>
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Question 8	
Question	Our intention is to award a contract with an initial term of 3 years with a possibility to first extend once with 3 years, and subsequently 4 times with 12 months, to a total of 10 years (3+3+1+1+1+1 years). We will provide notice of our intent to exercise the extension options no later than three months prior to the expiration of the current term. Is this feasible for you?
Reply	Most respondents indicated that the proposed contract structure, including the initial term, extension options, and overall duration of up to 10 years, is feasible and acceptable. Respondents generally considered the proposed notice period for exercising extension options to be reasonable.

Question 9	
Question	What opportunities do you see to execute this assignment in a sustainable or socially responsible way, and what conditions would be needed to make this feasible?
Reply	<p>Several respondents referred to broader ESG, CSR, or sustainability strategies within their organisations, including initiatives related to employee well-being, diversity and inclusion, ethical business practices, energy efficiency, and reduction of environmental impact.</p> <p>Additionally, embedding environmentally sustainable practices into office operations is mentioned as well as themes such as automation to reduce manual activities, secure remote collaboration to reduce travel, and compliance with labour, tax, and data protection regulations are mentioned.</p>

Question 10	
Question	Are you currently engaged in mapping or managing the supply chain for the services relevant to this assignment? If so, to what extent? If not, do you consider supply chain responsibility relevant for this type of service, and would it be reasonable to include a requirement or award criterion on this topic?
Reply	Most respondents indicated that they already apply governance, quality management, compliance monitoring, and risk management processes in relation to their service delivery models and supporting supplier ecosystems. Several respondents noted that payroll services are primarily delivered through in-house teams and local entities, with limited use of subcontractors or third-party providers.

	<p>Respondents generally acknowledged that supply chain responsibility is relevant for payroll and HR-related services, particularly in relation to data protection, compliance, service continuity, and ethical business practices.</p> <p>One respondent mentioned that including this as a requirement or award criteria is reasonable, while others questioned the added value of such criteria for this type of service.</p>
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Question 11	
Question	Do you have any further considerations, insights or recommendations that haven't been covered, which you believe are relevant to this Market Consultation?
Reply	<p>Several respondents emphasised the importance of strong governance, stakeholder alignment, change management, and clear decision-making structures in the successful delivery of a global payroll transformation programme of this scale.</p> <p>Respondents also highlighted the importance of a realistic and phased implementation roadmap, including sufficient time for transition, testing, integration, and country-specific alignment. Flexibility in the implementation approach was considered important to accommodate local regulatory requirements, organisational changes, and varying levels of complexity across countries.</p>

Individual interview

The individual interview was held with one respondent to further explore several implementation and integration topics in more detail. Discussions focused on API integrations with SAP/GPS, payroll document handling, reporting capabilities, security and compliance requirements, and phased implementation approaches. The respondent also provided additional clarification on its contractual concerns related to the draft agreement and ARVODI-2025 conditions.