HR Quarterly

June 2013

A quarterly journal published by PwC South Africa providing informed commentary on current developments in the Reward arena both locally and internationally.

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Employer of Choice – cliché or achievable reality?

It all starts with the consumer – a rich and robust understanding of what they want, where they're going, but, most importantly, what they want in the future. Douglas D. Tough, Chairman and CEO, International Flavors & Fragrances, Inc., US*

In most organisations strategies are built around the needs of the consumer to ensure future sustainability and growth of the organisation. Enormous amounts of money are spent to understand the consumer market and tailor make the solutions and products that we provide to our customers and clients. The question is whether we spend the same amount of effort to determine what is important to our employees? As we all know employee benefits and benefits in kind (also called fringe benefits, perquisites or perks) are various non-salaried compensation elements provided to employees in addition to their normal wages or salaries. But do your employees understand their total reward statement and the value of these benefits?

The assumption is that employee benefits are valued equally by all employees but the reality is that the more diversified our workforce becomes the more time we will have to spend finding out what is important to employees. Of course we always have to consider what our competitors are doing and how we will continue to compete for top talent. Just as we are continuously striving to meet the needs of our consumer markets we will have to constantly review our benefit offering to define our talent and reward strategies.

To ascertain the role of benefits and benefit trends in South Africa, PwC Remchannel will again be conducting the biennial benefits survey in 2013 which will serve as a guide in the decision-making process for South African employers. Although the benefit guidelines provided by the BCEA (Basic Conditions of Employment Act) ensure that South African employers remain within the law, these are hardly sufficient to attract and retain key skills in an organisation. In addition proposed legislation changes in terms of retirement funding and medical aid may further impact the ability of South African companies to remain employers of choice.

We can help you understand what your competitors are offering and how you can become an employer of choice.

The PwC Reward Team

* *16th PwC CEO survey published 2013*

PwC Human Resource Services news

PwC working with top seasoned professionals to add value to your organisation! Chris Lamprecht and Kirk Kruger recently joined our reward team as associates.

Chris Lamprecht has extensive experience as a generalist in the human resources field, operating at both an operational and strategic level. Prior to joining PwC, she was employed by Jasco Electronics Holdings Limited as Group Executive: Human Resources.

Her expertise spans across a number of disciplines ranging from Recruitment, Industrial Relations, Remuneration, Employee Benefits, Performance Management and Talent Management. In the Remuneration discipline specifically, Chris has done work on Remuneration Committees as well as general reward projects, including those relating to job evaluation, development of reward strategy, benchmarking, executive remuneration, non-executive director remuneration and corporate governance. She holds a degree in Industrial Psychology from the University of Stellenbosch.

Kirk Kruger has over 18 years of experience in the field of reward. His career started at ABSA where he held the position of Remuneration Consultant. After this he moved into reward consulting where he advised companies from a range of industries on all aspects of reward including reward strategy development, executive reward, and incentive design. Subsequent to the time in consulting Kirk was the Head of Remuneration for Standard Bank and for SAB Limited. In these roles he was responsible for the remuneration strategy of the organisation, incorporating market competitiveness, remuneration processes, job evaluation, incentive design, and executive remuneration. Kirk holds a B Com from UJ and has completed the executive development programmes at Standard Bank and SAB. He was selected as the SARA Reward Strategist of the Year in 2005 and SAB HR Practitioner of the Year in 2006.

PwC REMeasure® news

The new REMeasure system has been upgraded to facilitate multi-currency evaluations which mean that the system can now be utilised on a global basis. Our global multi-national clients are now able to evaluate jobs across territories and the results of senior positions responsible for financial measures will be on a par in each of the countries.

We now have subscribers in Zimbabwe, Mozambique, Kenya and India. Some of our local clients also use the system to grade jobs across countries which include Australia.

We would like to extend a warm welcome to the following companies who have joined our list of discerning REMeasure® subscribers since January 2013:

- Ackermans
- BESTMED
- Buhler (Pty) Ltd
- Group 5
- Ivanplats SA
- Lancet Laboratories
- Mangosuthu University
- Mcel Mocambique
- Megchem Engineering Services
- MSSL Global RSA Module Engineering Ltd
- PwC Advisory Services Botswana
- PwC India
- PwC Kenya
- PwC Kenya SRC
- PwC National Human Capital
- Richardsbay Coal Terminal
- SAMA
- Smollan Group
- Tshipi é Ntle Manganese Mining (Pty) Ltd
- Vergenoeg Mining Company (Pty) Ltd

The New Organisational Imperative - supporting the learning ecosystem

The workplace has changed dramatically, and the composition and expectations of the workforce have changed with it. In order to recruit, attract and retain the right individuals and remain relevant and effective, the learning function needs to change as well.

Within most organisations, resources and rands spent by the primary group responsible for managing learning in the enterprise - Learning & Development - goes towards formal learning. At the same time it is widely accepted that the majority of learning within an organization occurs *outside* of formal learning activities. The Center for Creative Leadership considers it to be at least 70%[1]. This disconnect between where learning investments are made and where enterprise learning occurs carries real implications for organizational performance.

According to PwC's 15th Annual Global CEO Survey, published in 2012, one in four CEOs said they were unable to pursue a market opportunity or cancelled or delayed a strategic initiative because of talent challenges. One in three CEOs see skill shortages impacting their company's ability to innovate effectively. *In order to attract the right talent to get things done, organisations must align learning to the needs and expectations of the future workplace and workforce.*

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[1] *(2011). The 70-20-10 Rule. Leading Effectively e-Newsletter. Retrieved Nov 28, 2011 from http://www.ccl.org/leadership/enewsletter/2011/NOVrule.aspx*

So, why don't learning organisations better support less formal learning activities?

In large part, it is due to organisations' steady reliance on formal and structured activities, such as classroom training and Computer Based Training (CBT). Reasons for this reliance on formal learning include:

- Generational Preferences: Many leadership positions across the enterprise are held by Baby Boomers. As a generation, Baby Boomers tend to prefer more structured and linear, learning activities, or controlled learning environments to practice essential skills.

- Risk Aversion: Formal learning is a known quantity, and buy-in is generally high, even if overall satisfaction varies. Employees may question the quality of content or instruction, but they rarely object to formal learning.

- Established Metrics and Predictable Costs: There is an abundance of established, recognized, and accepted ROI metrics for formal/structured learning, and the cost of formal learning, and how it scales, is well understood.

- Flexible Environment: Formal Classroom content is flexible and scalable, lending itself to a range of different environments.

- Technology: Until recently, social technology for corporate use was not commercially available and accepted as a 'business critical' tool.

Historically, best-in-class learning organisations have stood out from the crowd because they have done a superb job of aligning what is taught to the business with the needs of the enterprise. These 'gold standard' learning organizations have a deep understanding of learning content, but may not consider opportunities to capture learning within the organization - especially as we look to the future of learning.

As learning organisations mature and refine their efforts, they are able to consider not only content, but also the venue and vehicle by which learning occurs.

An effective Enterprise Learning strategy should become part of the fabric of the organization, creating a collaborative culture and source of lasting competitive advantage. The next wave of productivity gains is waiting. ***Go unlock it****.*

For further information on enterprise learning and building your own learning strategy please contact Barry Vorster at barry.vorster@za.pwc.com.

Does improving retention drive the bottom line?

Organisations that overlook the proven advantages of detailed and frequent measurement around the cost of retaining, and losing valuable employees - especially high performance talent - are allowing profits to slip away instead of adding them to the bottom line.

It's a shame, but people often value something only after it's gone. In the case of retaining employees, it's not just a matter of valuing the employee but a bottom line issue that may be the difference between hitting and missing profit expectations. The "war for talent" has shifted from being only a battle of acquisition to one of acquisition and retention. While we recognize that turnover of low performers may well be good for an organisation, more and more companies are asking themselves, "How do I keep the right people?" The turnover issue has long belonged to the realm of the HR department. However, in the ultra-competitive world in which we live, turnover needs to be managed by both HR and the line and may well be the difference between achieving short-term goals or missing them. Some of the costs of turnover include:

- Lost productivity during a vacancy;
- Diminished productivity of the team and managers who are covering for a vacant position;
- Diminished productivity of the team and managers who are training the new hire;
- Increased labour costs due to overtime or contractor's needs; and
- Hiring and onboarding costs.

More difficult to quantify impacts may include decreased customer satisfaction, increased future turnover and loss of institutional knowledge. Combined, these turnover-related costs represented more than 12% of pre-tax income for the average company. For companies at the high end of the spectrum, at the 75th percentile, turnover costs are equivalent to nearly 40% of earnings! Companies that are lagging their competitors have dug themselves into a deep financial hole. There is a significant difference between the top quartile and bottom quartile voluntary turnover. In most industries, top quartile performers experience twice the amount of separations than bottom quartile performers. Given the cost of turnover, companies that work to address their retention problems can make a dramatic impact to the bottom line.

Some of the issues that you may be facing include:

- You need to get the right people with the right skills in the right roles at the right time and be in a position to get the best out of them while making sure that you create the environment in which they thrive.
- You want to ensure successful change by involving the people impacted and enabling them to drive and sustain the business change.
- You have to establish the control and coordination required to manage projects and programmes successfully, achieving the right business results.
- Your reward programmes are not effective in rewarding key talent and your performance management systems are not effective in dealing with non-performance.
- You have skill gaps combined with/or a mismatch between supply and demand for talent.
- You are seeking benchmarks for the efficiency and effectiveness of your HR function.
- You want managers to understand, manage and own people issues.

- You want to structure your organisation with the right capabilities and leadership to execute the business strategy.
- You want the organisation's culture to be a competitive advantage.
- You need to engage and motivate a diverse workforce.
- You are seeking effective strategies for people development and growth.
- You find keeping people in the right places, at the right time even more challenging and demanding.
- You need to make changes to your strategies for managing talent over the next 12 months.
- You are challenged with costs of employee turnover, employee engagement and staff productivity.

Whether a company operates in a single country or many countries, we are well positioned to help develop effective total compensation and talent management programs. The transition to a global total compensation platform allows companies to be more competitive locally and internationally, and to ensure internal parity in the way they reward their employees.

Our offering assists companies to align their executive and employee compensation with business objectives and best practice. By blending our Tax, Legal, HR, Talent Management and financial professional knowledge, we are able to help companies tie their employee rewards to business goals and shareholder value.

Apollo Tyres *labour appeal court decision*

Do you know what constitutes provision of "benefits" to employees?

The Court has dealt with the question of whether 'benefits' are limited to entitlements in terms of contract or by virtue of the law when claiming unfair labour practice in respect of the provision of benefits by the employer to employees. Below we pay particular attention to the Court's judgment in deciding what constitutes a benefit.

On 21 February 2012 the Labour Appeal Court in Durban delivered judgment in the matter of *Apollo Tyres South Africa (Pty) Ltd versus the CCMA, CCMA Commissioner Almeiro Deyzel, and Kurchid Goolam Hoosen*. This decision has been earmarked as particularly important.

The decision centres around what constitutes a 'benefit' in terms of section 186(2)(a) of the Labour Relations Act 66 of 1995:-

> *"(2) 'Unfair labour practice' means any unfair act or omission that arises between an employer and an employee involving-*
>
> *(a) unfair conduct by the employer relating to the promotion, demotion, probation (excluding disputes about dismissals for a reason relating to probation) or training of an employee or relating to the provision of benefits to an employee"*

The facts of the case were as follows:-

Hoosen was employed by Apollo Tyres from 1984. Apollo Tyres initiated an early retirement scheme in 2008 for some employees. Hoosen applied for entry into the scheme but was refused entry. Hoosen resigned, and while serving her notice period she referred a dispute to the CCMA for unfair labour practice since she was refused entry into the scheme. At the CCMA, the Commissioner found that it was unfair to exclude Hoosen from the early retirement scheme. The Commissioner ordered that Apollo Tyres was to pay Hoosen an amount of R123 637,22 which represents what Hoosen would have received had she been granted the early retirement benefit. Apollo Tyres approached the Labour Court for a review of the CCMA decision. The Labour Court found that the Commissioner's ruling that the scheme was a benefit falling within the purview of section 186(2)(a) fell within the band of reasonableness. Apollo Tyres was unsuccessful at the Labour Court and therefore approached the Labour Appeal Court in order to appeal the Labour Court's decision.

At the Labour Appeal Court the principal issue on which Apollo Tyres had approached the court was on whether the early retirement scheme constituted a benefit as contemplated in the Act. In several earlier court decisions it was found that a benefit is something which arises out of a contract of employment. The counsel for Apollo Tyres argued that an employee may not rely on the provisions of section 186(2)(a) to create a right that does not exist. In other words Apollo Tyres believed that Hoosen did not have a right to belong to the early retirement scheme, and that Hoosen was now relying on an unfair labour practice claim to try and create a right where one did not exist contractually in the first place. Apollo Tyres asserted that fairness and clarity dictate that unfair conduct should be impeachable only in relation to existing rights. The counsel referred to the Hospersa case wherein it was expressed that a right to a benefit must be derived from statute, contract or a collective agreement.

In response to Apollo Tyres' submissions, counsel for Hoosen stated that 'benefits' is construed wider than mere contractual entitlements. The Labour Appeal Court expressed that the approach that the benefit must be an entitlement rooted in contract or legislation is untenable. Such notion would in fact render the unfair labour practice jurisdiction sterile. The Court went on to say that benefit in s186(2)(a) means "existing advantages or privileges to which an employee is entitled as a right or granted in terms of a policy or practice subject to the employer's practice." Accordingly the Court dismissed Apollo Tyres' appeal.

It is important for employers to take cognizance of the fact that the current approach of the courts is that benefits, when considering unfair labour practice claims, refer not only to advantages which have been granted by the employer but also advantages to which the Court believes the employee is entitled.

For further information on unfair labour practices and employment law services please contact Candice Aletter at candice.aletter@za.pwc.com

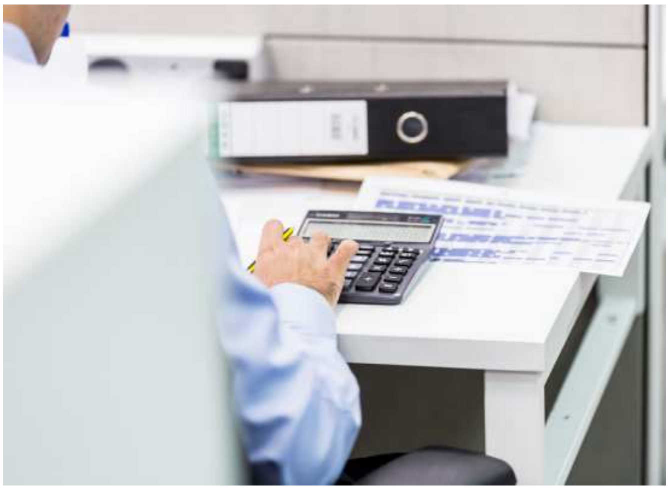
Southern Africa salary and wage movements in 2013

The first quarter of 2013 has continued to be tarnished by illegal strikes and forceful protests. As a result the rand was unable to benefit from the upgraded global sentiment. The rand has weakened to a four year low above R9 to the US dollar. This will inevitably put pressure on the South African inflation rate and of course the salary increases demanded by unions, a trend which has already been published in the press over the past few weeks.

In addition to the weaker rand exchange rate, the two other major consequences of the labour and social unrest are likely to be lack of employment growth and declining private sector fixed investment.

Total package increments for the past twelve month period[2]

Increases awarded during the past 12 months on total package have ranged between 0% and 15% in the individual employee categories and have averaged at 6.8% across the sample of survey participants that review on total package. Four companies indicated zero increases for their executive category of staff. It must be noted that not all companies that grant total package increases do this across all of the employee categories.



A quartile analysis for the total package increase percentages over the past 12 months is provided in the following table on a per employee category basis.

Total package increments for the past twelve month period				
Employee category	**25th percentile**	**50th percentile**	**75th percentile**	**Average**
Executives	6.0%	7.0%	7.4%	6.5%
Management	6.0%	6.9%	7.0%	6.7%
General staff	6.1%	7.0%	7.1%	6.9%
Total lift to payroll	**6.0%**	**7.0%**	**7.3%**	**6.8%**

Anticipated total package increments for the next twelve month period

The following table provides a quartile analysis for the anticipated total package increases for the next 12 month period. The projections range between 0% and 15% in the individual employee categories with an average budgeted increase of 6.6% overall.

[2] *Extracted from the bi-annual Salary and Wage Movement Survey published in March 2013.*

Anticipated total package increments for the next twelve month period				
Employee category	**25th percentile**	**50th percentile**	**75th percentile**	**Average**
Executives	6.0%	6.6%	7.0%	6.6%
Management	6.0%	6.5%	7.0%	6.5%
General staff	6.0%	6.7%	7.0%	6.6%
Total lift to payroll	**6.0%**	**6.7%**	**7.0%**	**6.6%**

The following table provides the average anticipated regional percentage increases for the Southern Africa region in the next 12months. PwC Remchannel will be conducting salary and wage movement surveys throughout the Africa region in the coming months and these will also be provided in our 3rd and 4th *HR Quarterly* publications.

Anticipated regional pay increments for the next twelve month period		
Country	**Basic Cash**	**Total Guaranteed Package**
Botswana	8.9%	6.9%
Namibia	6.8%	6.8%
Swaziland	6.3%	6.2%

To ascertain the actual and envisaged salary and wage movement trends for 2013, the biannual PwC Salary and Wage Movement Survey will again be published in September 2013. The survey not only researches salary movements but also negotiated minimum rates of pay, starting rates of pay for graduates and labour turnover by industry and discipline.

Should you wish to participate in the survey please contact either carol.shepherd@za.pwc.com or margie.manners@za.pwc.com. Please note that terms and conditions apply.

Proposed Data Protection Bill: how does it influence your survey data submissions?

The Data Protection Bill has been defined as:

An Act to promote the protection of personal information processed by public and private bodies; to provide for the establishment of an Information Protection Commission; and to provide for matters incidental thereto.

The Act, once promulgated, has major implications for employers, not only in the survey data submission process but in any instance where information must be submitted to a third party.The general provisions of the Bill states that the objects of the Act are:

To give effect to the constitutional right to privacy-

- by safeguarding a person's personal information when processed by public and private bodies;
- in a manner which balances that right with any other rights
- subject to justifiable limitation, including, but not limited to effective, efficient and good governance and the free flow of personal information;

- to establish voluntary and mandatory mechanisms or procedures which will be in harmony with international prescripts;
- generally, to promote transparency, accountability and effective governance of all public and private bodies.

The Bill also states that personal information may only be processed where the:

- data subject has given consent for the processing; or
- processing is necessary for the performance of a contract or agreement to which the data subject is party, or for actions to be carried out at the request of the data subject and which are necessary for the conclusion or implementation of a contract; or
- processing is necessary in order to comply with a legal obligation to which the responsible party is subject; or
- processing is necessary in order to protect an interest of the data subject; or
- processing is necessary for the proper performance of a public law duty by the administrative body concerned; or
- processing is necessary for upholding the legitimate interests of the responsible party or of a third party to whom the information is supplied.

As the Bill and proposed Act has been designed to protect employees from the fraudulent and unauthorised usage of personal information, the REMchannel® data collection methodology can be justified by a number of the elements stated above. However, it may be prudent for employers to consider changes in the employment contracts of employees to ensure that the provisions of the Act are not transgressed.

Employers should add a specific reference to employment contracts to ensure that the company remains within the stipulations of the proposed Act.

An example of the clause is as follows:

Protection of personal information

The company collects, processes, transfers, stores and uses your personal information for legitimate regulatory, client/customer service purposes and for the purpose of managing the human resources, payroll, remuneration benchmarking, business management process and related matters. This may include the transfer of your personal information within and between the organisation's international networks. Your consent is hereby obtained for such collection, processing, transfer, storage and use of your personal information by the company for the purposes stipulated. Should you wish to withhold this consent you must inform the company of this fact expressly in writing so it can be resolved between the parties.

Using a pay structure to ensure internal and external pay equity

An organisation's remuneration structure is the method or tool utilised to manage the implementation of its remuneration philosophy.

A pay structure helps answer questions about who's who, what each employee's role is, and why staff are compensated differently. It also helps reward professionals to fairly manage any given remuneration philosophy.

When setting up a pay structure, most companies start with a payroll budget. Senior management usually sets payroll budgets during the yearly preparation cycle. If turnover is high, a company may have to move people's salaries more quickly than if turnover is low and there is more time to implement the pay structure.

Next you need to benchmark the worth of each job. When you know how many jobs you have and the total amount allocated to spend; you should benchmark as many jobs as possible. This means matching a job to market job of comparable content. Take care to benchmark jobs to job content, rather than job designation.

When benchmarking, the market worth goes to the job not the individual performing the job. In smaller organisations staff often fill hybrid jobs simply because the organisation cannot afford to appoint specialists in each function. Your salary survey should enable you to blend jobs from different job families to fully understand the market worth of the job.

Guidelines for benchmarking jobs

Select remuneration surveys that are appropriate for the positions being surveyed i.e. the right job, right geographic area and the right comparators.

It is important to note that job descriptions in remuneration surveys are not intended to be a full job description. They are generic descriptions that best describe the essential purpose of a job, rather than the application of that job in a specific company. Select job descriptions based on content, rather than job title and ensure that you match the jobs accurately. A survey job description should be at least 80 percent of an incumbent's current job responsibilities. Involve employees and specifically line management as much as possible in benchmarking jobs.

Use an internal equity system to create salary scales by pay grade

This includes creating a series of grades or bands with specific ranges to fit the organisation's reward philosophy. This may be broader at the top of the pay structure and narrower ranges at the bottom. Each grade represents a different level within the organisation and should have an acceptable range spread depending on the approach to pay structuring i.e. narrow or broader bands. This will ensure that staff can move within a grade as they develop in their jobs. Additionally, creating a minimum and a maximum for the whole company is recommended. It may also be required to create different pay scales in the organisation to ensure that specific scarce skills can be paid a premium without inflating values of the generic pay structure. The midpoint of the lowest grade should reflect the lowest quartile value of the lowest job in a benchmarking study. The midpoint of the highest grade should reflect the highest quartile value of the highest job.

Benchmarked jobs are then slotted into the pay grades. Some positions are often forced into a grade, and some grades won't be fully aligned. Ideally companies look for a narrow margin of approximately 10 percent between the market median and the midpoint of the grade. Market data may not be available for all jobs. Such jobs are often slotted into similar grades according to the scope of the job, the responsibilities and the scope of the budget the position handles. Here it is important to ensure that the grading methodology is fair and justifiable.

Ensure transparency of the pay structures

Line management should know what they can pay within the hierarchical structure. This not only assists them to stay within the value for the job but also ensures that current staff understand the methodology used to attract new hires to the organisation. Recruitment and retention is so critical to the success of the organisation and transparency ensures that speculation about the pay for a specific job is eliminated.

We offer a skills transfer workshop providing newer and seasoned reward practitioners with the know how to design a pay structure based on sound remuneration principles.

Our workshops are limited to 20 delegates to ensure that each attendee receives the maximum value from the training. The workshop dates for the remainder of 2013 has been provided below. Should you require further information please visit our website at www.remchannel.co.za and select the Training and Workshops tab to download the booking forms. Alternatively please contact Louise de la Rey at louise.de.la.rey@za.pwc.com.

Two-day Workshops for Remuneration Practitioners	Location	Dates for 2013
Sales Compensation (1 day)	Johannesburg	14 June 2013
Pay Structuring	Cape Town	19 & 20 June 2013
Pay Structuring	Durban	18 & 19 July 2013
Excel Skills	Johannesburg	23 & 24 July 2013
Excel Skills	Cape Town	06 & 07 August 2013
Pay Structuring	Johannesburg	21 & 22 August 2013
Job Profiling and Job Evaluation Workshop	Johannesburg	04 & 05 September 2013
Incentive Design	Cape Town	16 & 17 September 2013
Long-Term Incentive Design and Trends (½ day)	Johannesburg	02 October 2013
Excel Skills	Johannesburg	17 & 18 October 2013
Advanced Excel Skills & Excel Dashboards	Johannesburg	12 & 13 November 2013

PwC's REMchannel® growth

PwC continues to strive to provide our clients with the highest quality information which forms a crucial element in the reward decision-making process.

We would like to extend a warm welcome to the following companies who have joined our list of discerning Southern African survey participants since January 2013:

- Afena Capital Proprietary Ltd
- Alacrity Technologies (Pty) Ltd
- Astrapak Finance Company
- 5one Marketing SA
- Anglo American Kumba Iron Ore - Project Engineering
- Bidvest Bank Limited
- Black & Veatch International Incorporated in US
- Botswana International University of Science and Technology
- Bravura Equity Services (Pty) Ltd
- Capfin (Pty) Ltd
- Core Facts Training Leadership Consulting
- Dube Tradeport Corporation
- EM Software Systems SA (Pty) Ltd
- EMSS Consulting
- Genasys Technologies (Pty) Ltd
- Government Employees Pension Fund
- Independent Communication Authority of SA (ICASA)
- Intercare Managed Healthcare (Pty) Ltd
- Kagiso Media Limited
- Mineworkers Provident Fund
- NAMclear (Pty) Ltd
- Namibia Training Authority
- Namibia Water Corporation
- Noble Resources South Africa
- Offshore Development Company Namibia
- Old Mutual Life Assurance Company Namibia
- Oshikuku Town Council
- Phumulele Gaming
- Queenspark (Pty) Ltd
- Rhino Africa Safaris
- Robertson Winery (Pty) Ltd
- SAA Technical Services
- Sentula Mining Limited
- Sibanye Gold Ltd
- Swakop Uranium (Pty) Ltd
- Sylvania SA (Pty) Ltd
- The Spar Group Ltd
- Trafigura Services SA (Pty) Ltd
- Trans Caledon Tunnel Authority
- TWP Projects (Pty) Ltd
- Ubank Ltd
- Wesizwe Platinum Limited
- Xvest Investments

The South African REMchannel® on-line internet based salary survey now has more than 480 participants covering all job families and more than 1700 jobs. The National All Industry sector includes participants from all the major industry sectors represented in South Africa with more than 800 000 data points. For a full participant list please contact Margie Manners at margie.manners@za.pwc.com.

The Kenya, Zimbabwe, Namibia and Swaziland surveys now collectively have more than 80 participants and continue to grow each quarter. In addition we are launching in Uganda in the 4th quarter of 2013 with more expansion planned for the other African countries in the next 18 months. For more information on the Africa expansion please contact Carol Shepherd at carol.shepherd@za.pwc.com.

Forthcoming attractions

The following thought leadership and survey publications will be released during 2013 Should you wish to obtain more information about these publications, please contact Gerald Seegers, Martin Hopkins or René Richter.

- Short Term Incentive and Commission Survey (2^{nd} Quarter 2013)
- Executive Directors Remuneration thought leadership publication (July 2013)
- Employee Benefits Survey (3^{rd} Quarter 2013)
- Salary and Wage Movement Survey (3^{rd} Quarter 2013)

These are just some of the South African publications planned for the next few months and we will announce additional South African and Global reward and human resources thought leadership publications on our website on a continuous basis.