

Namibia and South African Remuneration Trends

May 2013

Agenda

Source of Data

Remuneration Package Structure

Pay Adjustments

Job Evaluation

Fringe Benefit Analysis

Remuneration Analysis

Total Rewards Model

REMchannel® and REMeasure®



Source of Data

REMchannel® South Africa

More than 400 participating companies

75% of the top 100 companies

REMchannel® Namibia

Currently 42 participants

Across broad industry sectors

Launched in 2000, REMchannel® provides quality, well validated information by both position and grade. REMchannel® currently publishes a monthly publication in Namibia, Botswana and Swaziland. Quarterly publications in Kenya and Zimbabwe. Further expansion into Africa during 2012/13.

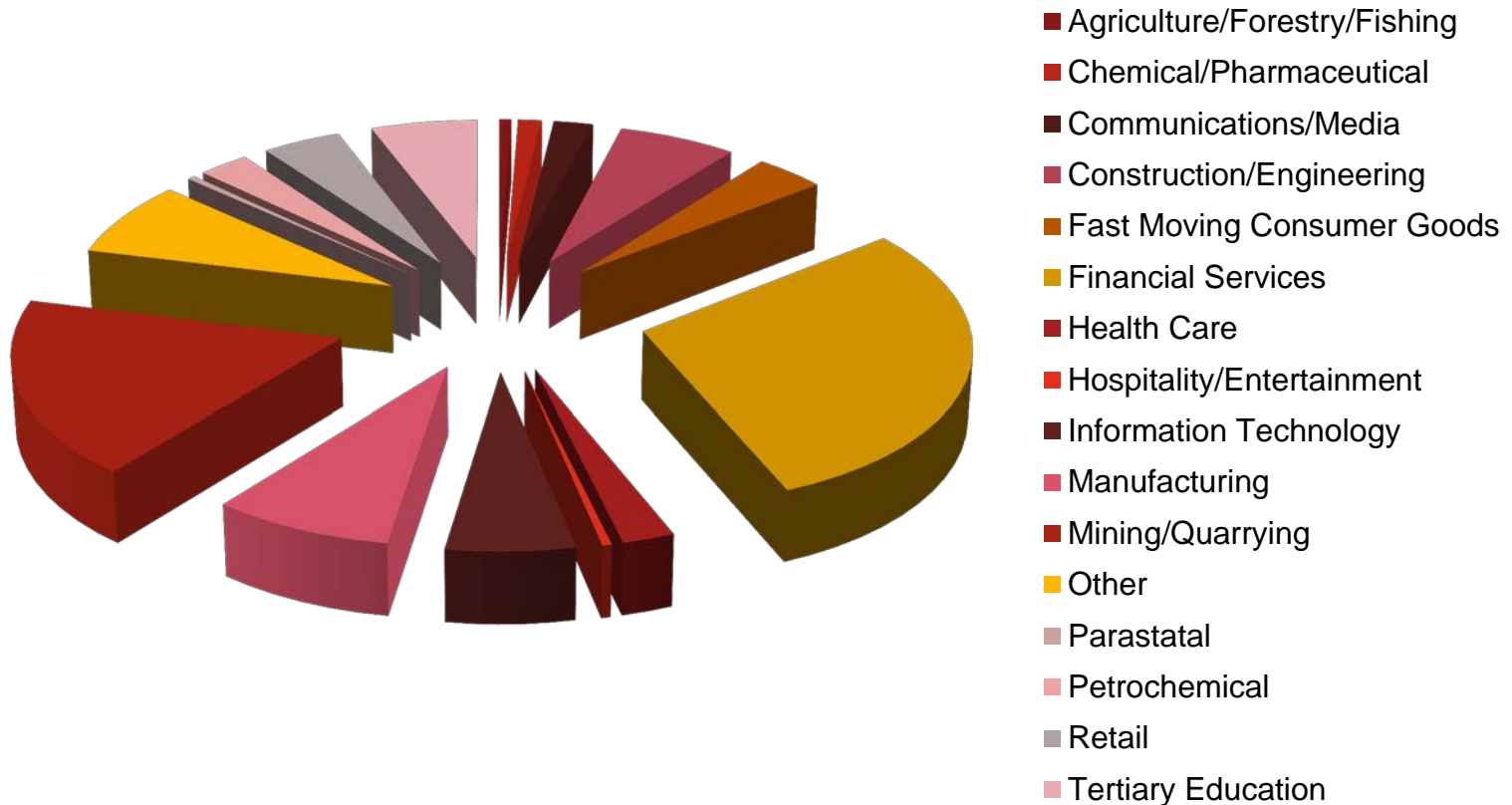
REMchannel® Namibia Participant Profile

***Broad Cross
Section of
Industry
Sectors***



- | | |
|------------------------|------------------------------|
| ■ Communications/Media | ■ Fast Moving Consumer Goods |
| ■ Financial Services | ■ Health Care |
| ■ Mining/Quarrying | ■ Other |
| ■ Parastatal | ■ Retail |
| ■ Tertiary Education | |

REMchannel® South Africa Participant Profile



Sample by Job Discipline

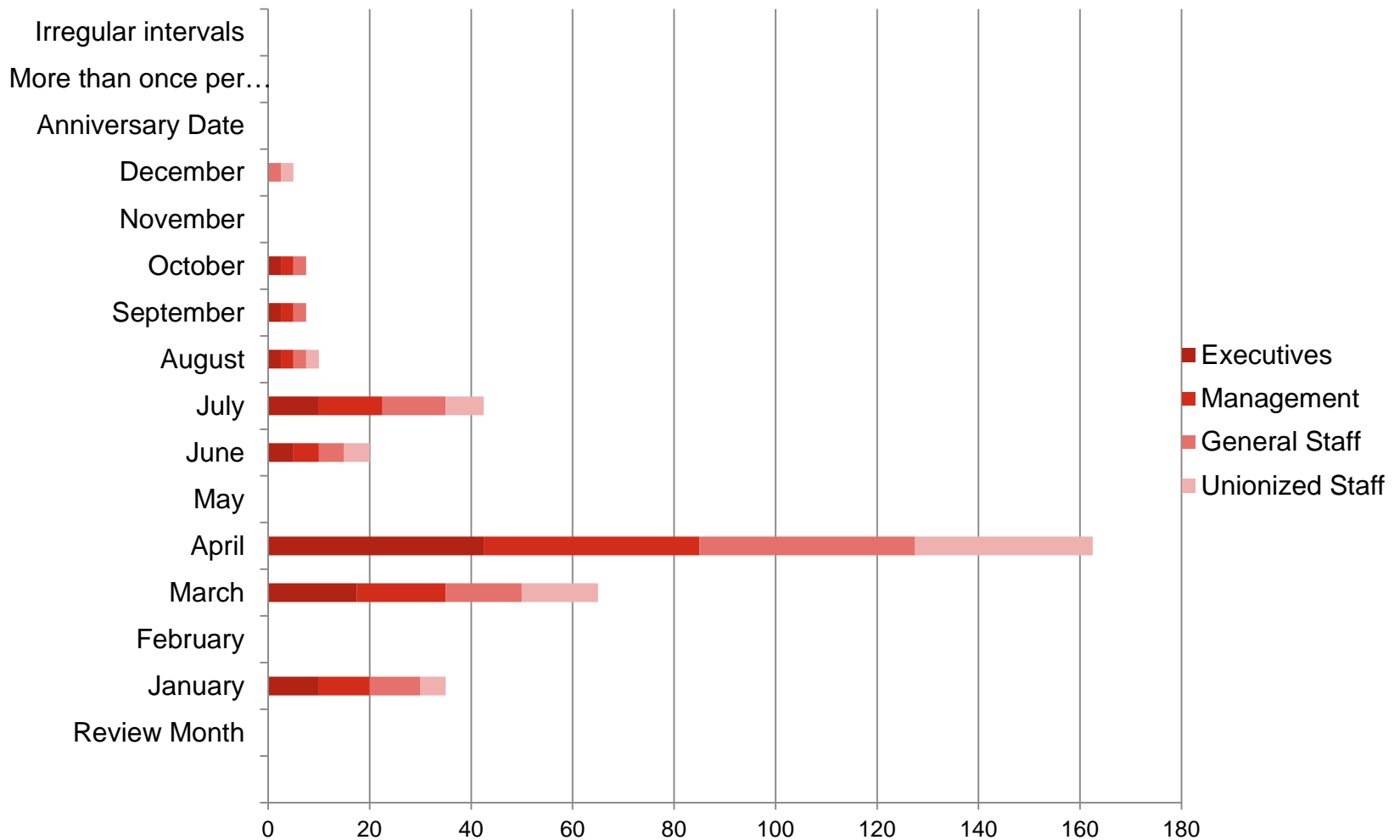
Job Discipline	Namibia Matches	South Africa Matches
Distribution/Supply Chain	482	26882
Education	282	17200
Executives	24	1343
Finance	835	34438
Human Resources	379	21535
Information Technology	331	39284
Lending	3	2371
Marketing	196	11398
Property	117	2713
Risk and Compliance	899	30417
Safety/Health/Environment/Quality	765	41067
Sales	2708	124255
Support Services	3914	131207
Technical	5414	353173
Total	16,322	837,283

Remuneration Package Structures

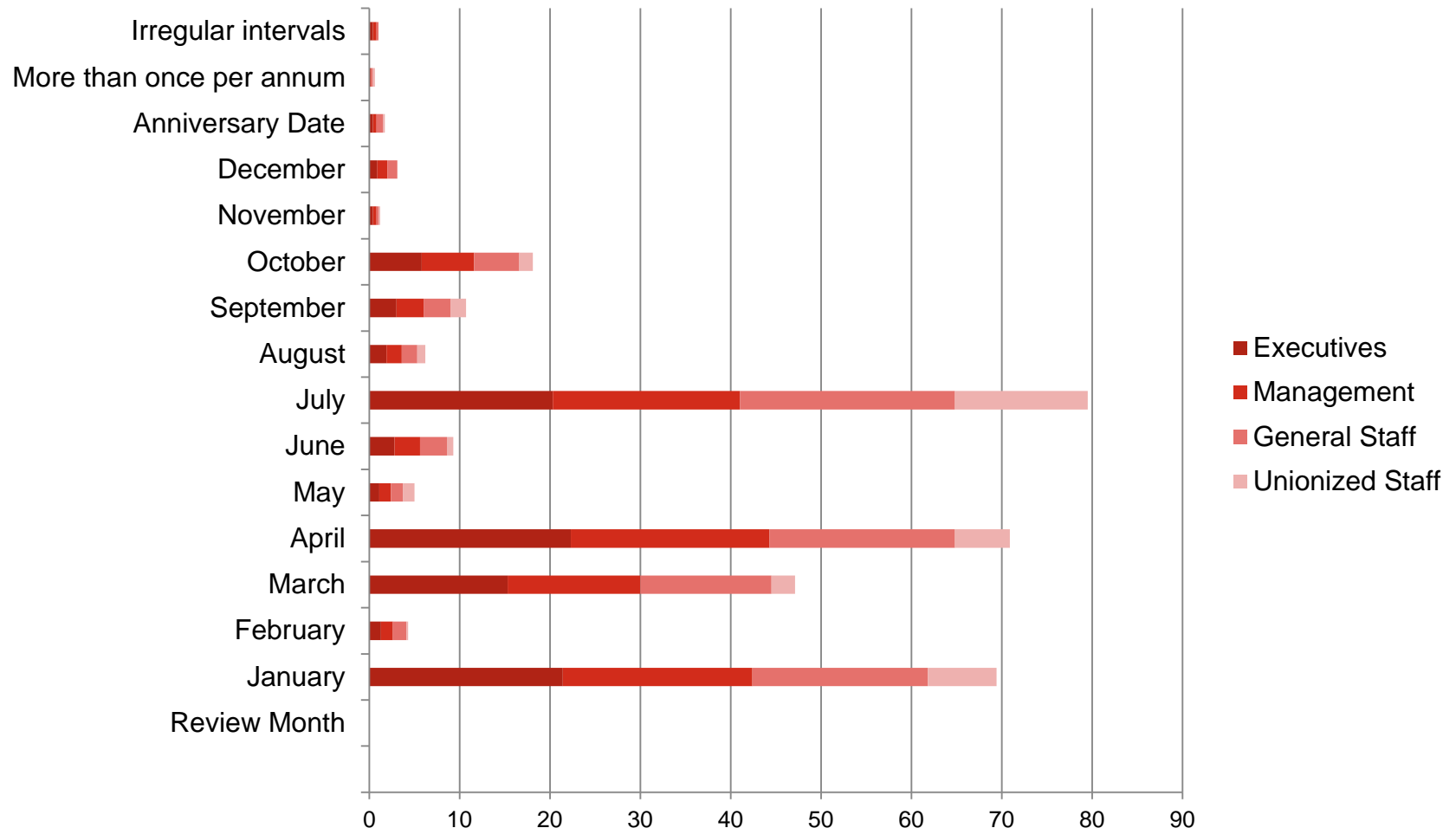
Remuneration Package Structure – Namibia National				
Remuneration Package Structure	Percentage Executives	Percentage Management	Percentage General Staff	Percentage Unionised Staff
Basic Salary	23.7	26.3	44.7	58.1
Flexible Package	0	0	2.6	3.2
Total Package	76.3	73.7	52.6	38.7

Remuneration Package Structure – South African National All Industry				
Remuneration Package Structure	Percentage Executives	Percentage Management	Percentage General Staff	Percentage Unionised Staff
Basic Salary	19.3	21.8	32.6	72.4
Flexible Package	8.4	8.4	7.5	3.8
Total Package	72.3	69.8	59.9	23.9

Salary Review Months: Namibia National



Salary Review Months: South African National All Industry Sector



Mandated Pay Adjustments as at 1 May 2013

Remuneration Structure	Average <i>Executive</i> Percentage Increases			
	Last 12 Months		Next 12 Months	
	Namibia National	South African National	Namibia National	South African National
Basic Cash	5.1	6.2	5.9	6.4
Flexible Package	0	6.9	0	6.9
Total Package	6.8	6.3	6.8	6.6

Remuneration Structure	Average <i>Management</i> Percentage Increases			
	Last 12 Months		Next 12 Months	
	Namibia National	South African National	Namibia National	South African National
Basic Cash	5.1	6.5	6.1	6.5
Flexible Package	0	6.9	0	6.8
Total Package	7.1	6.5	7	6.6

Mandated Pay Adjustments as at 1 May 2013

Remuneration Structure	Average <i>General Staff</i> Percentage Increases			
	Last 12 Months		Next 12 Months	
	Namibia National	South African National	Namibia National	South African National
Basic Cash	6.5	7	7.1	6.9
Flexible Package	6.6	6.7	6.5	7
Total Package	7.2	6.7	7.2	6.7

Remuneration Structure	Average <i>Union</i> Percentage Increases			
	Last 12 Months		Next 12 Months	
	Namibia National	South African National	Namibia National	South African National
Basic Cash	6.6	7.6	7.1	7.4
Flexible Package	6.6	7.6	6.5	7.6
Total Package	7.1	7.3	7.6	6.9

Actual Pay Adjustments – 1 May 2012 to 30 April 2013

Hierarchical Categories	Same Incumbents Namibia National	Same Incumbents South African National
	Guaranteed Package Percentage Adjustment	Guaranteed Package Percentage Adjustment
Executive Management	8.9	7.3
Senior Management	8.5	7.2
Middle Management	8.4	7.6
Junior Management	8.5	7.4
Entry Level Management	9.5	7.9
Supervisory	11.1	8.3
Senior Clerical	12.2	8.8
Clerical	10.6	8.4
Overall Average Actual Adjustments	9.7	7.8

Job Evaluation Systems – 1 May 2013

Job Grading System	Percentage of Namibia National Participants	Percentage of South African National Participants
Paterson Classic	47.73	21.08
In-house	27.27	49.63
Hay Units	9.09	2.24
Paterson Modern	2.27	9.7
Peromnes	9.09	10.63
Employment Equity	0	3.73
Task	2.27	1.31
JE Manager	2.27	1.68

Management Fringe Benefit Analysis by Industry Sector (Paterson E Lower and D Band)

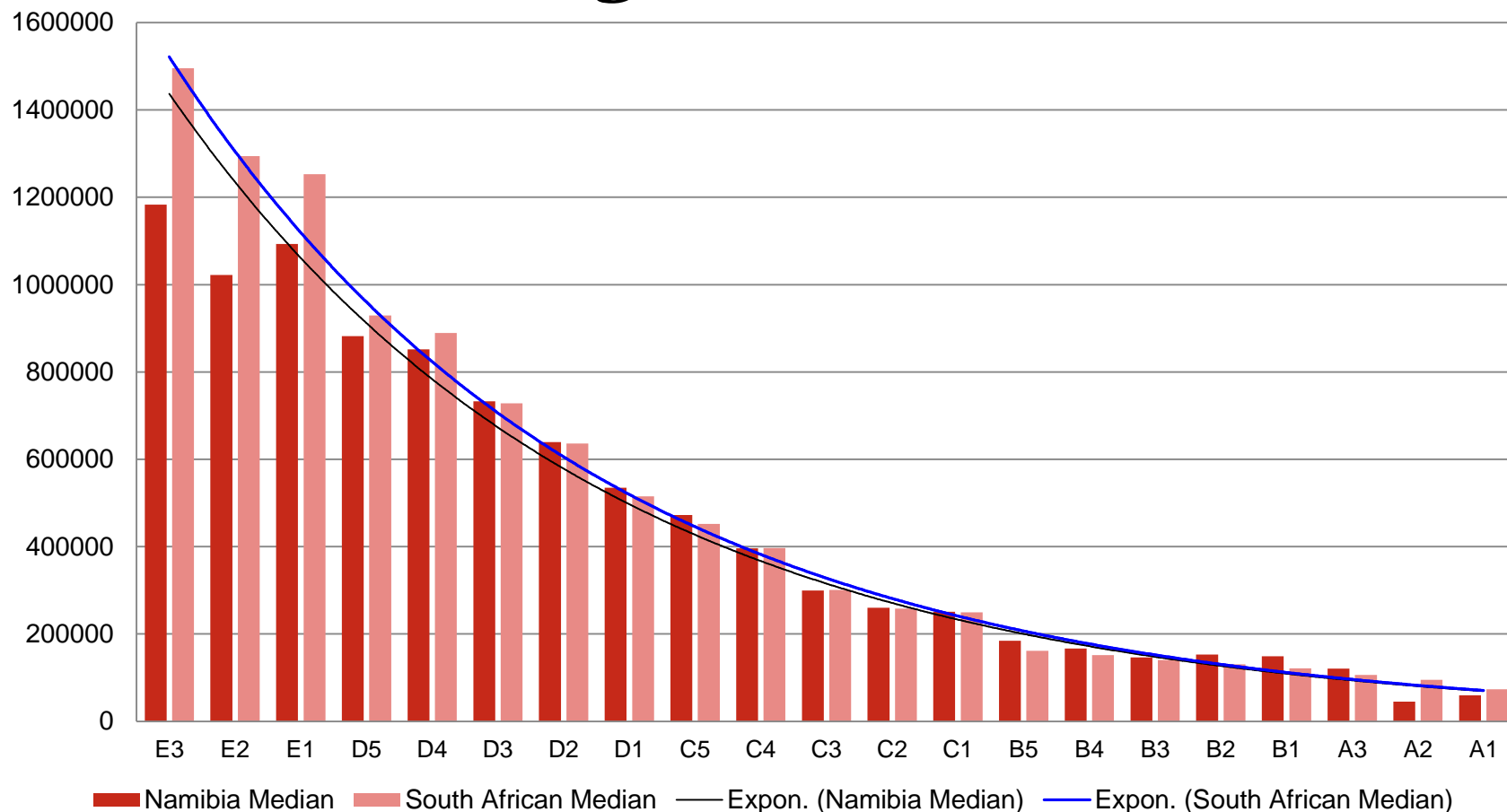
Benefit Items	Namibia National			South African National All Industry Sector		
	% Who Receive	% of Guaranteed Package	Sample Size	% Who Receive	% of Guaranteed Package	Sample Size
Basic Cash	100	57.5	1 866	100	79.6	131 897
Cash Benefits	91.8	19.6	1 713	48.1	4.2	63 484
Vehicle Benefits	71.2	9.3	1 329	30.2	3.6	39 848
Non-cash Benefits	93.7	5	1 748	90.4	4	119 246
Overall Package	100	117.7	1 866	100	123.7	131 897
Pensionable Emoluments	98.1	62.2	1 830	97.7	72	128 894

General Staff Fringe Benefit Analysis by Industry Sector (Paterson Bands C, B and A)

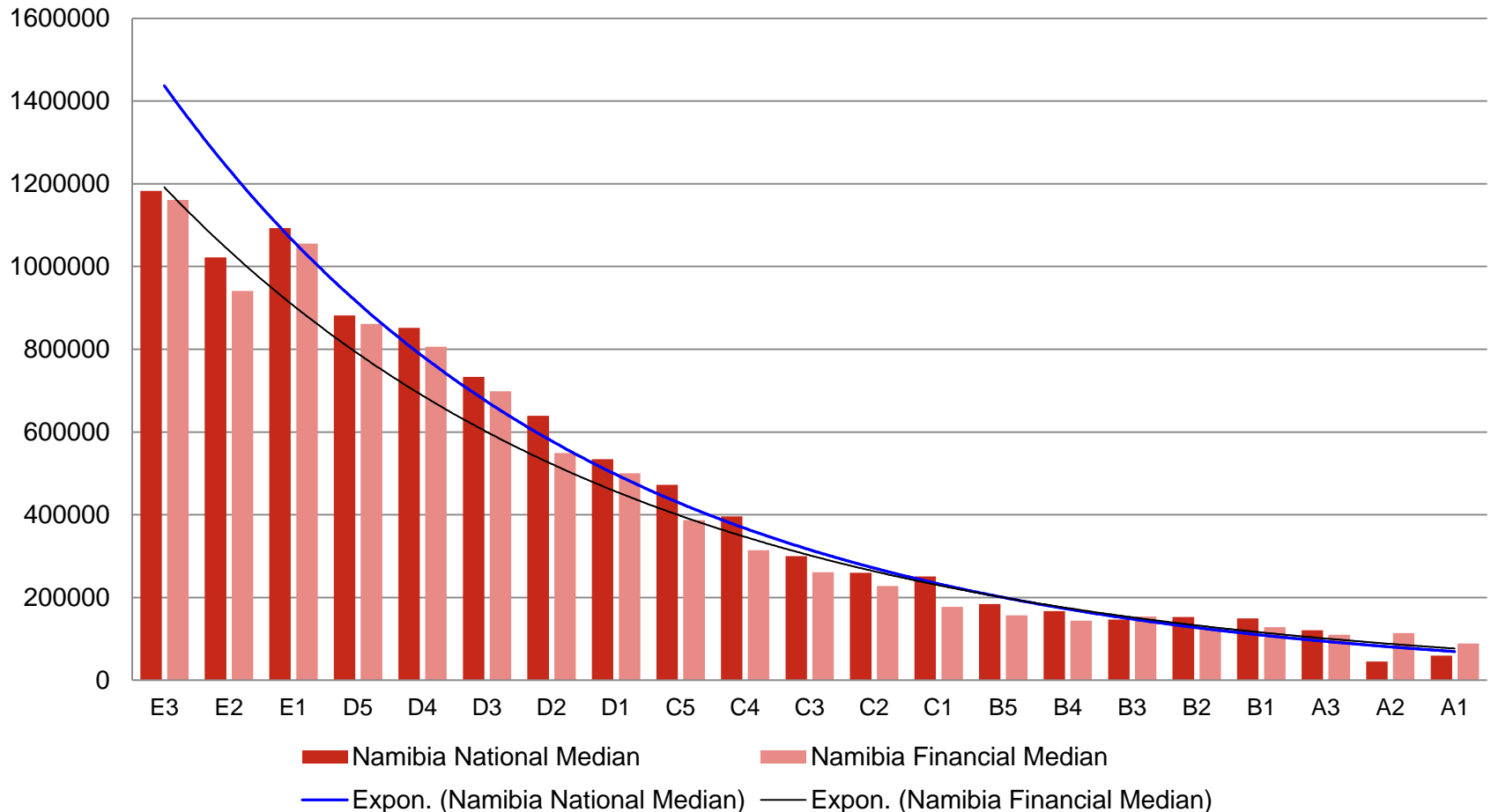
Benefit Items	Namibia National			South African National All Industry Sector		
	% Who Receive	% of Guaranteed Package	Sample Size	% Who Receive	% of Guaranteed Package	Sample Size
Basic Cash	100	61.6	14 459	100	72.9	705 148
Cash Benefits	95.2	18.4	13 765	80.6	10.5	568 515
Vehicle Benefits	5.1	1.2	742	3.4	1	23 867
Non-cash Benefits	87.8	10.7	12 700	85.1	7.1	599 813
Overall Package	100	113.3	14 459	100	116.5	705 148
Pensionable Emoluments	98	63.7	14 165	99.2	70.9	699 404

Remuneration Analysis

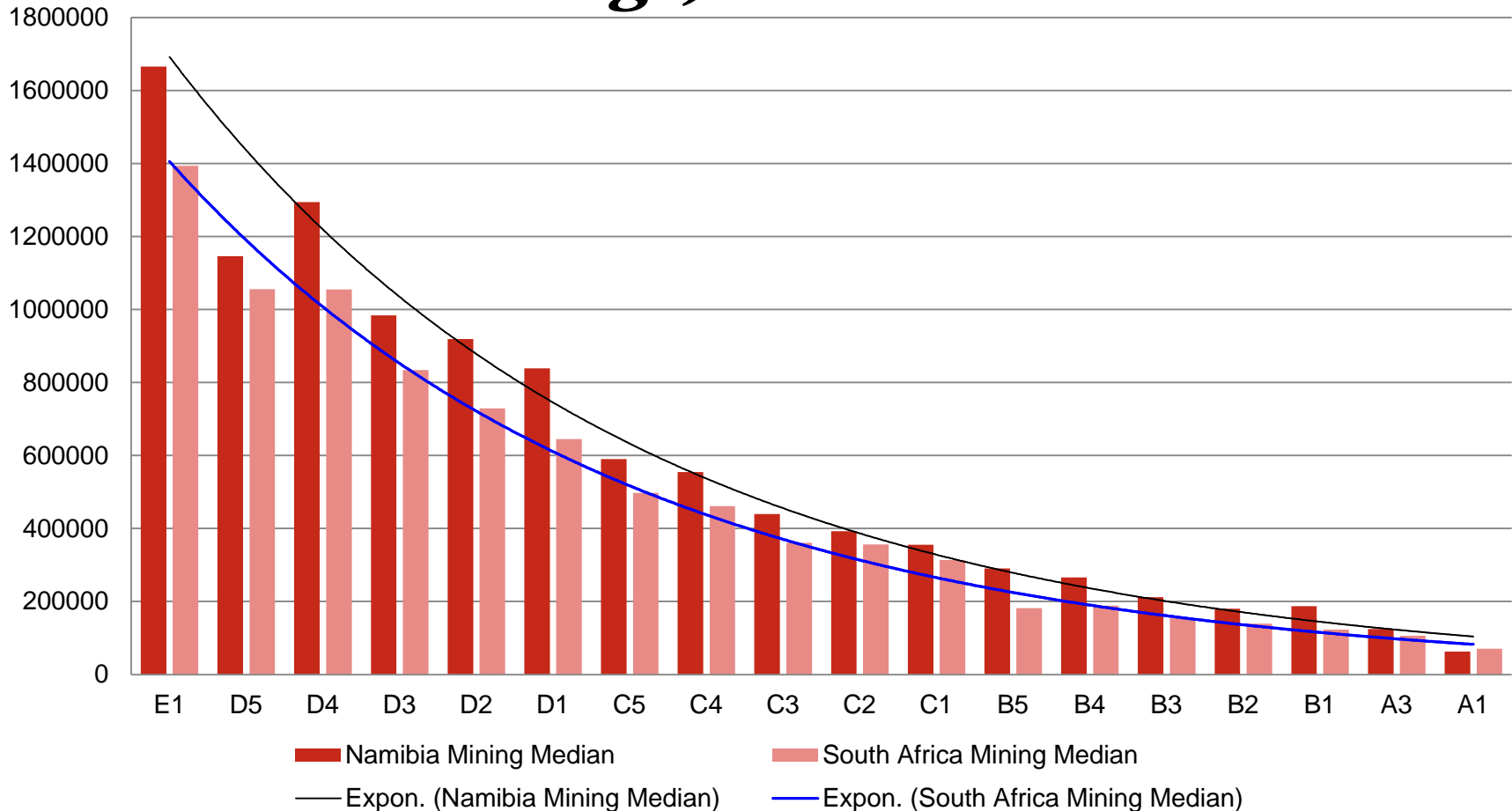
Namibia National vs. South African National Remuneration Trend Analysis (Projected Guaranteed Package)



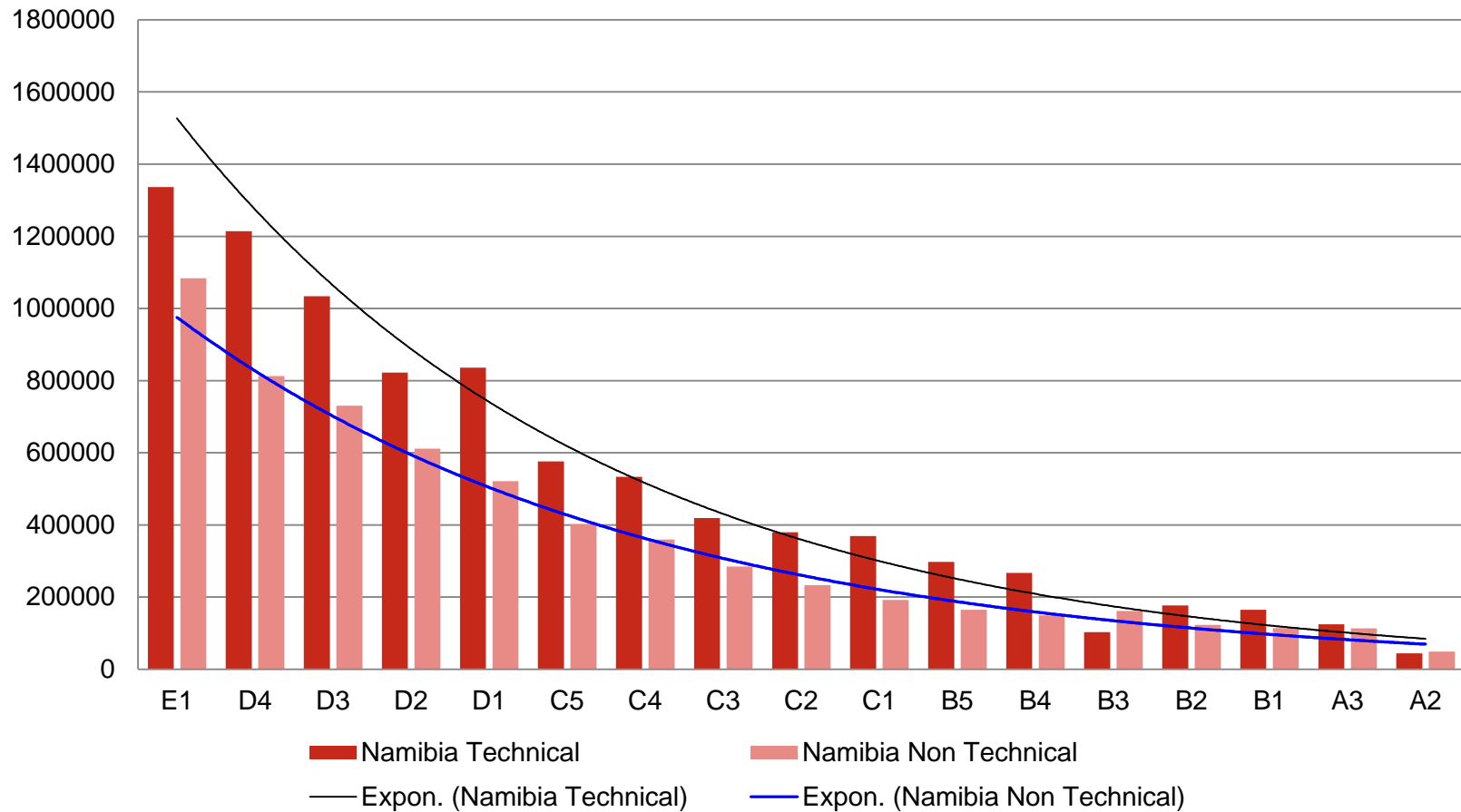
Namibia National vs. Namibia Financial Services Remuneration Trend Analysis (Projected Guaranteed Package)



Namibia Mining vs. South African Mining Remuneration Trend Analysis (Projected Guaranteed Package)



Technical vs. Non Technical TGP – Namibia National (Projected Guaranteed Package)

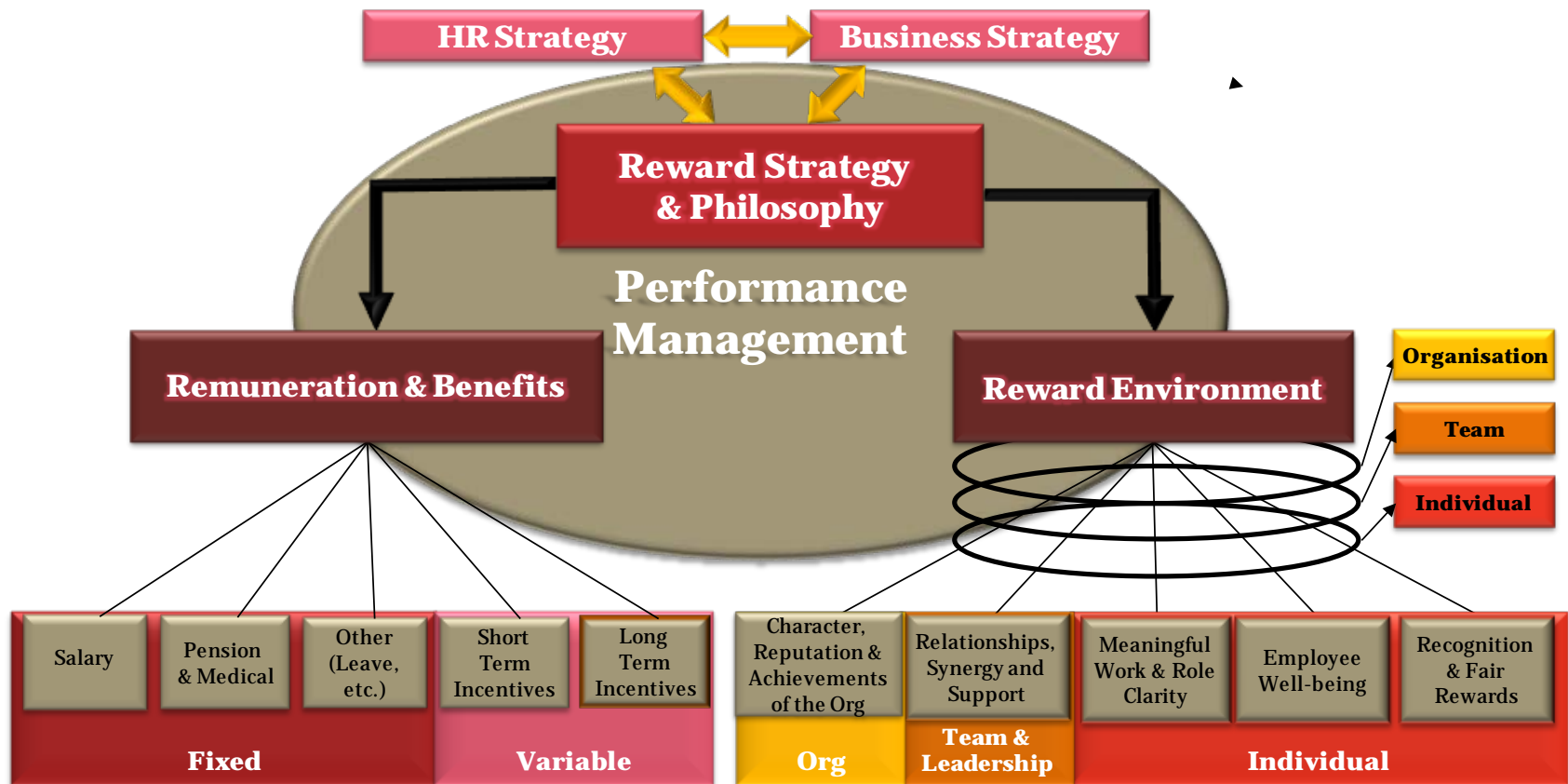


Prevalence of Variable Pay – Namibia National and South Africa National All Industry Sector

Employee Category	Short Term Incentives past 12 Months			
	Namibia National		South African National	
	% Received	% of Annual TGP	% Received	% of Annual TGP
Executives	42.3	18.9	82.2	50.1
Management	61.2	7.5	77	14
General Staff	62.3	3.5	63	5.8

Total Rewards Model

Economic &
Business
Realities



***The REMchannel®
and REMeasure®
Value Proposition***

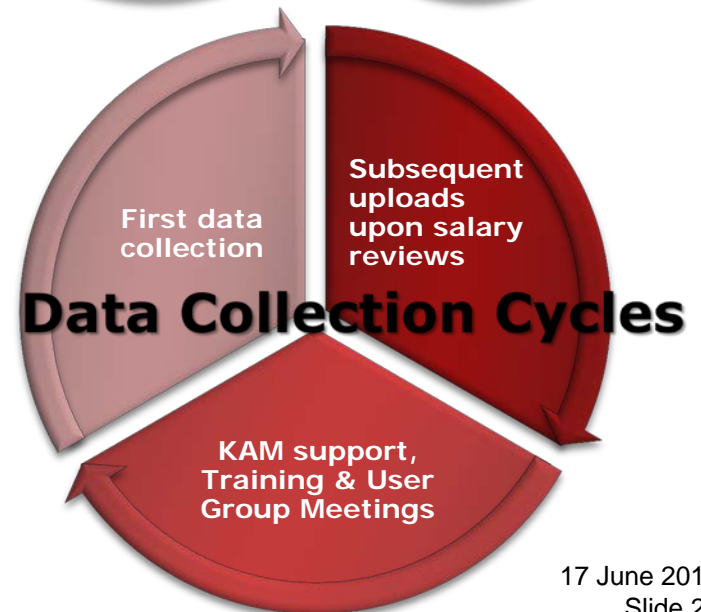
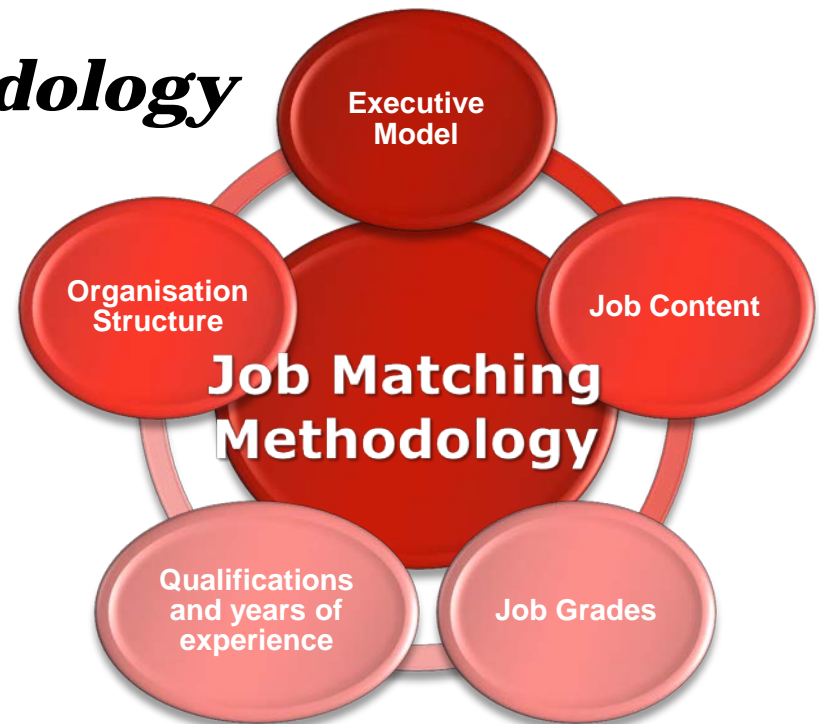
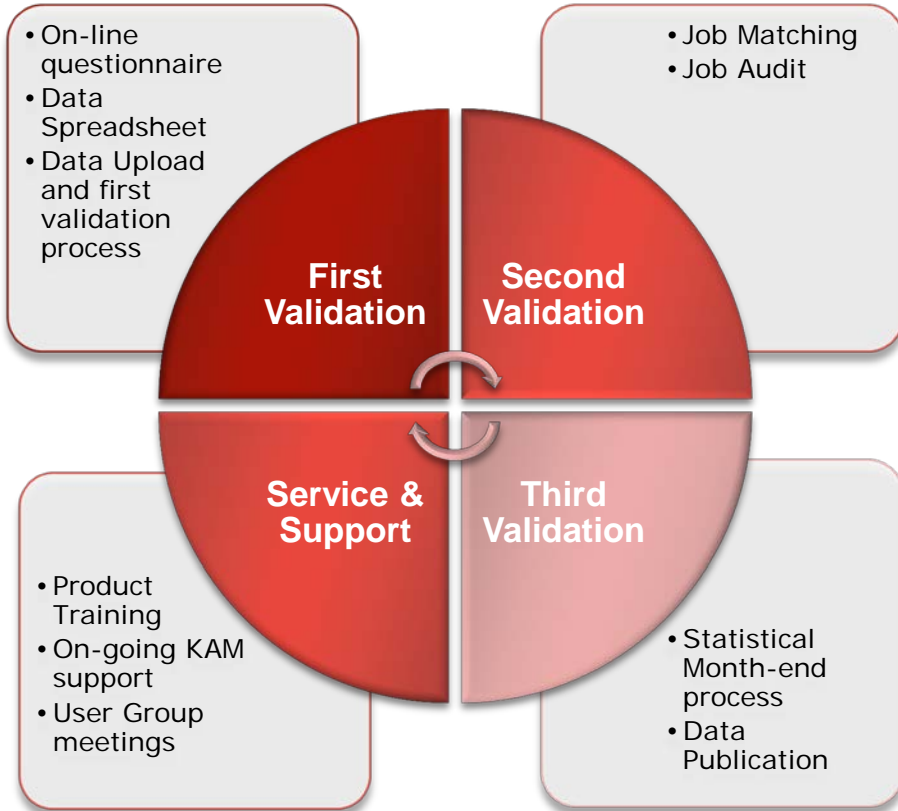
The REMchannel® value proposition

Access to real-time, quality information 365/24/7

Remchannel offers participants an exceptional value proposition that allows access to more than one survey for one data submission annually and one survey fee:

- Top Executive Survey
- General Staff Survey
- Industry Specific Survey
- Job Based Survey
- Grade Based Survey (correlated to all major grading systems)

Survey Collection Methodology



REMeasure® value proposition

***Defendable
internet based
job evaluation
system –
equally
effective at all
levels in the
organisation***

Measures, input, process and output factors

- Qualifications/Experience and Training
- Problem Solving/Communication Skills
- Financial and Strategic Impact

Providing:

- Objective and accurate sizing of positions
- Customisation of terminology utilised in organisation
- Access to job evaluation tool at any time, anywhere
- REMchannel survey participants are provided with instant access to market benchmark data
- Points correlated to all major grading systems

Questions?

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