

Appendix 1

**Southern, Eastern, Western and Central (Sub-Saharan) African Countries
Total Rewards Survey Questionnaire**

For Staff Appointed in Country

Profit & Non Profit Organisations

IMPORTANT NOTE: Please complete and return the Questionnaire by 31 July 2010

Organization name:

Industry Sector:

Physical address for the survey report to be couriered to:

.....

.....code:.....

Country:

Name of person completing the questionnaire:

Position of person within the organization:

Landline telephone number and country code: (.....).....

Cell phone number and country code:

E-mail address:

Should there be any questions, concerns, etc, with regard to the questionnaire, please contact:

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1. Organization Size Parameters

Please fill in the organisation size parameters for the relevant country / branch / operation / head or regional office in the table below:

Organization size parameter explanation	Annual turnover or operating budget for the current financial year	
	Total number of employees for the current financial year , i.e. permanent, part-time and fixed term contract employees	
	Annual Salary and Wage Bill: Annual salary and wage bill defined on total cost of employment basis, for all employees. This includes permanent fulltime and part time employees and employees employed on fixed term contract basis	
	Value of Tangible Assets. This includes the current value of all the following: Land, buildings, machinery, equipment, furniture, office equipment, stock, cash, investments and debtors. Please note that this however excludes intangible assets such as goodwill	
	Current Net Profit Before Tax (if applicable): This includes the budgeted net profit before tax for the current tax year or previous year.	

Southern, Eastern, Western and Central (Sub-Saharan) African Countries Total Rewards Salary Survey Questionnaire

Also complete the table below related to your organisation's pay scales or annual salary review:

Annual remuneration review month or month and year when your organisation's pay scales were last reviewed:	
Average percentage pay scale increase at last review:	
Any additional percentage increases granted on the basis of performance:	
Next pay scale review date:	
Projected pay scale percentage increase amount:	
Any job category or level for which additional increase amount was granted and reason (i.e. necessitated by the market, etc):	

3. GUARANTEED CASH AND NON-CASH BENEFITS NOT INCLUDED IN PAY SCALES. Please note that this does not include any work related allowances such as reimbursive travel, subsistence, standby and overtime, etc.

Please state the average value of all cash or non-cash benefits under the grade or level below. If the cash or non-cash benefit only applies to certain job categories within the grade or level please state the job category/ categories concerned.

NOTE: PLEASE MAKE ADDITIONAL COPIES OF THESE PAGES IF NECESSARY

PAY SCALE GRADE / LEVEL OR JOB CATEGORY / CATEGORIES	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category
YOUR ORGANISATION'S GRADE /LEVEL OR JOB CATEGORY(IES)								
GUARANTEED GENERAL BONUS OR 13TH CHEQUE Annual value of a bonus not related to performance, i.e. 13 th cheque.								
ORGANISATION / COMPANY OWNED OR "TOOL OF TRADE" VEHICLE Value of the vehicle, excluding VAT, as at date of acquisition by the employee								
GUARANTEED TRAVEL ALLOWANCE The total guaranteed annual amount paid to an employee to cover business travel costs. This includes any guaranteed fixed allowances for the capital, license, insurance, maintenance and fuel cost elements for the vehicle concerned but excludes any variable reimbursements for fuel, etc.								
GUARANTEED TELEPHONE ALLOWANCE Annual fixed amount paid to employees to cover business cellular telephone costs.								
GUARANTEED ORGANISATION CONTRIBUTION TO HEALTH INSURANCE / MEDICAL AID SCHEME Annual value of the organisation's contribution or premium to health insurance or for medical aid scheme membership								
GUARANTEED ORGANISATION CONTRIBUTION TO PENSION / PROVIDENT OR RETIREMENT FUND Annual value of the organisation's contributions to an approved Pension, Provident or other Retirement Fund.								

Southern, Eastern, Western and Central (Sub-Saharan) African Countries Total Rewards Salary Survey Questionnaire

PAY SCALE GRADE / LEVEL OR JOB CATEGORY / CATEGORIES	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category	Grade/ Level Or Job Category
GUARANTEED ORGANISATION CONTRIBUTION TO GROUP LIFE / ACCIDENT INSURANCE Annual cost or premium for any group life / accident insurance benefit or cover paid on behalf of the employees and not included in the Pension / Provident / Retirement Fund cover above								
GUARANTEED HOUSING LOAN / SUBSIDY OR HOUSING ACCOMMODATION BENEFIT Annual value of a housing loan / subsidy or market value of a housing and / or accommodation benefit provided to employees								
Company Contribution to Termination / End of Service Gratuity								
ANY OTHER GUARANTEED CASH OR NON-CASH BENEFIT NOT LISTED ABOVE. Please specify what these allowances and / or benefits are below as well as the value in the columns to your right								
PERFORMANCE / INCENTIVE BONUS EARNING OPPORTUNITY 'CAP' Please indicate under the various grades / levels or job category (ies) the percentage or monetary "cap" of your organisations' annual performance / incentive bonus payments								

4. Working Hours per week

How many hours are worked during a normal working week in your organization, excluding lunch breaks, in the relevant country? Please state no. of working hours below:

Employee Category	Number of Working Hours per Week

5. Annual Leave Entitlements

5.1. Normal Annual Leave Entitlements

What are your organisation's normal annual leave entitlements at the different levels of seniority? Please indicate number of days under the different levels of seniority in the table below:

Normal annual leave entitlements at the different levels of seniority, i.e. 15 days per annum			
Professional / Specialist / Finance (Paterson D / E Bands)	Programme / Administrative / Support (Paterson C Band)	Semi Skilled And Unskilled (Paterson A / B Bands)	Other (State level or employee category)

5.2. Additional Annual, Sabbatical or 'Once Off' Annual Leave Based on Length of Service or Some Other Criteria

Does your organization grant any additional annual leave, based on length of service over and above what is granted in 4.3 above, or "sabbatical or "once off" leave, if yes, please complete the table below:

Additional Annual, Sabbatical or 'Once Off' Annual Leave Based on Length of Service or Some Other Criteria			
Years' continuous service, i.e. 5 years	Additional No. of Annual leave days	Indicate whether continuous or "once off"	Criteria or policy, i.e. continuous service or sabbatical, etc.

6. MATERNITY / CHILD ADOPTION LEAVE

6.1. TIME LIMIT OF MATERNITY / ADOPTION LEAVE

What is your organisation time limit on maternity / adoption leave? Please indicate with a (√) in the table below.

TIME LIMIT ON MATERNITY/CHILD ADOPTION LEAVE	√
Maternity / adoption leave benefit provided and administered strictly in accordance with the relevant country legislation	
Addition maternity / adoption leave over and above what is provided in terms of the relevant country legislation. Please indicate and number of days per annum, event, or for a particular cycle.	

6.2. SALARY OR PAY BENEFIT GRANTED TO EMPLOYEES DURING MATERNITY LEAVE PERIOD

Please indicate in the table below what your organisation's policy is on the payment of salaries for employees on maternity / adoption leave

Your Organisation's maternity / adoption leave pay benefit	Time period for benefit

7. FAMILY RESPONSIBILITY LEAVE, i.e. compassionate, paternity, medical appointments and personal business, if an employee's child is ill, etc.

Please indicate in the table below what your organisation's policy is with regard to the above and include number of days per event or per annum

ORGANISATION'S POLICY, please indicate your organisation's policies below	INDICATE NO OF DAYS AND WHETHER THIS IS PER EVENT OR PER ANNUM

8. SICK LEAVE

8.1. SICK LEAVE BENEFIT ON FULL PAY

What is your organisation's sick leave benefit on full pay? Please indicate in the table below:

SICK LEAVE ON FULL PAY POLICY	NO. of DAYS
Sick leave benefit provided and administered strictly in accordance with the relevant country legislation	
Additional sick leave over and above what is provided for in terms of the relevant country legislation. Please indicate and number of days per annum, event, or for a particular cycle.	

8.2. ADDITIONAL SICK LEAVE BENEFIT AND PERIOD AT REDUCED PAY

Some organisations also provide additional sick leave on reduced or half pay. If your organisation provides additional sick leave on reduced or half pay, please indicate in the table below:

ADDITIONAL SICK LEAVE BENEFIT AT REDUCED OR HALF PAY	PLEASE TICK OR INCLUDE NO OF DAYS BELOW
No additional sick leave at reduced pay	
Additional sick leave benefit provided at reduced pay – Specify details below: period and amount of pay below:	

9. REMUNERATION AND BENEFITS PAID TO NON-EXECUTIVE CHAIRMEN, DIRECTORS AND / OR BOARD MEMBERS

How, and to what extent, are your non-executive directors and chairpersons remunerated? Please indicate with a \checkmark and record the monetary values below:

REMUNERATION PAID PER MEETING	Retainer		Payment per meeting		Combination of retainer and payment per meeting	
	\checkmark	Monetary Value	\checkmark	Monetary Value	\checkmark	Monetary Value
Non Executive Chairman of the Board						
Non-executive Director of the Board						
Other, please specify below:						

Thank you very much for completing this questionnaire!

Important:
Please either e-mail your completed questionnaire to info@rewardspecialist.co.za or fax it to +27 (0) 86 549 8183