

## REMUNERATION SURVEYS

It has been said that there is not an employee who believes he or she is being overpaid, and who can't, on occasion, produce a job advert from a newspaper showing that a position with the same title is on offer for higher pay. It is therefore critical that companies have access to reliable information that is truly representative of the whole market, and which overcomes the vagaries of title matching by applying a tried and tested matching methodology, such as job evaluation.

360People is a leader in the African market, in terms of remuneration surveys. We specialize in both national country surveys and niche surveys to our broad client base. The surveys conducted cover all positions ranging from clerical to senior management staff as well as executive and expatriate positions. As the market leader in Africa we have conducted a number of very successful and comprehensive *National Remuneration Surveys in Botswana, Namibia, Tanzania, Uganda, Kenya, Zambia and Swaziland.*

Within South Africa itself, we provide a unique, rolling database of audited executive and non executive director remuneration, which due to the sizing technology employed, we believe is unique, and less open to possible misleading interpretation than un-sized company data would be. 360People and Profile Media are partners in this survey, and the Calibr8 matching technology is employed.

We also provide a number of niche surveys that cover specific market segments, or particular job families.

Currently we are busy with the launch of a new national survey that will follow the formula established in our director survey, and allow for a rolling database and maximum automation to ensure the most up to date information possible.

In certain instances we partner with other consultancies for particular surveys to ensure that clients receive the most comprehensive information possible.

Our survey team has all the usual database and survey skills one would expect, but in addition has professionals who are able to assist clients to:

- 1 Interpret what survey results mean in a particular client context.
- 2 Provide expert advice on benefit practices, as highlighted in surveys, or as raised by clients
- 3 Interpret trends in more than a statistical manner and advise clients on the implications of emerging practices, or remuneration trends.

There is a concern in the industry that remuneration surveys may in fact lead the market, rather than measure what the market is doing. Reward consultancies have been accused of creating trends by capturing uninterpreted hopes of survey participants, very often based on a Human Resources Officer filling in survey input forms as fast as possible. Our current survey team all held managerial or executive roles before joining 360People, and as such we believe we are able to bring acumen and level headedness to bear on our survey interpretation, or advice, provided to clients.

In short, 360People endeavors to provide reliable information, rather than data, to our participants, in a responsible manner.