



Thought Leadership Quarterly

Quarter 3, 2020

Welcome to our third Thought Leadership Quarterly

In this edition:

- Global Living Wage summary report
- Article and Survey on the changing world of work
- Basic Pay versus Total Guaranteed Package
- Statistics 201 for reward professionals
- Sustainable executive remuneration – an empirical analysis summary
- The relationship between self-selected personality characteristics and preferences



Bulletin

Reward professionals require a foundational understanding of statistics to analyse not only internal but also external data. It is the understanding of statistics that is key in the analysis, or when interpreting market data and comparing internal data to external information. In a follow up to our 'Statistics 101 for reward professionals' article featured in our second quarterly of 2020, we delve deeper into quantitative analysis, and focus on descriptive and inferential statistics as part of the field of statistics.

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Article

Who could have predicted, even a year ago, that reward and HR professionals would be dedicating time, energy and creative thought to the challenges that are now part of our everyday life? Organisations are focusing on streamlining their businesses to maximise efficiencies, lowering costs, becoming more agile and responsive, and offering the same or better quality of service in a post COVID-19 world. With changes in the organisation and in the customer experience, we also expect that there will be many changes impacting the employee.

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Back to Basics

Employers are engaged in a continuous “war for talent” and one weapon they have within their arsenal is their remuneration offering. Beyond the basic requirement that the value of the package should be attractive within the market, the employer has a choice of how they would like to structure the package that they offer. The remuneration approach and mix can have an impact in terms of attraction and retention - the value of the basic salary, the choice of whether to provide benefits and the variable pay component and weighting.

This article illustrates some of the considerations that an organisation takes into account when making its choice of remuneration approach.

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Academic Paper

The importance of an organisation’s employees as well as their environmental impact has been viewed with increasing importance in recent years and has placed even further emphasis on the concept of targeting the triple bottom line. In this academic paper summary, we discuss a ‘Sustainable Remuneration Index’ that tracks the position of JSE listed CEOs performance under the pillars of profit, people and planet.

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Take our Survey on The Future World of Work

In preparation for a more detailed Future World of Work Article and Analysis, we invite and encourage you to complete our first of two short surveys covering the themes of ‘New Operating Models’ and ‘The Accelerated Impact of Technology and Digitisation’. The survey should not take more than 15mins to complete and only consolidated survey responses will be shared.

To access the first survey:

- 1 Go to www.Slido.com
- 2 Enter the code: **SARATL**
- 3 Complete the short survey, and click ‘Send’

From our Archives



Global Living Wage - Summary Report

In the context of growing momentum around global living wages, the UK’s Living Wage Foundation held a series of regional conversations with living wage experts between January – February 2020. This report provides a summary of common themes and discussion points which emerged across the dialogues and the



The relationship between self-selected personality characteristics and preferences for job features, organisational features and career goals

The competition among organisations for graduate talent means that in order to be effective at recruiting graduates, organisations need to ensure that they are attractive to graduates. This means that the organisation needs to be perceived as

participating diverse panels of participants.

It was generally agreed across the dialogues that there has been an increase in political campaigning worldwide against wage inequality and growing unaffordability of housing, energy, and other essentials.

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being the best to work for or an employer of choice. Attraction to an organisation depends on what they are able to offer graduates as employees.

The purpose of this study is therefore to explore the extent of the relationship between graduates' self-selected personality characteristics and preferences for specific job features, organisational features and career goals; because findings in literature suggest that there may be a relationship between these constructs.

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Promoting and Developing the Reward Profession and Practices

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