



# Invitation to Participate in 2018 Consumer Market Remuneration Survey

**9th Edition**

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**Compensation and Benefits**

We are pleased to announce the commencement of the 2018 Consumer Market Remuneration Survey ("CMS or the Survey") and wish to invite your company to participate in the exercise. We thank everyone for their support on past editions of the survey. We value and appreciate your support and commitment, without which we would not have progressed this far. With your continuous feedback, the survey continues to evolve in ways that enable you address key reward issues and take strategic decisions.

A key thrust of our survey remains that taking informed pay decisions has the potential of helping businesses save cost, optimise limited resources and enhance their talent practices in order to better drive business results.

To maintain a competitive edge, organisations must continually keep abreast of developments and changes in the pay market. To this end, KPMG conducts the annual consumer market remuneration survey to provide reliable and accurate information, in a professional manner, without compromising on confidentiality.

We have provided below further details of the survey for your information:

### 1. What You Stand to Gain

Participants will receive the following information, amongst others:

- Your company's competitiveness/market positioning in the Industry
- Customised summary of the survey results at a glance per participant
- Wage bill implication of repositioning pay in each company to align with the market
- Practices on incentives and performance-based pay schemes in the market
- Pay trends across the globe and implications for the Nigerian market
- Comparative analysis of ability to pay, using financial size and efficiency indices
- Customized data cut (provided on request), at no cost
- Detailed description of benefits and key HR policies and practices for Nigerian employees
- Information on Expatriate benefits and perquisites – results will only be shared with those that provide this information
- Pay movement in the Consumer Market and other industries over the past one (1) year, including projections for 2019
- Detailed information of practices and trends in the industry, e.g. Attrition Rate
- Information on Macroeconomic Indices, such as GDP, inflation, etc

### 2. Confidentiality

Our surveys are conducted in line with global standards such as US Safe Harbor rules. We treat information provided with utmost confidentiality. Survey results are presented in an aggregated format such that the identity of participants will not be compromised.

### 3. Consumer Market Companies Profile

The Survey continues to feature key players in the Market. Every year, we aim to increase participation to include more players in the Industry. The companies that have featured in the survey since inception are presented below. Suggested additions are welcome to enable us grow the peer group in ways that contribute to your overall objectives:

S/N	Comparator Companies	Sector
1	British American Tobacco	Fast Moving Consumer Goods (FMCG)
2	Cadbury Nigeria PLC	
3	Coca-Cola Nigeria Limited	
4	Dangote Sugar Refinery PLC	
5	Dangote Flour Mills PLC	
6	Fan Milk PLC	
7	Flour Mills of Nigeria PLC	
8	FrieslandCampina WAMCO PLC	
9	Guinness Nigeria PLC	
10	Honeywell Flour Mills PLC	
11	Nestle Nigeria PLC	
12	Nigerian Bottling Company Limited	
13	Nigerian Breweries PLC	
14	Promasidor Nigeria Limited	
15	PZ Cussons Nigeria PLC	
16	Reckitt Benckiser (Nigeria) Ltd	
17	Seven-Up Bottling Company PLC	
18	Suntory Beverage and Foods Nigeria Limited	
19	Twinings Ovaltine Nigeria Limited	
20	UAC of Nigeria PLC	
21	Unilever Nigeria PLC	
22	Cement Company of Northern Nigeria	Building Materials
23	Dangote Industries Limited	
24	Dangote Cement PLC	
25	Lafarge Africa PLC	
26	Premier Paints PLC	
27	AstraZeneca	Pharmaceuticals
28	Fidson Healthcare PLC	
29	May & Baker Nigeria PLC	
30	Pfizer Global Pharmaceuticals	
31	Roche Nigeria Limited	
32	Sanofi-Aventis Nigeria Limited	Telecommunications
33	Airtel Networks Limited	
34	9Mobile Nigeria (EMTS)	
35	MTN Nigeria Communications Limited	
36	Vodacom Business Nigeria Limited	

#### 4. Nature and Scope of Information to be Provided

##### A. Benchmark Levels / Job Families

We will conduct the survey on both job-grade and job-family bases:

###### I. Job Grade Basis

This aspect of the survey will cover all employees from Non-Graduate to Executive Management levels in the comparator organizations i.e. Junior Staff to Managing Director levels. Data gathering will be carried out based on the internal job-grading systems used in the companies.

###### II. Job Family Basis

We will also carry out analysis of fifteen (15) job families to provide information on the relative pricing of jobs in different functions across the companies. The job families to be covered in the analysis, include Administration, Human Resources, Sales, Marketing, ICT, Finance & Accounting, Engineering, amongst others.

##### B. Remuneration Components to be Covered

In line with our Total Remuneration approach, the survey will provide information on remuneration levels and related HR practices in the Sector, as follows:

Fixed Pay (basic salary and all cash allowances)	Benefits-in-Kind (BIK) (status car, generator, medical, meals, loan interest subsidy, etc.)
Variable Pay (pay-outs from all bonus, other short and long term incentive schemes)	Retirement Benefits (pension, gratuity)

#### 5. Survey Participation Fee

The Survey Participation Fee, which entitles each participating company to a report and other support services, is N1m, exclusive of VAT and expenses.

The Kick-Off Meeting is designed to provide the opportunity to discuss and take decisions on key aspects of the survey, the approach for conducting it, obtain participants' expectations, agree timelines, etc. We held the Kick-Off Meeting on 10th of May, 2018.

We look forward to receiving your confirmation of participation in the 2018 edition of the survey.

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