

Deloitte.

Best Company to Work For
Survey 2014
Lead and Develop



Preparing Leadership for Tomorrow

In a world where change is constant, disruption is rife and where high levels of complexity and pace are imminent, leaders find themselves in a very precarious position asking, "How do we lead our organisations under these circumstances"?

Are we living in a time where leadership development is being redefined? This is certainly evident from the results of our 2013 Global Human Capital Trends survey. Our clients told us that yesterday's leadership theories are not keeping pace with the velocity of today's disruptive marketplace. Organisations are seeking a new model for the age of agility.

This need to see leadership in a new light is further perpetuated by the skills required of leaders in the 21st century. These include digital skills, such as working virtually and using social media; agile thinking, particularly the ability to deal with complexity and ambiguity; scenario planning; interpersonal skills, such as effective (physical and virtual) teaming and collaboration; and global operating ability.

Our Human Capital survey has also found that the new world of business also has an impact on how HR in future operates. HR organisations need to become more data-driven, proactive, business-aligned and strategic in nature. Additionally we also need to keep in mind that jobs are getting more specialised and success is being redefined by expertise, not span of control.

Living in a developing world also requires new and innovative approaches to leading business, quite different to those required in a first world market. It is clear then that leading and developing people will need to be dealt with in new and energetic ways. These new approaches will ensure competitiveness in this constantly changing world of business.



Why should you participate

The Best Company to Work For Survey has been conducted annually by Deloitte since 2000 during which time it has emerged as the pre-eminent survey of its kind.

The survey aims to identify and celebrate the best companies to work for across the Southern African region as rated by their most important stakeholder group, namely, their employees.

Apart from the benefits of Industry, Size Category and Regional benchmarking, each participating organisation gains invaluable insights into the reported employment priorities and experiences of its employees which can serve as the basis to optimise their overall employment experience and thereby enhance the organisation's performance and status as a recognised employer of choice.

What are the important dates?

Closing date for entries	31 May 2014
Questionnaires returned by	25 July 2014

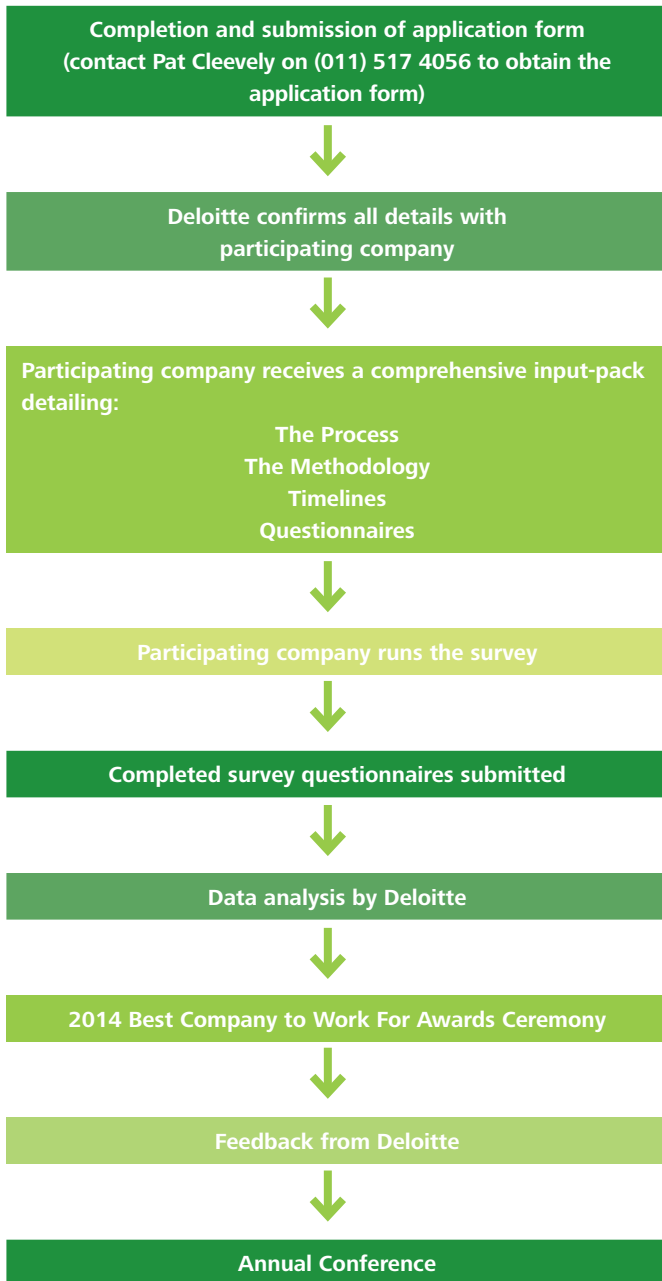
Awards:

Johannesburg	To be advised
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Employee and Employer responses are captured according to the 10 dimensions listed below:

- Sense of Confidence in the Organisation
- Organisational Ethics & Integrity
- Operational Effectiveness
- Relationship with Manager/Supervisor
- Sense of Inclusion in the Organisation
- Overall Job Satisfaction
- Career Development
- Work-Life Balance
- Performance and Recognition
- Remuneration

How does the participation process work?



Who is surveyed?

Rankings will be based exclusively on an organisation's Employee* Input. Although Employer** Input will not be weighted for ranking purposes, it will be required for comparative analysis purposes.

* *Employee Input - a randomly selected stratified sample of employees, distributed across the entire organisation are required to complete the "Employee" questionnaire.*

***Employer Input - all executives, including the CEO, of the organisation are required to complete the "Employer" questionnaire.*

Survey Participation Fees

	Silver	Gold	Platinum
	1 Year	2 Year	3 Year
No. of Employees	Excl. VAT	Excl. VAT	Excl. VAT
Less than 500	R 39 000	R 69 000	R 99 000
501 - 5 000	R 46 000	R 83 000	R 115 000
5 001 - 10 000	R 52 000	R 95 000	R 133 000
> 10 000	R 59 000	R 106 000	R 146 000

Business Unit Segmentation

R5 000 per Business Unit will be charged for over and above the standard participation fee. This cost will be incurred annually.

Survey Participation Options

1. Standard Survey Participation

The standard participation option includes analysis of all the demographic categories listed below:

- Citizen / non-citizen
- Job Level / grade
- Gender
- Age
- Tenure (length of service)

2. Virtual Survey Participation

This option follows the same process and provides the same feedback as Standard participation; the only difference is that a virtual participant elects to be "anonymous" to all other participants: they do not receive any ranking that is reported in the public domain, and are therefore not eligible to be recognised as the Best Company to Work For in any of the Size or Industry Categories at National or Southern African regional levels.

Additional analysis required outside the scope of the survey will be charge accordingly. This analysis will only be possible where the required data segmentation is available. For information on costs please contact the Deloitte survey co-ordinator.

Feedback Presentation

Standard feedback presentation

(no charge)

Participation Fee

This is due on receipt of your 'Participation Pack', which will be sent to you as soon as Deloitte has received your completed application form.

Make a lasting difference to your organisation: Enter Now!

Participation rules:

Entries close on 31 May 2014

Participation in the survey is subject to acceptance of our standard terms and conditions, which are outlined in the application form.

Deloitte & Touche and their promotional agencies may not participate.

For more information:

Visit <https://www.bestcompany.deloitte.co.za> or call 011 517-4056.

Best Company to Work For Survey

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