



PIERRE MARAIS

GLOBAL REMUNERATION PROFESSIONAL AND REWARD CONSULTANT

CONTACT DETAILS

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WORK HISTORY

PROFESSIONAL PROFILE

30 years' experience in Human Capital and Total Reward management across all industries and sectors including government and NGOs, both locally and across sub Saharan Africa. Experience was gained in both a corporate and consulting (executive/top management) capacity, which has provided an understanding of the discipline from both sides. Has provided reward advisory services to leading listed companies and serves as an independent expert member on the Remuneration Committee of two medical schemes. Currently an independent consultant.

- **April 1996 – March 2000** – JCI Shared Services - Human Resources Manager – Human Resources and Remuneration projects and related services for the JCI group of companies
- **April 2000 - April 2004** - Practice Head - Channel Consulting, previously PSG International Compensation (Human Resources and Remuneration Management Consulting firm)
- **April 2004 – August 2013** - Executive Director and Consulting Head - Global Remuneration Solutions (Human Resources and Remuneration Management Consulting firm).
- **September 2013 – February 2014** – Principal Consultant – Mercer South Africa, previously Global Remuneration Solutions
- **March 2014 – February 2016** – Anglo American Platinum Limited - Head of Remuneration and Benefits.
- **March 2016 – February 2018** – Remuneration and Benefits Advisor to Anglo American Platinum Limited (Consulting role)
- **Present** – Remuneration Consultant - (Independent)

EXPERTISE AND EXPERIENCE

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QUALIFICATIONS

- **2005** – University of the Free State – Master of Arts Degree (HES)
- **1998** - University of Cape Town – Graduate School of Business – Strategic Human Resources Management Programme
- **1995** – Rand Afrikaans University – Postgraduate Diploma in Labour Law

PROFESSIONAL MEMBERSHIPS

- Institute of Directors of South Africa (**IODSA**)
- Global Remuneration Professional (**GRP**) WorldatWork Society of Certified Professionals
- Institute People Management (**IPM**)
- SA Board for People Practices Practice (**SABPP**)

ADVISORY SERVICES TO REMUNERATION COMMITTEES

Provided advisory services for the following Remuneration Committees (not a complete list):

- Anglo American Platinum Limited
- Government Employees Pension Fund
- The Rand Mutual Assurance Company Limited
- Department of Public Enterprises
- African Management Services Company
- Hanover Reinsurance

EXECUTIVE COMMITTEES AND BOARDS AS A MEMBER

- **1999 and 2000** - JCI Group Medical Scheme – Executive Committee Member
- **2013** - West Rand Association for the Physically Disabled – Executive Committee Member
- **2004 - 2013** - Executive Director/Partner of Global Remuneration Solutions (Proprietary) Ltd
- **Current** - Vice-Chairman of Executive Management Committee of the Gateway Society (care for the mentally and physically disabled)
- **Current** - Independent Remuneration Committee Member for Profmed Medical Scheme
- **Current** - Independent Remuneration Committee Member for Medshield Medical Scheme

PUBLICATIONS AND PRESENTATIONS

- Master's thesis entitled: ***Management of Academic Staff Performance in Higher Education***
- Co-authored a book on performance management of academic work with Professor AH Strydom (UFS) for publication in May 2004
- Co-author for **Mercer HR Consulting international publications** on SA conditions of employment and emerging trends
- Presented numerous papers at seminars and conventions, including **Gordon Institute of Business Studies, University of the Free State and Mauritius Association of HR Professionals**.
Author of numerous training manuals on remuneration management and presented training sessions to both local and sub Saharan African clients and consultants

AWARDS RECEIVED

- 1992 – JCI Ltd – Human Resources Practitioner of the Year

COMMUNITY INVOLVEMENT

- Pro-bono Human Resources and Reward consultant to community service NGOs.

REFERENCES

- Client and Personal Referee list available on request

**EXPERTISE AND
EXPERIENCE**

REWARD AREA

DETAILS

- | <u>REWARD AREA</u> | <u>DETAILS</u> |
|---|---|
| ▪ Remuneration committees | Advisory support i.e. benchmarking typical/best total reward practice Compilation/reviewing of committee notes Serving/attending as independent expert Training of committee members on reward matters/principles Preparation/review of remuneration reports for annual integrated report |
| ▪ Total reward policy | Formulation of total reward philosophy, strategy and policy based on organisational strategy |
| ▪ Executive remuneration and benchmarking | Benchmarking all elements of executive pay and making recommendations |
| ▪ Short-term incentive schemes | Design of fit for purpose short term incentive schemes based on company strategy. Communication and implementation. |
| ▪ Sales commission schemes | Design and implementation based on company's strategy |
| ▪ Retention schemes | Retention schemes for both executives and senior management/key talent. Includes contractual documentation |
| ▪ Sign-on schemes | For both executives and senior management/key talent. Includes contractual documentation |
| ▪ Production bonus schemes | For manufacturing and mining industries. Includes design, negotiating/consultation and implementation |
| ▪ Long-term incentives schemes | Design and implementation of long-term incentive schemes both share based and cash based. All plan types |
| ▪ Executive letters of appointment | Negotiation of terms and formulation of the employment contract |
| ▪ Executive termination agreements | Negotiation of terms and formulation of the termination agreement |
| ▪ Benefit schemes | Establishment and coordination of benefit schemes (retirement, risk, medical, statutory) |
| ▪ Serving as a trustee on benefits schemes | Mainly in-house medical schemes |
| ▪ Organisational design | Mainly parastatals |

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| <ul style="list-style-type: none"> ▪ Job Evaluation | <p>Job descriptions, job grading, job evaluation policies I have utilised all of the major global proprietary job evaluation systems Chair of job grading committees Training on job evaluation (across sub Saharan Africa)</p> |
| <ul style="list-style-type: none"> ▪ Performance management | <p>Design and implementation of performance management systems Linking performance to reward</p> |
| <ul style="list-style-type: none"> ▪ Guaranteed pay structuring | <p>Pay scale design, benchmarking, total package conversion</p> |
| <ul style="list-style-type: none"> ▪ Annual salary adjustment exercise | <p>Complete annual salary adjustment exercise for both performance based and non-performance based adjustments</p> |
| <ul style="list-style-type: none"> ▪ Mandates for annual salary adjustment/wage negotiation | <p>Research, preparation of mandate request and presentation to remuneration committee/executive committee for approval</p> |
| <ul style="list-style-type: none"> ▪ Wage negotiation | <p>Both as negotiator and reward support during negotiations</p> |
| <ul style="list-style-type: none"> ▪ Engagement with organised labour | <p>On all issues of total reward</p> |
| <ul style="list-style-type: none"> ▪ Reward change management | <p>Project planning, consultation, communication and implementation</p> |
| <ul style="list-style-type: none"> ▪ HR policies | <p>Formulation, drafting, approval process, communication, implementation and compliance monitoring</p> |
| <ul style="list-style-type: none"> ▪ Expatriate/international assignee reward management | <p>Policy, build up methodologies i.e. balance sheet, benchmarking practices, training. All sectors and industries including government</p> |
| <ul style="list-style-type: none"> ▪ HR due diligence exercises | <p>Conducted on target companies in cases of mergers and acquisitions. Mainly global clients targeting local companies.</p> |
| <ul style="list-style-type: none"> ▪ Reward management training | <p>Both local and sub Saharan Africa including Mauritius</p> |
| <ul style="list-style-type: none"> ▪ International publications | <p>Drafting of information brochures on HR and reward practices in RSA</p> |
| <ul style="list-style-type: none"> ▪ Retrenchment exercises | <p>All aspects from consultation to determination of severance packages and exit procedures/support</p> |
| <ul style="list-style-type: none"> ▪ Mentoring and coaching | <p>All aspects of total reward mentoring and coaching from junior management to executive level</p> |