

Preface

This year Report is the 17th in the series of the Analysis of Collective Agreements and Awards on Terms & Conditions (T&C) of employment was carried out on yearly basis. The Report contains analysis of salaries and terms of employment in the collective agreements (CAs) given cognisance by the Industrial Court in 2021 and 11 Industrial Court Awards in 2021 that disputed on terms and conditions of employment.

The Report is divided into two major sections. The first section analysed in-depth the articles in the CAs which included the terms of employment, leaves entitlement, salary adjustment, annual increment, bonus, salary structure, allowances and benefits and salary data by Union, Industry and Location. This year's report contained the comparison of across-the-board salary adjustment.

The second section of the Report is on the analysis of Awards on terms and conditions of employment handed down by the Industrial Court in 2021. The Report analysed the across-the-board salary adjustment, bonus and other articles in dispute before the Industrial Court.

This Report serves as a reliable and insightful reference for the human resource practitioners in designing the compensation and benefits for unionised employees as well as for non-unionised employees. The analysis enables benchmarking for unionized companies in the preparation for negotiations and can be used as an enabling reference tool during collective bargaining with the Unions.