



FOR PSA MEMBERS: **INDUSTRIAL DEVELOPMENT CORPORATION (IDC)**

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05-06-2026

## Feedback: IDC salary negotiations - 4 June 2026

Members were informed that the PSA rejected the employer's response to the demands in the last meeting and parties agreed to go back to their mandating structures to revise their positions and mandates.

### Salary increases across-the-board

The PSA revised the Union's demand for a salary increase of 7.5% to 7% across-the-board. In response, the employer revised its offer as outlined below:

- 4.6% increase for employees on the M-band
- 5% increase for employees on the P-band
- 5.2% increase for employees on Admin band
- 5.4% increase for employees on support band

The employer indicated that the overall offer is 4.8% salary increase on average and that the sliding scale is central to its offer, arguing that it helps to reduce and address pay parity concerns raised by employees.

### Further performance-based increase for top performers

The PSA revised the Union's demand, reducing the proposed salary increase for employees with an average performance score of 3.5 and above from 3% to 2.5%. In response, the employer maintained that the IDC's remuneration philosophy and the existing incentive structures are adequate, including mechanisms to recognise and reward top performers for their contributions. Furthermore, the employer stated that a performance-based salary increase represents a fixed cost, which it argues will perpetuate the IDC's ongoing financial difficulties.

### Pay parity: Equal pay for work of equal value

The PSA maintained the Union's demand for the employer to address pay parity. The employer acceded to the demand to conduct an audit on pay parity within three months and for the outcome of the audit to be ratified three months after the outcome of the audit. The PSA demanded for the audit be conducted by an external service provider to eliminate any perception of bias. In contrast, the employer insists that the

internal audit unit should carry out the process. This demand remains outstanding as parties have not yet reached consensus.

### **Policy on hybrid work**

The employer maintained that developing a comprehensive hybrid policy will require additional time and may not be finalised during the current salary negotiations. It requested that the matter be referred to the Bargaining Forum for further engagement. The PSA, however, expressed concern, noting the Union's experience that issues referred to secondary processes often remain unattended. This demand remains outstanding as parties have not yet reached consensus.

Parties agreed to resume salary negotiations on 15 and 19 June, with the aim of concluding the process in time to implement salary adjustments for IDC employees in July 2026.

Employees who want to join the PSA can visit the PSA's website or contact PSA Provincial Offices.

Reuben Maleka  
GENERAL MANAGER