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

20-07-2026

Feedback: IDC salary negotiations – 17 July 2026

Salary increase: COLA

Members were informed during a meeting that the employer had presented its final offer. The PSA requested that the employer revises the proposal to reflect:

- An average 5.6%-salary increase on the proposed sliding scale in year one.
- Increases of CPI + 1.5% in years two and three, instead of CPI + 1% currently offered.

The employer, however, reiterated its position, stating that it was unable to meet the PSA's revised demand owing to affordability constraints. The employer's final offer is as follows:

- 5% increase for employees on the M-band
- 5.1% increase for employees on the P-band
- 5.4% increase for employees on Admin band
- 5.6% increase for employees on Support band

The employer indicated that it would consult with its principals regarding the PSA's demand for an increase of CPI + 1.5% in years two and three. Feedback on this matter will be provided to the PSA on 23 July 2026.

Further performance-based increase for top performers

Members were informed that 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 were adequate, including mechanisms to recognise and reward top performers for their contributions. Furthermore, the employer stated that a performance-based salary increase represented a fixed cost, which it argued would perpetuate the IDC's ongoing financial difficulties.

Pay parity: Equal pay for work of equal value

The employer acceded to the PSA's demand to conduct an audit on pay parity within three months. The outcome of the audit will be reviewed and rectified within three months after the audit's completion. Parties agreed that the audit will be conducted by the internal audit unit, with the PSA permitted to observe the process to ensure fairness and transparency. Furthermore, both parties agreed to develop terms of reference to guide and regulate the handling of this matter.

Policy on hybrid work

The employer maintained that developing a comprehensive hybrid policy would require additional time and might not be finalised during 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 remained unattended.

The PSA will convene a meeting to request members to provide a mandate on the employer's final offers. Members are strongly encouraged to participate in this mandating process to ensure that the PSA is guided by a clear and collective mandate. The employer has indicated that it is amenable to the PSA's request to implement the salary increase through a supplementary payment, should an agreement be reached.

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

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GENERAL MANAGER