



The following initiatives contributed to the achievement of the reduction:

- Implementation of shifts where employees alternate to work weekends.
- Limitations in respect of the total hours of overtime worked. Overtime was reduced from 40 hours to 32 hours per employee on a monthly basis, and employees were given time off instead of monetary value for overtime worked.
- The time-off option is applicable to employees in various departments who are required to work overtime to meet project deadlines. JPC will continue to manage the impact and find alternative solutions to reduce overtime costs.

Remuneration as a Percentage of Total Operating Expenditure

The ratio is calculated as a percentage of the total remuneration to total operating expenditure. In terms of National Treasury Circular 71, the norm ranges between 25% and 40%. JPC's ratio is 52%. The ratio is 12% more than the upper limit of the range, which, at face value, could indicate inefficiencies, overstaffing and so on. However, at JPC, 80% of employees are part of the property portfolio, with the majority of employees actually doing repairs that would ordinarily be contracted out to external service providers. The cost of these employees have not been reclassified as repairs and maintenance expenses, which adversely affect the ratio.