



Dernières nouvelles

Latest news | Neueste Nachrichten | Utlime notizie | Últimas noticias | 最新消息

November 22nd 2018

COMMENT: Is there any sense in CEO pay?*

Pay differentials exist in all societies, even those labelling themselves as communist. Most people do not rationalise pay gaps in any objective or scientific way, although everyone does seem to accept that people should be rewarded differently because of their skills and effort.

But sadly, all too few of us question the practical benefits, disbenefits, and mechanisms at work in pay structures or the ethical basis for wealth and income distribution.

Let us start with the true basis for differentials and work outwards to its popular rationalisation. The hierarchical structure of commercial organisations is based on command structures. Power is concentrated at the top and thins down towards the bottom. With power comes the ability to acquire more of the wealth generated by the organisation. Ironically too, although it seems that competition increases the higher up the organisation an individual goes, competition is actually greatest in the middle of the organisation, as people push their way up and jockey for career goals. At the top the rules are different: merit does not necessarily hold sway, the gates blocking movement up the chain are fewer and easier to control, and even large salaries – because held by so few people – do not add much to the overall

payroll cost. There are also less people in the command structure to question reward packages, and more scope for the mutual approval of high rewards. Institutional investors are part of the same exclusive demesne and are loath to “rock the boat” so long as the business continues to deliver their dividends.

The CEO persona survives by being remote (how many CEOs are household names?), surrounding itself with mystery and ensuring that pay determination machinery – such as top hat job evaluation schemes – are in place to justify the rewards received. The fact that CEO and board salaries are now commonly published in annual reports and accounts means very little. These are difficult for ordinary people to wade through and also rely on the peculiarly effective stratagem of “hiding in full sight”.

The fact too that senior management is paid through a massive step change in reward from the managers and other employees below them still does not, however, explain why the remuneration of the CEO is usually a further massive step change higher than other colleagues on their company boards. What is the reason for this? In his interesting article “Seven steps to becoming a dictator” (Psychology Today), Mark Van Vugt has pointed out the importance of a strong ideology supporting the notion of absolute rule. Without a single figurehead and a

unifying ideology, the notion of an appointed top management team would crumble, in the same way that a noble needs a monarch to justify their lesser positions. Having a huge pay differential at the very top not only creates lots of space for improving board member personal rewards, but also pushes way beyond all doubt the supremacy of the individual who is guarantor of the corporate nobility.

Of course, there are some top executives where no limits need apply – other than ability to pay. Take, for instance, the case of Richard Branson or Larry Page. No one would doubt that those who have built such a huge empire from nothing in an honest way should reap the rewards of their entrepreneurial risk-taking. But they are wholly different top executives from the ones that have achieved their position largely by grace and favour in a large public corporation. How can some of the extraordinary reward packages they receive ever be justified by factors such as ingenuity, skill, or risk? That is why checks and balances are so important when determining CEO pay and equally why board remuneration committees should be chaired in a genuinely independent way.

There is no set formula that can be used to calculate how someone in a top position should be rewarded. If it amounts to a simple process of comparing the packages of those in similarly sized companies, then the logic becomes circular and lacks legitimacy. Tax remains an important factor when considering the level of reward, as high progressive tax bands can heavily diminish the most generous-seeming package. Moreover, the ratio of CEO pay to any other group is not even the primary issue for a position that is generally only temporary and,

once lost, leaves the individual concerned sometimes unemployable. That is perhaps why an increasing proportion of CEO reward is now taken in the form of bonus. In fact, although much criticised, the “golden parachute” is by far the fairest and most effective way to compensate a CEO. If the parachute exists, they may feel less worried about taking calculated risks and hence act more as if they were a true entrepreneur.

AFRICA AND MIDDLE EAST

ETHIOPIA: In October, we reported that the Ethiopian government will soon abolish visas for all Africans. Soon has now arrived. The Ethiopian government has introduced its new visa-on-arrival service for other African nationals entering the country.

GHANA: A major reorganisation of the Labour Department and Factory Inspectorate is taking place. This will involve the Factory Inspectorate widening its remit to become a “department for occupational safety and health”. Ignatius Baffour Awuah, the Minister of Employment and Labour Relations, has announced the provision of more vehicles to make the inspectorate more mobile and has also signaled the government’s intention to replace two outdated laws – the Workman’s Compensation Law of 1957 and Factories, Offices and Shops Act of 1970. The Ministry has also committed itself to goal 8.8 of the United Nations Sustainable Development Charter to protect labour rights.

KENYA/SOUTH AFRICA: With effect from the 1st of December 2018, multiple entry visas, valid for up to 10 years, will be available for South Africans and Kenyans who wish to visit each other’s country.

LIBYA: The United Nations Security Council has renewed its sanctions against Libya and extended its scope to include gender-based violence. This type of sanction follows the widescale rape of women by militias and others in refugee camps. It has also applied by the UN in recent resolutions against the Central African Republic and South Sudan.

MIDDLE EAST: Employers operating in the Middle East have never been able to ignore the political landscape that is the backdrop to every HR decision that is made. Now there are significant realignments in the region and the emergence of a new bloc of former enemies – Russia, Turkey, and Iran. The dominance of Saudi Arabia is rapidly waning and political allegiances are beginning to span the traditional Sunni-Shia divide.

OMAN: In September, we reported that the international accounting firm KPMG had been fined £2m for misconduct related to work for the company Ted Baker. Recently, the Capital Markets Authority in Oman has announced it has suspended KPMG from new auditing work for a year after finding “major financial and accounting irregularities” at some listed companies where KPMG had been external auditors.

QATAR/INDIA: The Qatari Ministry of Interior has announced that the on-arrival visa for Indian nationals will not now be extendable beyond 30 days. Previously, Indian nationals could extend their visa and stay in Qatar for up to 60 days. In addition, it will now be a requirement, to obtain an on-arrival visa, that the applicant be in possession of a valid credit or debit card in the name of the traveler.

TURKEY: A ban on the visa-on-arrival facility, or the e-visa kiosks at Turkish airports, is now in force. Citizens from over 100 countries covered by the previous facility must now obtain their visas prior to travelling to the country.

TURKEY: Employers should take great care when handling overtime in Turkey due to a number of recent Supreme Court cases. It is therefore important to ensure that all documentary and video evidence about an employee’s entrance and exit to the workplace corresponds to their overtime calculation. If you suspect that an employee is entering the building earlier and leaving later to justify an overtime claim, it is essential to alert security to track their individual movements. Moreover, all payslips indicating overtime pay must be signed by a company officer, preferably in front of another manager.

TURKEY: Citizens from three Central Asian countries - Tajikistan, Kazakhstan and Uzbekistan – are now allowed to visit Turkey visa free for a maximum of 90 days in any 180 day period. The previous limit was 30 days.

ASIA PACIFIC

AUSTRALIA: According to the latest figures from the Australian Bureau of Statistics (ABS), over the year to September 2018, seasonally adjusted wages and salaries in the private sector rose by 2.1%.

CHINA: The province of Shan Dong is now seeking public comments on measures to improve the protection of female employees. Under the draft law, a female employee will become entitled to up to one

hour a day for the purposes of breastfeeding an infant. For multiple births, an additional one hour per day must be allowed for each additional infant. Moreover, any commuting time shall not be included in the nursing time. The proposal also requires employers to provide for a gynaecological examination for all female workers every one or two years. If this is scheduled for working time, paid time off must be provided.

CHINA: Currently, visa-free travel for up to 144 hours is possible at 15 points of entry to China. This will be extended with effect from the 1st of January 2019 to Xiamen airport and seaport, Qingdao airport and seaport, and airports in Wuhan, Chengdu and Kunming.

CHINA: Employers wishing to verify data about higher educational qualifications obtained in China since 2002 may now do so by undertaking an online search at two websites <https://www.chsi.com.cn> (中国高等教育学生信息网 (学信网)) and <http://www.cdgdc.edu.cn> (中国学位与研究生教育信息网 China Academic Degrees & Graduate Education Information). The first of these requires a small annual fee. In both cases employers will need to pre-register and input the IDs of those they are investigating.

CHINA: The latest minimum monthly and hourly wage table covering all provinces, regions and designated municipalities can be viewed [here](#).

JAPAN: Over the year to September 2018, real (inflation-adjusted) wages decreased by 0.4% compared to a revised 0.7% real annual decrease recorded over the year to August 2018. Over the same period, on a non-inflation-adjusted basis, average regular

pay – which accounts for the bulk of monthly wages – rose by 0.8% and overtime pay rose by 0.4%. Special pay, including bonuses, grew by 13.3%.

NEPAL: In a recent review carried out by the labour inspectorate, not a single factory in the country was found to be paying the national minimum wage of Rs13,450 (US\$115.00) a month. In one case, a large manufacturer was found to be employing the majority of its workers from India without prior government clearance – directly in contravention of Clause 22 of the Labour Act.

SINGAPORE: Early in November we reported that the EU and Singapore had signed a landmark free trade agreement. Singapore has just signed another protocol with China to upgrade their existing free trade agreement. Several other agreements covering trade, finance and business cooperation have also been signed under China's 'belt and road' initiative. This could also be a critical way out for the UK as it struggles with Brexit and is prevented from concluding new free-trade agreements separate to those already concluded by the EU. The Singapore government has already indicated it would be happy to continue its free-trade relationship with the UK after a deal or no-deal Brexit. Now that involves access to the Chinese market via Singapore. The way is therefore open to go straight ahead with China deals before EU partners have woken up to the possibilities.

TAIWAN: Over the year to September 2018, monthly pay across Taiwan rose by an average of 2.48% to NT\$41,110 (US\$1,329). Overall average monthly pay – including regular salary plus bonuses, overtime pay and other irregular income – jumped 3.85%

to NT\$47,577 (US\$1,538). Additionally, average overtime pay rose by 11.12% to NT\$1,849 (US\$59.8).

THE AMERICAS

ARGENTINA: The 2019 budget continues the government's austerity programme in an attempt to bring the economy back to health by 2021. It foresees a 0.5% decline in GDP and a reduction in consumer price inflation from an annual rate of 44% to 23%. Meanwhile, companies in the private sector are being required by government decree to pay all workers, by way of cost of living compensation, the sum of 5,000 pesos (US\$139) – half in December 2018 and the other half in February 2019. For further information, contact Federico Cincotta at FedEE corresponding law firm federico.cincotta@cincottaadvisory.com.

ARGENTINA: If an employer wishes to dismiss any employee without valid reason prior to the 31st of March 2019, they must give the Ministry of Production and Labour 10 days' notice. The Ministry has the right to convene a meeting between the parties to determine what conditions may be applied to any future dismissals by the same employer. For this reason, employers should think seriously about notifications for just a few workers that may be called in and lead to future constraints.

CANADA: Although the smoking of cannabis for recreational purposes is now legalised in Canada, the penalties for driving a vehicle under the influence of alcohol or drugs, including cannabis, will be increased next month. The maximum penalty for "impaired driving" will rise from 5 years to 10 years' imprisonment. A conviction for such an

offence will also lead permanent and temporary residents in Canada to lose their rights to remain, or even visit, the country.

CUBA/RUSSIA: With effect from the 21st of December 2018, citizens of Cuba and Russia will increase their visa-free entitlements from 30 days per visit to 90 days in any 180-day period.

URUGUAY: A new job creation programme is being launched on the 1st of January 2019. Those hiring workers aged 15–45 will receive a monthly salary subsidy of 25%, and those hiring workers over 45 will receive a monthly salary subsidy of 40%. These will both be capped at 2.5 times the national minimum wage. To qualify, a company must not owe a state body any overdue payments or have laid off workers (other than for misconduct) 90 days before or after the subsidy takes effect.

USA: Employers in Massachusetts with six or more employees have until the 30th of November to submit the new annual Health Insurance Responsibility Disclosure (HIRD) form, regardless of whether they offer health insurance to their employees or not. Non-compliance may subject to a penalty between US\$1,000 and US\$5,000. For a detailed explanation of HIRD, please check [here](#).

USA: Chapter 16 of the new US-Mexico-Canada Agreement (USMCA) relates to "Temporary Entry for Business Persons". This removes the numerical restriction on "professionals that may qualify for unrestricted entry" and introduces new separate categories for "commercial transactions, public relations and advertising, tourism, tour bus operation and

translation”. Chapter 23 also seeks to protect workers against discrimination on the grounds of sex, sexual orientation, and gender identity. The agreement is due to be signed at the G20 Summit in Argentina on the 30th of November.

USA: The red flag laws on gun safety introduced in eight states following the Florida high school shooting in February now appear to be working. A recent freedom of information request in Maryland has revealed that 114 removal requests were made during the law’s first month in October. Requests can be made by any responsible person, such as an employer, with a justifiable fear of harm by an individual. Orders against buying or possessing a gun last up to one year.

USA: The OSHA has published a set of guidelines concerning the use of drugs testing and safety incentive programmes following a workplace incident. Such actions could be seen by employees as contravening the anti-retaliation rules in workplace safety laws. However, the OSHA states that no infringement would exist if an employer did not single out an employee involved in an accident for special treatment, and also continued to encourage the reporting of incidents.

USA: The existence of a fluctuating workweek (FWW) rule has meant that many employers have not had to pay non-exempt workers at a full premium rate for additional working hours. The FWW allows for a half premium rate to be paid. However, the Department of Labor (DOL) only allows FWW where a fixed salary is paid. In a recent finding by the Fifth Circuit Court of Appeal, the DOL policy was reinforced. The

company concerned had included an incentive payment for working holidays and weekends which they treated as base salary prior to applying FWW. The court ordered the company to pay the overtime premium in full for the previous two years.

USA: The Kentucky Supreme Court has upheld the state’s “Right to Work” law that was introduced last year. The law makes it unlawful to require workers to join a trades union and bars the collection of fees from private sector workers who choose not to join a union, even if they benefit from union negotiated pay and benefits. A total of 29 states have now passed such laws and none have been struck down when subsequently challenged.

WEST INDIES: The Trinidad-based Caribbean Court of Justice (CCJ) has ruled that an archaic law in Guyana against “cross dressing” as a member of the opposite sex was unconstitutional. Guyana is one of only four countries in the Caribbean Community (CARICOM) to have signed up to the CCJ as their final appellate court.

EUROPE

DENMARK: Under the current Danish Equal Treatment Act, sexual harassment is counted as a form of discrimination. However, a new Bill before the Danish parliament defines workplace harassment as a distinct offence and also removes from consideration any “workplace cultural” factors that may otherwise serve to lessen its perceived impact on an individual. Under the amendment, employers will have to adopt anti-harassment policies and introduce appropriate training. The financial penalty for

harassers is also set to rise, but not by a substantial amount.

EUROPE: Our table of latest pay trends across Europe may be viewed [here](#).

EU: According to the latest figures from Eurostat, in 2016, 49% of all upper secondary school pupils in the European Union (EU) followed vocational training programmes. The Czech Republic (73%) and Finland (71%) had the highest shares of upper secondary level students in vocational education programmes, whilst Cyprus (17%) and Hungary (21%) had the lowest shares.

FRANCE: The Court of Cassation (Supreme Court) has ruled that although a non-compete clause in an employee's contract does not trigger with an intra-company transfer – provided the fellow company in the group does not compete with the initial employer – the clock is triggered by the move and its eventual duration will diminish. Thus, if an employee leaves the second company after two years and the clause was for 18 months, no non-compete will be in effect.

GERMANY: The driving of diesel cars in urban areas is becoming a hot issue across the country, with many cities banning vehicles with the highest emission levels from their centres from next year. Company fleet managers will need to address this issue fast, especially for company-owned diesel vehicles where resale prices are already tumbling. Retrofit devices do exist to clean up many older vehicles, but so far only VW and Daimler are offering any substantial assistance to their car owners. It will be 2020 at the earliest before BMW follows suit.

GERMANY: A new law for easing access to employment by non-EU citizens has now been agreed as a move to offset labour shortages in the country. Under the new law, employers will no longer need to prove that neither a German nor any other EU citizen can be found to fill a position before they offer it to another immigrant. The final version of the law is to be presented for approval by the Bundestag next month.

GERMANY: With effect from the 1st of January 2019, the national minimum wage will be increased by 35 cents to 9.19 euros (US\$10.46) per hour. It is estimated that the increase will directly affect around 2 million workers.

ITALY: The Italian Supreme Court has found that recordings of employer–employee discussions are admissible in court, provided that at least one of the parties to the discussion is also a party in the case, and the party which the recording is used against has not successfully contested the content of the recording. To contest a recording, the party must be within time limits, and the evidence must be specific, clear and explicit in respect to the verity of events, demonstrating they were at variance with the recording. General challenges about the recording will not be permitted and the focus of the challenge must only be on whether the conversation took place and was accurately portrayed. If doubts are accepted by the court then technical/forensic evidence must be sought.

MOLDOVA: The European Commission has cancelled payments to Moldova worth over €20m a year and suspended indefinitely payments to the value of €100M due to concerns about the rule of law. The

European parliament has also voted through a resolution stating that Moldova was now a “state captured by oligarchic interests” that exert their influence over most parts of society. Any company operating in the country should take urgent steps to protect its investments from criminal elements that will be seeking to take control.

ROMANIA: In October, we reported that the Labour Ministry was working on a Bill to increase the minimum wage. This has now been agreed and will come into effect on the 1st of December 2018. The new rate will be RON 2,080 (US\$509) per month. However, commencing on the 1st of January 2019, the rate for employees with a university degree and for those with over 15 years of seniority will be RON 2,350 (US\$575.1). The current minimum gross wage (RON 1,900 [US\$465]) applies to all employees, regardless of their education or seniority.

SPAIN: Normally, those found to have acted in a criminal way accept their dismissal. But not in Spain. A case before the European Court of Human Rights (ECHR) has challenged the use of covert video surveillance of employees in a Spanish supermarket chain. Following suspicion about theft and collusion with customers, the chain had installed both visible and covert cameras. They informed the employees about the visible ones, but the employees were not made aware of the others. These detected the helping of customers and other co-workers to steal items and the stealing of items themselves. The employees were called individually to view the evidence and were dismissed. Although the dismissed employees and employer signed a mutual agreement not to go to court, the employees ultimately did so. The court found the action

of the employer to be lawful. The applicants therefore went to the ECHR and won their privacy rights case, although the dismissal itself was found to be fair. Now the Spanish government has taken up the case on appeal (López Ribalda and Others v. Spain) and hopes to have the issue of covert surveillance rights finally resolved.

SPAIN: The draft law on climate change and energy transition will have a huge impact on vehicle manufacture, and therefore jobs, in Spain. This is because motor vehicle production is now a key sector in the economy and the law prohibits all vehicles emitting CO₂ by 2040 and a total “decarbonisation” of transport by 2050.

SLOVAK REPUBLIC: With effect from 2019, the national minimum wage will rise by 8.3% from the current €480 (US\$548) to €520 (US\$594).

SWEDEN/FRANCE: A Muslim female job applicant in Sweden who said she was discriminated against for declining to shake hands with a man at a job interview on religious grounds has won 40,000 kr (US\$4,417) in compensation. Under the court’s ruling, refusing to shake the hand of the opposite sex is a religious manifestation and it is protected by Article 9 of the European Convention [on Human Rights]. By contrast, earlier this year the French Council of State declared that it was lawful for an Algerian woman to be denied French citizenship because her religion forbade her to shake hands with male officials at the citizenship award ceremony. The court also accepted the right of authorities to shut down a Muslim-owned supermarket on the outskirts of Paris last December because the owner refused to sell alcohol and pork.

SWEDEN/USA: Absenteeism continues to be a major day-to-day problem facing HR practitioners, particularly in sectors such as retailing. In Sweden, a recent report from the Institute for Evaluation of Labour Market and Education Policy (IFAU) examines the [employment of people with a history of sickness absence](#). It was found that municipal and non-profit organisations were far more likely to recruit those who had a history of sickness absence than private sector employers, and recruitment was higher too where the workplace had a higher average age of existing employees. Turning the focus to dismissal rather than recruitment, it is clear from FedEE helpline enquiries that employers are seeking to use absence without leave as a pretext for termination. In doing so they are coming up against laws that deny them this right, even if it is contained in an employment contract or HR policy. For instance, in Wisconsin an employer may dismiss an employee if they have more than two absences without notice within any period of 120 days. Although, earlier this year, a tighter restriction was claimed by an employer on appeal in respect to an employee undertaking a probationary period, the blanket “no call no show – then out” approach was not found to be lawful. Companies seeking to put in place provisions for handling AWOL may wish to consult [FedEE’s model policy](#).

UNITED KINGDOM: The voluntary Real Living Wage (RLW) has risen by 2.8% to £9 (US\$11.70) per hour. In London, the new rate is now £10.55 (US\$13.72) an hour. Many large employers across the country are signed up to pay the RLW, but it should not be confused with the statutory national living wage payable to those aged 25+. This is currently set at £7.83 (US\$10.18) an hour.

UNITED KINGDOM: A recent case heard by the Employment Appeals Tribunal (EAT) illustrates how a change in remuneration that coincides with a business transfer is not necessarily unlawful under TUPE rules. The change in question was the removal of an outdated and unjustifiable allowance made to electricians. The EAT argued that the allowance remained questionable even before the transfer and that its removal was effectively no different than if a new manager had questioned it in circumstances where no transfer was involved. This case will be a very useful point of reference for companies that take over employees who are subject to traditional working practices that have long been outmoded and have become unfair in respect to rewards for other employees (Tabberer and Others v. Mears Ltd and Others).

UNITED KINGDOM: The budget supermarket chain Lidl has announced a wage increase for its UK employees to bring staff in line with the RLW. With effect from the 1st of March 2019, the entry-level wages for staff working outside London will rise from £8.75 (US\$11.2) per hour to £9 (US\$11.56) per hour, whilst those working in London will receive £10.55 (US\$13.55) per hour, up from £10.20 (US\$13.1). It is estimated that 17,000 employees will benefit from these changes.

UNITED KINGDOM: Back in 2016, the UK’s official statistical office ONS established a special dashboard on its website to monitor the various stages of Brexit. What is surprising about these figures – as well as the UK stock market and value of Sterling – is how little economic and social trends have deflected from their longer-term pattern. Unemployment is down, GDP growth low but steady, prices and labour costs steady within

the 2–3% band, and retail sales largely positive. Billions of euros are leaving the city and EU tariffs may be only 4 months away, but the fundamentals seem to be sound. Yes, the UK's balance of payments remain in deep negativity, but that has been the case since the late 1990s. UK investors are also investing much more abroad, but so too are foreign investors in the UK. Britain is losing its greatest trading partner, skilled people from the EU are rapidly leaving its shores, the Brexit deal vote will fail whatever it contains, and Britain is facing its deepest political crisis since the second world war, but the appearance of normality and a "stiff upper lip" will be preserved right up until the end. When the inevitable collapse comes – sometime next year – we will monitor and report it all the way down.

UNITED KINGDOM: Until the UK is entirely free from the European Union it is not at liberty to conclude its own deals with other trading partners. To sidestep this it has just started dressing up trade deals in the guise of "Strategic Partnerships for Sustainable Growth". The first of these has been with a shady south American state called Columbia which is happy to take "significant additional proposed investments" by the UK government following a first payment to Columbia of \$160m. Although the initial payment was ostensibly to counter deforestation there has been no evident system established to verify that is what the funds have actually been utilized for.

GLOBAL: Research carried out in the Netherlands published in the medical journal

[The Lancet](#) has concluded that workplace programmes which combined training with a financial incentive had a substantial success rate in cutting down smoking. The experiment found that the addition of a financial incentive (vouchers) had a very significant effect on the success of the outcome after 12 months.

GLOBAL: Although companies across much of the world generally guard against religious discrimination, one of the corollaries of that is a tolerance for religious expression. But this is not so in many countries where it is lawful to express any religious belief except that of atheism or one that originates outside the national culture. This is because a denial of God, something anyone considers sacred (or just belief in the wrong God), is classified as blasphemy. A public declaration of atheism is punishable by a fine or imprisonment in many otherwise civilised countries, such as Germany, Italy and Switzerland, or the death penalty in Nigeria and Saudi Arabia. In Ireland, a referendum has recently supported the removal of blasphemy from the state constitution, whilst in Pakistan, a Christian woman has just been reprieved by the Supreme Court from execution for expressing her beliefs in public. Meanwhile, an increasing number of countries are introducing laws to prevent free speech. This includes Denmark where a Parliamentary Bill proposes a new offence of expressing opinions in line with a foreign power.

Dates for your diary:

January 1st 2019: New individual income tax law becomes effective in **PR China**.

January 1st 2019: **Netherlands** – expat 30% tax ruling – 8 years to 5 years.

January 1st 2019: **Uruguay** – new job creation system launched.

January 1st 2019: **Germany** – New national minimum wage.

January 1st 2019: **Malaysia's** new redundancy fund due to come into force.

March 29th 2019: **UK** Brexit deadline.

March 31st 2019: New DOL FLSA overtime rules will be issued in the **USA**.

January 1st 2020: **Washington State (USA)** Paid family leave law will take effect.

Travel Warnings

ARGENTINA: Expect air, rail, road, ferry travel disruption in Buenos Aires from November the 30th to December the 1st 2018 due to the G20 summit.

AUSTRALIA: People in Sydney, NSW and Canberra with respiratory issues are advised to stay indoors and avoid vigorous exercise due to a dust storm.

CAMEROON: Exercise great caution in the country due to the high level of violent crime and the tensions that exist in the Sahel region.

CHAD: Please avoid non-essential travel to the country, including the capital, N'Djamena, due to incidences of violent crime and the threat of terrorism.

DEMOCRATIC REPUBLIC OF CONGO: Avoid non-essential travel to the Democratic Republic of Congo (DRC) due to the ongoing unstable political and security situation.

DENMARK: Expect regional trains disruptions across the country due to industrial action launched by DSB train personnel.

ECUADOR: Expect flight disruptions because Guayaquil's Jose Joaquin de Olmedo Airport will be closed on the 24th of November for 6 hours.

FRANCE: Expect oil depots and roads blockage due to mass protests across the country. The demonstrations have left one protester dead and hundreds injured.

HAITI: Avoid non-essential travel to the country due to serious civil unrest throughout the country.

INDIA: Dozens have been arrested around a controversial Sabarimala temple in Kerala, India. Visitors are advised to stay away from large crowds and protests.

ISRAEL: Make sure you are vaccinated against measles with the MMR (measles, mumps, and rubella) vaccine when visiting the country because over 1,000 measles cases in the country have been reported since September 2018.

MEXICO: Exercise increased caution in Mexico due to often violent crime.

NIGER: Avoid non-essential travel to Niamey, due to crime and the risk of kidnapping.

PAPUA NEW GUINEA: Visitors are advised against all but essential travel to Hela and Southern Highlands provinces following significantly increased levels of tribal fighting and the declaration of a state of emergency by the Papua New Guinea government. Security throughout the country remains problematic due to widespread crime, corruption and rebellion by the state police.

RENUION ISLAND: Flights are being rescheduled at Roland Garros Airport until the 23rd of November 2018 due to security concerns.

SE ASIA: Warnings have been issued by several health authorities about the spread of a deadly viral disease throughout the region. Japanese encephalitis is a viral disease that is transmitted by mosquitoes in humans causing inflammation of the membranes around the brain. Travellers should take medical advice, particularly if visiting Bali.

UK: Bank Hall station near Liverpool remains closed, while the Wirral Loop Line will close between Christmas and New Year as Merseyrail continues preparations for the introduction of new trains in 2020. South Western Railway staff will be launching industrial action on the 24th of November 2018 in the long-running dispute over the future employment of train guards. Members of the Rail, Maritime and Transport union on the Central Line have threatened to launch industrial action on Friday the 21st of December and Saturday the 22nd of December 2018.

USA: Aircraft fuelers at Seattle-Tacoma International Airport have threatened to launch industrial action that could shut down the airport if a contract agreement is not reached.

VIETNAM: Landslides and floods sparked by Typhoon Toraji have left at least 12 people dead in the southern Vietnamese beach resort city of Nha Trang.

FedEE News

CODE OF PRACTICE: Consultation on FedEE's Employment Standards Institute "[Global Employment Standards Code](#)" will end on November 30th. Please send your views and ideas to the FedEE Secretariate on admin@fedee.com.

HR COUNSEL COURSE: Our modular course is a must for all those involved in giving legal guidance to colleagues in multinational HR Departments. The fee for participation has been on offer for the last two months, but will double at the end of November 2018. So, if you would like

to sign up be sure to do so soon. A brochure setting out the full syllabus for this Advanced Diploma Programme may be viewed [here](#).

NEWSWIRE SUBJECT CODING: By way of experiment, we have been coding the newswire by subject for over a year now. However, we understand that it is not particularly helpful when scanning content. We have therefore discontinued the coding of newswires.

JEAPS: FedEE's proprietary Job Evaluation and Pricing System (JEAPS) has now been updated to a spot reference date of September 1st 2018. We have removed some of the smaller countries and territories (such as the Faroes) and added several important national salary markets from outside Europe – such as India, Japan and the USA. JEAPS differs fundamentally from other pay market information systems because it is far more consistent and based on an evaluation of job size rather than linked to job title. There are many free salary checking services on the Internet - such as Payscale, Glass door, emolument.com and services offered by recruitment companies. These produce highly misleading data, based on either the public submitting (often erroneous) data to an all accepting website or unrepresentative (and often inflated) salaries offered through recruiters on the jobs market that often differ greatly from rates received by people already in jobs. Pay surveys are sometimes better reflections of true pay levels, but only if they are based on job evaluated positions and their participating companies already know broadly what they need to pay. The JEAPS algorithm is highly sophisticated and draws on data from hundreds of sources. The output is as hourly rates (excluding bonus payments) as this is a more useful figure than weekly or monthly rates that could be based on very different working times. It is also a median figure – as the most typical rate in a range. Medians relative to numerical averages range from 0.71% in countries like Brazil and Israel to 0.86 in Scandinavia - where pay differentials are much flatter than in the rest of the world.

NEWSWIRE LINKS: If you wish to explore newswire links please first log-in to the members' area of our website at <https://members.fedee.com/wp-login.php>. The main tables are all available in our knowledgebase.

Source and Disclaimer

The Federation of International Employers (FedEE Global) / La Federación de Empresarios Internacionales / La Fédération des Employeurs Internationaux is a leading non-sectoral organisation for multinational employers. The Federation was founded in 1988 with financial assistance from the European Commission, but today operates as an independent organisation with members in over 100 countries worldwide. Please address correspondence to Adam House, 7-10 Adam Street, The Strand, London WC2N 6AA, UK. Web: <https://www.fedee.com/>

In providing the information contained in this communication neither FedEE, nor any third party authors are rendering any legal, accounting or other professional advice or opinions on specific facts or matters. Neither the Federation of International Employers nor FedEE Corporate Services Limited or their affiliates accept any liability whatsoever for decisions made or action taken or not taken on the basis of this information.

This communication has been sent to you because you or a colleague has requested it – generally through corporate membership of the Federation.

This communication is exclusively directed at a corporate audience on a business to business basis. If received 'unsolicited' by an individual or member of a partnership in error please notify us and we shall remove your details from our records.

If you do not wish to receive future copies of the newswire please return it to admin@fedee.com with "REMOVE" in the subject line.

*NB: It should be noted that the contents of the 'comment section' of the Newswire express the personal views of FedEE's Secretary-General and do not necessarily reflect those of any FedEE members, the FedEE Board or other contributors.

Copyright: FedEE CSL on behalf of Federation of International Employers 2018.