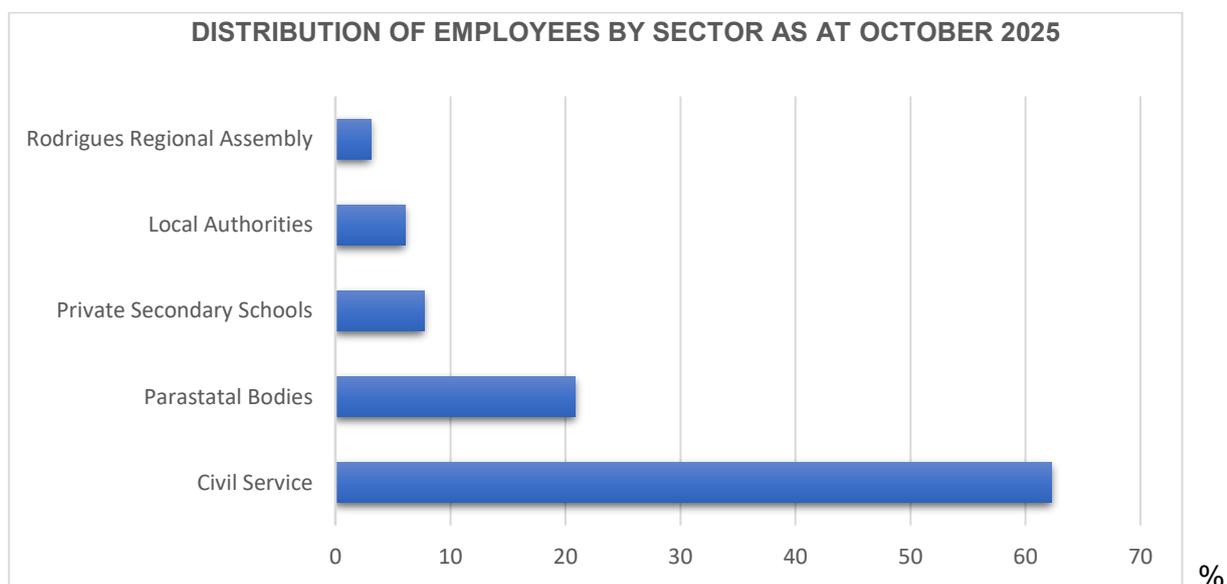


1. INTRODUCTION

- 1.1 In February 2023, approval was obtained for the Pay Research Bureau to embark on the preparation of its 10th Report on Pay and Grading Structures and Conditions of Service in the Public Sector. The last Report was effective as from 01 January 2021 but published in October 2021. This delay in publication was caused by the unprecedented sanitary situation brought about by the Pandemic, which took a toll on the economy and worldwide.
- 1.2 Further to the publication of the 2021 PRB Report in October 2021, an Addendum Report to the latter was published in August 2022 to address certain genuine errors and omissions caused in the wake of the Main Report. Such occurrences are bound to happen given the extensiveness of such a review.
- 1.3 The present Report also has been carried out in no less difficult circumstances, particularly in the prevailing financially constrained environment. This situation has been highlighted in the “State of the Economy” Report of Government and equally reflected in Budget Estimates for the Financial Year 2025-2026.
- 1.4 On the other hand, the continuous upward trend in overall prices, with a marked increase in basic and food commodities, among others, has led to a serious rise in the cost of living. This adverse effect is more deeply felt among our remit group since the economy is moving closer towards consumerism. Therefore, considering the present economic situation and the legitimate aspirations of our stakeholders for a better pay package to alleviate their hardship, it has been an almost impossible task, if not a gargantuan one, to strike the right balance.
- 1.5 Compared to previous ones, this review exercise has proved to be even more daunting especially with the impact of the minimum wage spillovers. The significant increase in the National Minimum Wage to Rs 16500 (inclusive of Additional Remuneration) as from January 2024, had far reaching effects on public sector pay. This not only led to an adjustment in salaries in the Private Sector, but also spurred strong demands from Federations for parity of treatment, that is, salaries in the Public Sector to be adjusted to restore existing relativities among the various grades. As an interim measure to address the issue of salary relativity, pending the publication of the 2026 PRB Report, Government granted as from 01 July 2024, a monthly allowance equivalent to 5% of the 2024 basic salary drawn, subject to a maximum of Rs 2000 to all Public Sector employees.
- 1.6 The above measure coupled with the tapering increases granted annually for compensation in the rise of cost of living has further compressed the salary structure. As a result, the salary ratio 1:6.2 of the General Worker to the Permanent Secretary, set in the 2021 PRB Report, now stands at 1:5.2.

1.7 Concerning recruitment and retention in the Public Sector, we observed that organisations faced such difficulties to a varying degree. A detailed analysis and the causes of these difficulties are presented under Chapter Recruitment, Promotion and Retention. It was found that recruitment and retention problems do not necessarily relate to remuneration and each case must be considered in the light of its particular circumstances. Moreover, data on applications in response to job advertisements in the Civil Service show that for most of the jobs, the Public Sector still remains attractive.

1.8 The size of our remit group hovered around 119420 as at October 2025, including some 28500 Government pensioners. The distribution of same is depicted sector-wise in the Bar Chart below:



1.9 For this Report, the Bureau received an array of representations on various subjects (pay, grading structures and conditions of service) from its different stakeholders, including those submitted on an individual basis, as shown in the Table hereunder:

Stakeholder	Number of Representations
Management	4200
Unions/Federations	9700
Individuals	1500

1.10 Representations made were carefully examined and discussed during meetings held at the Bureau. Meetings with Unions were invariably attended by representatives of Federations. At the very outset of all those meetings, Union members and the representatives of the Federations were carefully explained on the approach adopted, the parameters and the major factors that would be considered in framing our recommendations. Once meetings with

Unions, were completed, the Bureau met the Management of the different organisations for oral presentations of their submissions.

- 1.11 During consultations and while studying the representations, additional information or materials were requested from our stakeholders to enable a proper or thorough examination of certain of their requests. However, in many instances, these were not forwarded to the Bureau. Where the information was critical for decision taking, reminders were issued, but still to no avail. In such circumstance, we had no other option than to set aside the requests as we could not proceed further. **We consider that such passivity significantly undermines the improvement in Conditions of Service of employees/grades concerned.**
- 1.12 Despite all the difficulties encountered in carrying out a review exercise of such magnitude, we managed to formulate our policies without deviating from Government's overall vision and objectives for a prosperous, sustainable and inclusive future. Some other fundamentals considered in the framing of policies are:
- (i) the unfavourable state of the economy coupled with Government's vision to bring expenditure at a sustainable level in the medium term. Affordability and sustainability of pay increases have been central in arriving at our recommendations;
 - (ii) relevant provisions of the National Wage Consultative Council Act and the need to take the National Minimum Wage as the baseline for the salary review;
 - (iii) our job evaluation framework and benchmarking exercise, among others, to set new pay relationships and rates between and within grades;
 - (iv) the evolution in the purchasing power since the last Report;
 - (v) the cumulative rate of inflation and its impact on purchasing power;
 - (vi) additional remuneration paid since the last salary review up to December 2025 to offset the cost of living;
 - (vii) the need to provide a fair and equitable pay package based on the various attributes of the job;
 - (viii) the need to consolidate the link between remuneration and performance; and
 - (ix) acceptability of the Report, bearing in mind Government's vision to, *inter alia*, protect the most vulnerable.

- 1.13 In a few cases, the rationale for granting certain allowances have been expressed in clearer terms for a more consistent implementation across all quarters. Some have been simply discontinued as they no longer served their purpose for some specific reason, while a few have been maintained on a personal basis. In general, allowances have been revised but we focused more on salary revision, the moreso it has a direct impact on benefits.
- 1.14 A general observation made by various Federations related to the size of the PRB Reports, which is considered too voluminous. Consequently, according to them, it is quite difficult at times, to grasp the gist of the different recommendations. They therefore requested for a concise Report along with simple language to ease understanding and avoid any misinterpretation. We took note of their qualms and to the extent practicable have kept the Report concise and simple. In most cases, the rationale for the course of action adopted has been provided. As regards the voluminousness of our Reports, this cannot be wholly addressed, given the size of our remit group, which, as a matter of fact, has further increased for this review, with some new Parastatal Bodies coming under our purview, along with a rise in the number of proposals received.

Layout of the Report

- 1.15 This Report consists of two Volumes. Volume 1 provides, among others, general provisions on some key areas relevant to the mandate of the Bureau, as well as recommendations meant to improve efficiency and effectiveness in the Public Service. The approach adopted in the conduct of this exercise as well as the different Conditions of Service applicable to our remit group have also been reported therein.
- 1.16 Volume 2 on the other hand is divided into four Parts (I to IV) with each Part dedicated to the specificities of the organisation in terms of pay structure, organisation structure and Conditions of Service, as below:
- | | | |
|----------|---|---|
| Part I | : | Civil Service |
| Part II | : | Parastatal and Other Statutory Bodies and the Private Secondary Schools |
| Part III | : | Local Authorities |
| Part IV | : | Rodrigues Regional Assembly |

Implementation of our Recommendations

- 1.17 The recommendations contained in the Report including those relating to Organisation Structure and Conditions of Service should be implemented **within a period of up to 18 months.**
- 1.18 Partial implementation of recommendations may defeat the underlying spirit and lead to anomalies and inconsistencies. **The Report, therefore, should be considered in its globality and the recommendations contained therein as a package since they are inextricably intertwined.**

Effective Date

- 1.19 The date of implementation of this Report is **01 January 2026**, in accordance with the recommendation made in the last Report, namely for a general review to be carried out on a quinquennial basis.

Conversion and Master Salary Scale

- 1.20 The manner to proceed with the salary conversion exercise has been clearly explained in Chapter 20. A Master Salary Conversion Table has been provided at the end of this Volume as well as an Annex at the end of each Part of Volume 2.
- 1.21 The new Master Salary Scale is provided below. The recommended salary scales for all grades are a segment thereof:

Master salary scale: 17975 x 175 - 18500 x 200 - 18900 x 225 - 20925 x 250 - 22175 x 270 - 22445 x 300 - 26945 x 320 - 28865 x 350 - 30965 x 400 - 31765 x 425 - 33040 x 560 - 35840 x 725 - 37290 x 925 - 39140 x 970 - 46900 x 1050 - 49000 x 1100 - 54500 x 1450 - 58850 x 1750 - 62350 x 1850 - 67900 x 1900 - 75500 x 2250 - 86750 x 2500 - 94250 x 2750 - 102500 x 3750 - 110000 x 4000 – 134000.

The Way Forward

- 1.22 This review exercise has been conducted in difficult circumstances, dictated by the state's financial constraints and pressing demands by stakeholders to alleviate their economic hardship. Notwithstanding this conflicting state of affairs, we managed to reconcile both stands to the extent possible. Provisions have also been made to assist the Public Sector to meet the emerging challenges in different spheres.
- 1.23 However, the obtention of the expected results from our recommendations rests mainly on their correct and consistent implementation. The Ministry of Public Service and Administrative Reforms (MPSAR), therefore, has a primordial role to play in this process.

Acknowledgements

- 1.24 We are grateful for the valuable contributions made by all our stakeholders, namely Federations of Staff Associations, Unions, and Management of the different Ministries/Departments/Organisations, including the MPSAR, which is the main body responsible for the implementation of our Report. Their inputs, either through written or oral submissions as well as their views, have proved essential in the framing of policies and recommendations.
- 1.25 Our gratitude also goes to the Solicitor-General, Financial Secretary and Accountant-General for their co-operation and assistance. A special appreciation for the helpful contribution provided by the Secretary to Cabinet with regard to the vision and objectives of Government and issues pertaining to the Administrative Cadre.
- 1.26 Lastly, the Bureau wishes to thank, not only the technical staff of the PRB, but all its personnel, who have in one way or another, contributed in the preparation and publication of this Report. The fact that this review exercise has been conducted in challenging circumstances, which was further exacerbated by an important shortage of technical staff, is being acknowledged unequivocally.

