

INSIGHTS FROM
REMCHANNEL'S
LATEST SURVEY

**HARNESSING
RECOGNITION**

P.15

INTRODUCING

**TALENT
VANTAGE™**

**INNOVATING PAY AND BENEFITS:
A STRATEGIC IMPERATIVE**

P.05

**DEMYSTIFYING
THE NEW
WORLD OF
WORK**

P.18



**COMPANIES ACT
AMENDMENT BILL
IS YOUR ORGANISATION
READY? P.10**



CONTENTS

HR QUARTERLY OCTOBER 2024

03

**Letter from
the Editor**

Lindiwe Sebesho

04

**Get To Know
Gizelle Erwee**

05

**Introducing
TALENT VANTAGE™
Innovating Pay and
Benefits: a Strategic
Imperative**

08

**Industry
Showcase**

10

**Companies Act
Amendment Bill:
Is your Organisation
Ready?**

Lindiwe Sebesho

13

Job Architecture
Shamolia Dursen

15

**Harnessing
Recognition:
Insights From
Remchannel's
Latest Survey**

Gizelle Erwee

18

**Demystifying
the New World
of Work**

Lindiwe Sebesho

20

Workshops

22

Contact Details



13



15



10



05



04



08

REM channel

LETTER FROM THE EDITOR

As we embrace the last quarter of this year, we are filled with immense gratitude for your unwavering support and partnership. Your vote of confidence has enabled Remchannel to continue supporting your success through remuneration and benefits insights, solutions and advice that empower you and your people to navigate the ever-evolving work environment.

Collaborating for a Brighter Future

At Remchannel, we believe that the key to organisational success and financial wellbeing lies in a collaborative approach. By working together, we can create a workplace that not only meets the short-term financial needs of employees, but also supports their overall wellbeing, sustainably. Flexible work arrangements, fair pay and tailored benefits are no longer just value proposition elements; they are essential components of a thriving, forward-looking workforce, and organisation.

To enable you to create meaningful value for your people, we are proud to introduce Talent Vantage™. As the most innovative solution that enables organisations to transform their total reward offering, Talent Vantage™ combines the cutting-edge remuneration insights from Remchannel with Old Mutual Corporate Consultants' extensive experience in employee benefits. For more information on this incredible solution, see page 5.

Thought Leadership

We are proud to be part of an organisation (Old Mutual Corporate) that invests in developing insights and thought leadership to stay ahead in this dynamic landscape. Our commitment to innovation and excellence is reflected in the recent launch of the Old Mutual Thought Leaders Forum, where we participated and had the pleasure of hosting some of our clients. We invite you to engage with the content from the various panels and thought leadership articles, a snippet of which is shared on page 18.



Bespoke Surveys

We have also conducted and released two custom surveys that provide valuable insights. The first highlights key trends in employee recognition, offering a comprehensive reference for engaging employees beyond financial rewards. Notable trends include a shift towards frequent and specific recognition, integrating recognition into daily workflows, and the ongoing rise of peer-to-peer recognition. The second report delves into the payment of attraction and retention awards, revealing that these incentives are often ineffective in retaining talent without a meaningful overall employee value proposition. Go to page 15 for more or speak to your Key Account Manager or email Louna.Robbertse@remchannel.com should you be interested in a full copy thereof.

Leadership Team Changes

As we celebrate these milestones, we also want to take a moment to acknowledge the contributions of Leila Stevenson and Makhosazana (Khosi) Mabaso, who were part of our executive reward team. After over a year of dedicated service, they have decided to return to their previous employer, PwC.

The key to organisational success and financial wellbeing lies in a collaborative approach

This development created the opportunity for us to streamline our reward consulting services under the expert leadership of Gizelle Erwee, who is featured on page 4. Gizelle took over the full consulting capability from 1 October 2024 and will work with a team of internal and independent core and executive reward consulting experts to ensure the continuity and growth of our purpose-driven consulting offering.

Thank you for your continued trust and partnership. Enjoy the informative features in this publication, and let's keep making a positive impact!

Lindiwe Sebesho
MANAGING DIRECTOR: REMCHANNEL®



MEET GIZELLE ERWEE

As head of the consulting practice at Remchannel, Gizelle Erwee leads a team of experts dedicated to designing and implementing effective total reward strategies. This involves all elements of reward, inclusive of core and executive reward, and leading cross-functional initiatives with the Old Mutual Corporate teams responsible for employee benefits consulting as part of our Talent Vantage™ offering. She collaborates with clients to understand their business strategies, unique needs and challenges, and provides tailored solutions that align with their business objectives and drive employee engagement and performance excellence.

Q What do your most successful clients do really well?

A Our most successful clients excel in integrating their reward strategies with their broader business objectives. They prioritise transparency and communication, ensuring that employees understand how their contributions are valued and rewarded. Additionally, they are proactive in staying ahead of industry trends and continuously adapting their reward structures to meet the evolving needs of their workforce.

Q Why is it so important for you to understand the core purpose of your clients' business?

A It allows us to create reward strategies that are not only competitive, but also aligned with their organisational goals and values. This alignment ensures that the reward system supports the overall business strategy and promotes a culture of motivation, productivity and loyalty among employees.

Q What do you wish more organisations knew about reward deal structuring?

A The importance of flexibility and customisation. A one-size-fits-all approach rarely works; instead, reward should be tailored to the diverse needs and preferences of the workforce. By offering a mix of financial and non-financial rewards, organisations can better engage and motivate their employees.

Q What trends are shaping the reward space, and how can organisations prepare for these changes?

A Several trends are poised to shape the reward space, including the increasing emphasis on personalised and holistic reward packages – speciality non-traditional benefits, the integration of technology and data analytics in reward management, and the growing importance of non-monetary reward such as career development opportunities and work-life integration initiatives. Organisations can prepare for these changes by investing in technology, adopting a culture of continuous learning, and being open to innovative reward practices.

Q What is the most important lesson you have learned in your career?

A The value of adaptability. The business landscape is constantly changing, and being able to pivot and adjust strategies in response to new challenges and opportunities is essential. This adaptability not only helps in staying relevant, but also in driving sustained success both for our clients and our own organisation.



INTRODUCING
TALENT
VANTAGE™

Innovating pay and benefits: a strategic imperative

BROUGHT TO YOU BY REMCHANNEL AND OLD MUTUAL CORPORATE CONSULTANTS (a division of Fairbairn Consult)



Today's competitive business landscape makes attracting, engaging, and retaining top talent more important – and more challenging – than ever. Economic pressures are mounting and regulatory frameworks evolving to promote pay transparency, forcing companies to innovate their pay and benefits strategies to ensure equity, fairness, and financial security for their employees.

The Need for Innovation

Traditional approaches to pay and benefits are no longer sufficient. Employees today look for more than just a paycheck; they demand comprehensive, flexible packages that address their immediate financial needs and support their long-term financial well-being goals. Companies must rethink how they structure their pay and benefits.

Talent Vantage™ is the only solution that enables organisations to transform how they reward talent. It combines cutting-edge remuneration insights from Remchannel with Old Mutual Corporate Consultants' extensive experience in employee benefits.

Blessing Utete, Managing Executive of Old Mutual Corporate Consultants and Lindiwe Sebesho, Managing Director of Remchannel, explain: "Talent Vantage™ leverages the strengths of both Remchannel and Old Mutual Corporate Consultants to provide a robust solution for managing and rewarding talent sustainably. Our combined expertise ensures that responsible companies create competitive, fair, and flexible pay and benefits strategies".

Our combined expertise ensures that responsible companies create competitive, fair, and flexible pay and benefits strategies.

Remchannel provides real-time data and tools for crafting competitive packages, ensuring pay structures are fair and responsible whilst Old Mutual Corporate Consultants bring extensive experience in designing and optimising employee benefits. This combined expertise is vital for developing strategies that respond effectively to diverse employees and their increasing need for flexibility.

Address Short-Term Financial Needs

In a tough economic environment, employees often face urgent and immediate financial pressures. Talent Vantage™ helps organisations with:

- **Competitive Pay:** Setting pay packages based on remuneration benchmarks crafted to relevant industry and national standards helps companies remain efficient while attracting top talent.
- **Flexible Pay:** Providing options like on-demand pay (subject to financial education), where employees can access earned wages before payday helps alleviate financial stress.
- **Debt Management Support:** Offering solutions that help employees to manage debt.

This combined expertise is vital for developing strategies that respond effectively to diverse employees and their increasing need for flexibility.

Support Long-Term Financial Security

Talent Vantage™ helps companies support their employees in achieving their long-term financial goals through strategies such as:

- **Enhanced Retirement Plans:** Offering robust and flexible retirement savings plans that encourage employees to save for the future in line with their life stage, while protecting themselves from unforeseen life events.
- **Financial Wellness Programs:** Empowering employees to make informed financial decisions now and for the future by providing education and resources on budgeting, investing, and debt management.
- **Short- and Long-term Incentives:** Structuring incentive plans linked to company performance, aligning employees' interests with the long-term success of the business.

Ensure Equity and Fairness

As regulations promoting pay transparency become more stringent, companies must ensure their pay and benefits practices are fair and equitable. Talent Vantage™ enables this by supporting companies to:

- **Design Inclusive Benefits:** Promoting inclusivity, equity and sustainability by catering to diverse employee needs, including those of different genders, ages, and family situations.
- **Conduct Pay Audits:** Regularly reviewing pay structures to identify and address disparities, ensuring compliance with pay transparency regulations such as the recently approved Companies Amendment Bill.
- **Communicate Transparently:** Building trust among all stakeholders by communicating how pay decisions are made and what factors influence remuneration through a company's Remuneration report.

Your Strategic Advantage

The future of work demands a forward-thinking approach to pay and benefits. By addressing employees' short-term financial needs and fairly supporting their long-term security, companies can leverage Talent Vantage™ to create a thriving, motivated workforce that's ready to meet today's and tomorrow's challenges.



Learn more about how Talent Vantage™ can help you innovate your organisation's pay and benefits strategy in a regulatory-compliant and sustainable manner: oldmutual.co.za/talentvantage or email talentvantage@oldmutual.com. You can also reach us through the contact details on the back page.

INDUSTRY SHOWCASE



**The South African Reward Association
hosts its prestigious annual conference
and Reward Awards banquet.**



Remchannel and Old Mutual Corporate will take centre stage at the South African Reward Association's (SARA) annual showpiece event.

SARA, South Africa's leading professional body dedicated to advancing reward practices, is hosting its annual two-day conference on 31 October and 1 November 2024. This premier event will feature industry leaders sharing insights from local and global perspectives on the trends and issues currently shaping the industry.

Visit our stand, where we will showcase our products and services.

The conference will be followed by the prestigious SARA Reward Awards banquet, proudly sponsored by Remchannel, on 2 November. This annual event recognises individuals and organisations who have demonstrated exceptional achievement, innovation, and commitment within the total reward field.

The theme of this year's SARA Conference is "Breaking Boundaries", highlighting the dynamic nature of the reward landscape. Old Mutual Corporate Managing Director Prabashini Moodley will deliver a keynote address on "A CEO's Perspective on Company Strategy and How an Effective Total Reward Strategy Enables Same". Additionally, Remchannel Managing Director Lindiwe Sebesho will moderate a panel discussion with leading reward experts on navigating the new Companies Amendment Bill requirements.

Not only is Remchannel represented from a speaker perspective, we will have a stand at the conference manned by representatives from both Old Mutual Corporate and Remchannel. Visit our stand, where we will showcase our products and services, and happily assist with any queries around remuneration, benefits and financial wellbeing issues that you may have.

Don't miss this exceptional opportunity to connect with industry leaders and gain valuable insights!

For more information, please contact the Remchannel team or visit the SARA website at www.sara.co.za/Events/SARA-Conference-2024



COMPANIES ACT AMENDMENT BILL IS YOUR ORGANISATION READY?

How to manage the impacts of the Companies Amendment Bill on your organisation.

The Companies Amendment Bill, signed in July 2024, marks a significant shift in South Africa's corporate governance landscape, particularly for Reward Professionals, Human Resource Directors (HRDs), and Remuneration Committees in public and state-owned companies.

The primary aim of the amendment of section 30 and the insertion of sections 30A and 30B of the Companies Act 71 of 2008 is to address income inequality by enhancing accountability and transparency in remuneration practices. Key provisions include remuneration policy approval, whereby public and state-owned companies must prepare and present a remuneration policy for shareholder approval at their AGM every three years or whenever material changes are made.

These companies are also required to prepare a detailed remuneration report which includes the total remuneration of directors and prescribed officers, the highest and lowest-paid employees, and the average and median remuneration of all employees. Under the amendment, directors and prescribed officers receiving remuneration must now be named in the company's annual financial statements.

In addition to the consequences for the Remuneration Committee, non-compliance with the Companies Act Amendment Bill 2023 may result in significant penalties for the company, including fines, reputational damage and legal action.



CHALLENGES

While the Bill aims to foster transparency and enforce corporate governance and accountability, its current phrasing may present several challenges. These include, but are not limited to:

- **Ambiguity in Definitions:** Terms like "material changes" and "total remuneration" may be open to interpretation, leading to inconsistencies in implementation.
- **Administrative Burden:** The requirement for detailed remuneration analysis and reports could impose a significant administrative burden on companies, particularly smaller state-owned entities.
- **Shareholder Engagement:** Ensuring meaningful shareholder engagement and approval of remuneration policies may be challenging, especially in companies with a dispersed shareholder base.



REMCHANNEL'S SUPPORT SERVICES

Remchannel is ready to assist organisations in navigating these changes. We provide services such as:

Pay Gap Analysis: Using metrics defined in the bill to identify and address pay disparities.

Fair Pay Policy Development: Crafting policies that align with fair and responsible pay principles.

Remuneration Report Writing: Preparing comprehensive and compliant remuneration reports.

Shareholder Engagement Support: Facilitating active and informed shareholder participation in remuneration policy and report approvals.

The Bill's current phrasing may present several challenges.

- **Policy Approval Requirement:** Shareholders must approve or reject a company's proposed remuneration policy or any amendments every three years through an ordinary resolution (50%+1). If there is a "material" change within those three years, it also requires shareholder approval. This requirement implies that without this approval, any material changes to the remuneration policy cannot be implemented.
- **Remuneration Report Approval:** The requirement for shareholders to annually vote to approve or reject the company's remuneration report which includes the Chairman's background statement,



remuneration policy, and implementation report means that if shareholders are dissatisfied with the decisions disclosed in the implementation report, they can reject the full remuneration report. However, this report includes the remuneration policy on which shareholders have a separate opportunity to vote, and this can result in undue confusion.

- Failed Vote Impact:** While the non-executive directors on the Remuneration Committee face more specific consequences aimed at ensuring greater accountability and responsiveness to shareholder concerns regarding the remuneration decisions they are mandated to oversee, these can also negatively disrupt the committee's functioning.



RECOMMENDATIONS FOR EFFECTIVE IMPLEMENTATION

To achieve the objectives of the Bill, organisations should provide clear definitions for key terms to ensure consistent interpretation and application. They should develop standardised templates and guidelines to reduce the administrative burden associated with reporting. Digital tools can also be utilised to streamline data collection and reporting processes.

Mechanisms should be implemented to facilitate active and informed shareholder participation in remuneration policy approvals and remuneration report (or rather implementation report) voting. The objective of these engagements should be to increase transparency and accountability that builds trust and confidence in the company's corporate governance framework.



GLOBAL EXPERIENCE OF SIMILAR REGULATIONS

Pay transparency and pay gap regulations have been implemented in various countries, with mixed results.

In EUROPE, the EU's Pay Transparency Directive has shown promise in reducing gender pay gaps, although challenges remain in ensuring consistent application across EU member states.

Mandatory gender pay gap reporting has increased awareness in the UNITED KINGDOM but has not yet led to significant reductions in pay disparities.

In AUSTRALIA, pay gap reporting has highlighted disparities, but its impact on closing the gap has been limited.

Beyond reporting and compliance, organisations should also ensure fair pay practices. This has multiple elements to it. Pay structures should be reviewed regularly to identify and address disparities; and fair pay principles should be included in the organisation's remuneration policy. Pay structures, ranges, and criteria for pay decisions should be defined and communicated clearly.

Training may be needed, too. Remchannel recommends educating managers, HR personnel, employees, unions and other key stakeholders on fair pay practices and the importance of equity and fairness in enhancing employee morale and productivity.

Finally, we recommend that organisations foster an inclusive culture in which employees feel valued, respected and appreciated for their contribution. Successfully closing pay gaps should have a profound impact on all stakeholders, and should contribute to broader social and economic stability.



JOB ARCHITECTURE



The only way to future-proof your organisation during a restructure.



Uncertain economic times force organisations to consider major cost-cutting efforts. This usually translates into a restructuring of the businesses to streamline processes and relook the organisational structure and headcount. During a company restructure, job architecture plays a crucial role in ensuring that the organisation's workforce is aligned with its strategic goals and is clear on the way forward and that any changes made and efficiencies gained are sustained.

Job architecture refers to the framework that defines roles, responsibilities, and relationships within an organisation.

If job architecture is not top of mind when embarking on an organisational restructure, there is a very real danger that in the long run all change efforts will be for naught. The organisation may revert to previous operating models, which would negate the cost savings brought by the restructure. Ensuring job profiles and job evaluations are correctly done prior to, during, and after a restructure will save time and money in the long term.

In order to ensure the long-term sustainability and success of a restructure, organisations need to provide:

1

CLARITY

This is achieved through well-defined roles and responsibilities of key talent, which ensures that employees understand their new or revised positions within the organisation. Clarity prevents confusion and the overlapping of duties. As companies restructure to meet new goals or market conditions, job architecture ensures that the right people are in the right roles to achieve these objectives. It aligns the workforce with the strategic direction.

2

SUSTAINABLE ALLOCATION OF HUMAN RESOURCES

This is ensured through redesigned roles and hierarchies. The appropriate use of job profiling and evaluation ensures streamlining of operations, which helps organisations adapt faster to their new structure. Job architecture ensures that key talent is utilised effectively and efficiently, which ensures talent retention during uncertain times and long-term cost optimisation.

3

FAIR AND EQUITABLE PAY

This is only possible once job architecture efforts have been concluded. Standardising compensation ranges can only become a reality once pay grades and job levels have been aligned. When employees are treated fairly in terms of job expectations, responsibilities, and reward, morale will be maintained during and long after the restructuring.

5

SUCCESSFUL CHANGE MANAGEMENT

This is crucial in any restructure, and is enabled through clear job architecture, which aids in communicating changes effectively to the workforce, reducing uncertainty and helping employees understand their new roles within the restructured organisation.

Job architecture plays a crucial role during a company restructure.

REMCHANNEL'S SUPPORT SERVICES

Remchannel is ready to assist organisations with our best practice job profiling and job evaluations solutions. If you are going through a restructure process, please reach out to us using the contact details on page 21.



HARNESSING RECOGNITION

INSIGHTS FROM REMCHANNEL'S LATEST SURVEY



How to boost employee engagement through strategic acknowledgement

In today's competitive business landscape, employee engagement is more critical than ever. Per Remchannel's latest survey on Recognition, organisations are increasingly acknowledging that one of the most effective ways to enhance employee engagement is through strategic recognition.



Employee recognition is not just about giving out awards or bonuses; it's about creating a culture where employees feel valued and appreciated. When employees know their efforts are recognised, they are more likely to be motivated, engaged, and committed to their work. According to a report by the Brandon Hall Group, companies that prioritise employee recognition multiple times per month are 41% more likely to see increased employee retention and 34% more likely to see increased employee engagement.

There are various forms of recognition that organisations can implement to cater to different needs and preferences:

Informal recognition: These can be simple gestures like a thank-you note, a shout-out in a team meeting, or a small token of appreciation.

Formal recognition: This includes awards, certificates, and public acknowledgements during company events.

Peer-to-peer recognition: Encouraging employees to recognise each other's efforts fosters a sense of community and teamwork.

Performance-based recognition: Acknowledging employees for meeting or exceeding performance goals helps reinforce desired behaviours and outcomes.

● **Benefits of strategic recognition**

Strategic recognition is known to increase team morale and motivation. When employees feel appreciated, they are more likely to go above and beyond in their roles. Productivity is also enhanced, as employees are more likely to take ownership of their tasks and strive for excellence. Employees who feel valued are less likely to leave the company, which reduces turnover rates and the associated costs of hiring and training new employees.

Furthermore, a culture of recognition fosters a positive work environment where employees feel supported and valued. This attracts new talent and retains existing employees.

In Remchannel's recent employee recognition research, participating organisations confirmed these benefits and direct alignment to the objectives of their recognition plans. Survey participants reported that South African organisations currently consider both formal and informal recognition approaches.

All participants (100%) have formal, company-wide awards, with 83% having informal peer-to-peer, subordinate-to-manager, manager-to-subordinate and team recognition plans in place.

Some 75% of participants reported that they have implemented both financial and non-financial reward options. Best practice indicates that a range of non-financial options, with some degree of employee choice in the selection, may offer the greatest motivation.

● **Feedback and nominations**

Remchannel’s survey participants further reported a range of feedback and nomination options for employee recognition.

Nominations can be submitted and managed either manually or electronically through a recognition system. This can be done by any employee or line manager, based on specific award categories and criteria, subject to the review and approval of a selection committee.

If the nominations are done by employees, these can be based on specific award categories and criteria, either with or without manager approval required. Another option is to have each line manager or executive acting as the custodian of an award category, selecting a winner based on set criteria.

75% of survey participants have implemented both financial and non-financial reward options.

● **Implementing a recognition programme**

To effectively harness the power of recognition, organisations should consider the following strategies:

Align with company values: Ensure that recognition aligns with the organisation’s values and goals. Recognise behaviours and achievements that contribute to the overall success of the organisation.

Personalise recognition: Tailor recognition to individual preferences to fit the organisation’s employee profile. Some employees may appreciate public acknowledgment, while others may prefer a private thank-you note.

Encourage peer recognition: Create opportunities for employees to recognise each other’s efforts. This can be through a formal programme or informal channels like team meetings or internal communication platforms.



NON-FINANCE REWARD OPTIONS

- Vouchers, redeemable award points/ company branded merchandise
- Digital or physical scroll/certificate, picture on Wall of Fame, story in magazine or on intranet, etc.
- Experience awards, e.g. local and international trips with/without partner
- Team events, e.g. burger/braai/slippers day, etc.
- Digital or physical badge, stickers, cards, etc.
- Gala event attendance with/without partner
- Time off/other flexible working arrangement perks
- Time off to spend at a non-profit organisation/charity

Consistency is key: Recognition should be a regular part of the company culture, not just an occasional event. Consistent recognition helps maintain high levels of engagement and motivation.

Strategic recognition is a powerful tool that can significantly boost employee engagement. By creating a culture of appreciation, organisations can enhance morale, increase productivity, and foster a positive workplace environment. Implementing a thoughtful and consistent recognition programme is an investment in the future success of both the employees and the organisation.



DEMYSTIFYING THE NEW WORLD OF WORK



For the first time, five generations make up the workplace, bringing different perspectives and priorities. This means a flexible, innovative approach to employee benefits is necessary.

I recently took part in a panel discussion at the Old Mutual Thought Leadership Forum, where the topic focused on employee benefits in the new world of work. Employee benefits are, of course, central to any organisation's employee value proposition (EVP) – but as the workplace model shifts, the strategies to attract and retain talent are becoming more and more complex.

- ▶ At the event Samad Masood, Associate Vice President: Infosys Knowledge Institute at Infosys, presented findings from the Infosys Knowledge Institute's Future of Work 2023 report. He said that while 65% of senior executives are increasing remote working, this isn't enough on its own to attract or retain talented staff. 'Organisations will need – and are carrying out – a combination of initiatives to engage employees and drive retention,' he said.
- ▶ It's a sensible approach. According to the report, companies with higher retention are almost 20% more likely to increase their revenue and profit than those that saw retention fall.
- ▶ But if remote working alone doesn't drive talent attraction and retention, what does? When Infosys analysed workplace initiatives (that respondents had been adding since 2020), they found that some had a clear correlation with increased retention. Reskilling staff had the most impact, followed by home-office stipends and wellness initiatives. While initiatives such as modernisation and automation of digital tools, BYOD (bring your own device) schemes and compensation increases were less commonly utilised, they also proved to have a great impact on retention.
- ▶ Survey respondents indicated a number of workplace initiatives that clearly correlated with increased staff retention. Perhaps surprisingly, employees seemed less motivated by compensation increases than by staff reskilling, home-office stipends and wellness initiatives. That's why broadening employee benefits is so important. The idea of 'lifetime employment' is shifting, and even older workers may not stay in permanent employment until they retire. Whereas working on a contract or freelance basis provides greater flexibility, losing access to company benefits – and especially employer-sponsored retirement funds – is a concern.
- ▶ In South Africa, many employees have to work beyond the average retirement age of 63. Flexible work arrangements contribute to the overall employee experience through phased retirement or part-time work options. This allows older employees to transition into retirement whilst contributing to the transfer of skills to younger-generation workers.
- ▶ Younger employees increasingly demand a 'personalised' workplace experience, with benefits that speak to their unique needs and circumstances. This corresponds with Infosys research, which says personalisation can be a big draw for an individual who is considering joining an organisation – and it can also be what prevents them from leaving.
- ▶ The Remchannel 2023 Employee Benefits Survey indicates that companies are introducing formal recognition and appreciation programmes to increase loyalty, which may lead to greater retention and, as a result, better retirement outcomes. But offering a robust employee retirement plan is just one aspect of the 'total wellness mindset' companies should embrace.
- ▶ "Companies should think about how the plan is delivered, the ease with which employees can benefit from it, and whether they can access the full spectrum of complementary wellness benefits surrounding it. This will help to support better engagement and a positive employee experience," Masood said. 'The overlap and opportunity is clear: by improving the digital access and experience of benefits platforms and services, employers can supercharge the attractiveness of their organisations to employees,' says Masood.
- ▶ Human-centric companies offer an employee experience and benefits that are relevant to their employees' goals and challenges. And as Masood said: 'Each employee is a different individual, with unique preferences. Companies that acknowledge this and go the extra mile to personalise the experiences that they provide to their staff – whether it is through individual learning programmes or flexible benefits – will have an upper hand.'

THE OLD MUTUAL
THOUGHT
LEADERS 
Forum

For more insights and content from the Old Mutual Thought Leaders Forum, and to access a free special report on employee benefits and the South African retirement system, visit www.oldmutual.co.za/corporate/old-mutual-thought-leaders-forum

▶ Workshops

- ▶ INCENTIVE DESIGN - 12 & 13 March 2025
- ▶ JOB PROFILING AND JOB EVALUATION - 18 & 19 March 2025

SURVEYS

- ▶ SALARY & WAGE SURVEY - April 2025
- ▶ SOUTH AFRICAN EMPLOYEE BENEFIT SURVEY - December 2025

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