



Can **disclosure** drive **pay equity**?

Why pay brings people in, but culture makes them stay



Workforce planning: The shift from roles to skills



Technology powers hybrid work, but people make it thrive



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**25 years of powering progress and growth**

BY LINDIWE SEBESHO,  
MANAGING DIRECTOR:  
REMCHANNEL



**T**his quarter's HRQ puts the spotlight on one of the most pressing and complex issues in corporate governance today: executive pay disclosure. As South Africa prepares to implement new provisions under the amended Companies Act, the conversation around transparency, equity, and accountability has never been more urgent.

Mutual Corporate Thought Leaders Forum and HR Indaba to the BPI Iconic Leadership and Excellence Awards, reaffirming our commitment to advancing ethical, informed leadership. At the same time, our latest Salary and Wage Trends research for October 2025 continues to equip organisations with the data needed to make sound, forward-looking pay decisions.

**OUR JOURNEY IS ONE OF SHARED PROGRESS, RESILIENCE, AND AN UNWAVERING BELIEF IN THE POWER OF EVIDENCE-BASED DECISION-MAKING TO SHAPE THE FUTURE OF WORK.**

In our lead article ([page 12](#)), Loshen Naidu explores the global lessons of pay disclosure – revealing that while transparency is a critical first step, it is not a cure-all. Disclosure shines a light on disparities, but it does not fix the structural imbalances that underpin it. The challenge for South African organisations is not only to comply, but also to act: to use disclosed data as a catalyst for deeper reform in remuneration practices, governance, and equity.

As we look toward Remchannel's 25th anniversary in December 2025, we reflect with pride on a legacy built through collaboration with clients, partners, and an HR community that continues to push the boundaries of what's possible. Our journey is one of shared progress, resilience, and an unwavering belief in the power of evidence-based decision-making to shape the future of work.

This quarter also saw our team contribute to key industry conversations, from the Old

IN THIS ISSUE

This edition is packed with insights from leading voices shaping the future of work. In "Overcoming the Talent Paradox" ([page 6](#)), Louna Robbertse explores why talent retention remains a challenge despite attractive pay strategies, while Shamolia Dursen unpacks how evolving work models are redefining not just where we work, but also job scope, accountability and performance management ([page 4](#)). Theresa Kite challenges conventional wisdom in her piece on the obsolescence of the traditional job evaluation, which questions long-held frameworks ([page 8](#)).

On [page 10](#), Thando Mokaulezi offers an analysis of the growing role of HR in advancing environmental, social, and governance objectives.

Each article informs, inspires, and challenges, ensuring you are not just keeping pace but staying ahead in the dynamic evolution of work. Here's to a remarkable quarter, and to celebrating 25 years of Remchannel excellence! ///

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# From Ford to flexibility



The impact of hybrid models on job scope, accountability, and performance metrics.

In 1926, Henry Ford made headlines by introducing the 40-hour, five-day work week – a radical idea at the time. Armed with stopwatches and supervisors, Ford measured employee performance with precision and control. For nearly a century, this model became the gold standard: fixed hours, physical presence, and tightly monitored productivity.

Fast forward to 2020. The COVID-19 pandemic didn't just disrupt our routines, it shattered long-held beliefs about how, where, and when work should happen. Suddenly, the office wasn't the only place work got done. Enter the hybrid work revolution, transforming the very fabric of the workplace.

Employees now operate across physical and digital spaces, and organisations are rethinking everything, from job roles to accountability and performance metrics.

## A NEW ERA OF WORK

Gone are the days of rigid job descriptions. Today's roles are fluid, dynamic, and multidimensional. A product manager, for example, might also

be a virtual facilitator, a digital strategist, and a remote team motivator. This shift isn't just about technology; it's about agility.

Hybrid teams must adapt quickly to changing priorities, tools, and customer needs. As a result, job scope now includes:

- **digital fluency:** navigating virtual platforms with ease
- **cross-functional collaboration:** working across teams without physical boundaries
- **self-management:** owning your time, tasks, and outcomes

Modern performance frameworks include:

- **outcomes and impact:** what was delivered and how it moved the needle, relative to the high standards expected
- **collaboration and engagement:** participation, responsiveness, and contribution
- **innovation and problem-solving:** initiative and creativity in tackling challenges
- **employee well-being:** engagement scores, burnout indicators, and feedback loops

Digital tools like Microsoft Teams, Asana, and Jira help track progress and engagement. But metrics

## TECHNOLOGY MAY POWER HYBRID WORK, BUT PEOPLE MAKE IT THRIVE.

Organisations are moving away from static role definitions and embracing performance frameworks that reward adaptability, continuous learning, and behavioural competencies aligned with company values.

should inform conversations, not replace them. Data must be interpreted with empathy, considering individual contexts, challenges and the support required.

### PUTTING PEOPLE FIRST

Technology may power hybrid work, but people make it thrive. The need for human-centric leadership has never been greater. Flexibility, trust, and support are essential to keeping teams motivated and productive.

Hybrid work also opens the door to personalised performance management. Employees can co-create goals, reflect on their growth, and receive feedback tailored to their unique circumstances. This fosters ownership, accountability, and continuous improvement – the foundation of a successful hybrid model.

### CONTINUED EVOLUTION

According to ITWeb, hybrid work remains prevalent, with the technology, finance and consulting sectors leading the way. A recent Venture Workspace survey found that 60% of respondents use co-working spaces, while 40% said they would never return to a traditional office. The mindset of job applicants has changed significantly, and the war for talent demands that organisations alter their paradigms from traditional to responsible flexibility in all forms.

Hybrid work isn't just a change in location; it's a reimagining of work itself. As organisations embrace this new paradigm, they must evolve their frameworks to reflect the realities of distributed teams. By focusing on outcomes, enabling autonomy and nurturing collaboration, businesses can unlock the full potential of hybrid work and build a future-ready workforce. ///

### ACCOUNTABILITY, REIMAGINED

In a hybrid world, accountability isn't about being seen; it's about being effective. It's about delivering results, building trust, and contributing meaningfully to team goals.

This requires a mindset shift:

- **Outcome-based expectations:** Focus on what gets done and the results thereof, not where or how.
- **Clear communication:** Align goals, set results-based expectations, and keep feedback flowing.
- **Shared responsibility:** Break down silos and empower teams within an organisation to co-own deliverables and hold one another accountable.

Managers play a pivotal role here. They must set clear goals, provide timely feedback, and foster psychological safety. In hybrid settings, leadership must be intentional and inclusive, ensuring remote employees are just as visible and valued as those in the office.

### PERFORMANCE METRICS THAT MATTER

The old metrics (hours worked, desk time, micromanagement) are relics of the past. Today's performance measurement is holistic, human-centric, high standards based, and data-informed.



BY SHAMOLIA DURSTEN,  
SENIOR MANAGER OF  
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REMEASURE

# Overcoming the talent paradox

Why pay brings people in,  
but culture makes them stay.



BY LOUNA ROBBERTSE,  
HEAD OF PRODUCTS &  
RESEARCH SERVICES

Lucrative pay packages and enticing buyout bonuses may be enough to attract top talent, but retention can be far more challenging. As many South African companies are discovering, competitive compensation may open the door, but it doesn't guarantee long-term loyalty or engagement. Here are five reasons why money isn't enough:

## 1. EMPLOYEES ARE LOOKING FOR REWARDS BEYOND THEIR CASH SALARY.

According to Remchannel's October 2025 Salary and Wage Movement Survey, improved career opportunities and increased pay remain important,

but the retention equation is more complex. The latest Old Mutual Corporate Benefits Survey, conducted ahead of the August 2025 Thought Leaders Forum, shows that different generations value different benefits. While older employees prioritise security and long-term protection, middle generations focus on financial and family support, and younger employees seek flexibility, personal growth, and progressive perks. Despite these differences, retirement plans, health insurance, and financial incentives consistently rank as the top three most valued benefits. This demonstrates that effective retention strategies require a tailored mix of competitive pay and diverse benefits to address the evolving needs of today's workforce.

**Organisations prioritising holistic rewards are more successful in attracting and keeping their best talent.**

## 2. SALARY INCREASES AND EMPLOYEE EXPECTATIONS ARE NOT ALIGNED.

Although many companies offer salary increases that outpace inflation, a substantial number of employees still feel financially stretched or undervalued. The Remchannel report notes that the average pay raise in October 2025 was 5.82%, surpassing the September 2025 average inflation rate of 3.4%. Despite this, dissatisfaction persists – not because of the absolute amount, but owing to perceptions of fairness and transparency in how increases are determined. When salary adjustments appear arbitrary or lack clearly communicated principles, even generous pay hikes fail to improve morale or foster a sense of loyalty. This disconnect highlights a vital insight: the credibility and transparency of remuneration processes are just as important as the numbers themselves in building trust and commitment.

## 3. TRADITIONAL INCENTIVES ARE LOSING THEIR POWER.

Conventional tools like retention bonuses, locked-in equity, and contractual commitments are increasingly ineffective unless they are part of a holistic strategy. Employees often view these mechanisms as temporary stop-gaps rather than true incentives for loyalty. Many use the retention period to seek better opportunities elsewhere, leaving as soon as their obligations end. While such incentives may temporarily stem attrition, they seldom inspire authentic engagement or long-term commitment. In today's rapidly evolving work environment, genuine loyalty stems from meaningful relationships and comprehensive reward structures.

## 4. YOUNGER GENERATIONS ARE PRIORITISING CAREER GROWTH, PURPOSE, AND FLEXIBILITY.

The most sought-after employees, especially from Gen Z and Millennial cohorts, are no longer

enticed solely by attractive salaries. They demand opportunities for career growth, work-life balance, and meaningful work. Recent South African research identifies non-financial motivators, such as mentorship, continuous learning, frequent recognition, and flexible work setups, as essential ingredients in retaining top talent. These factors are equally, if not more, critical than remuneration in fostering lasting engagement. Studies referenced in Acta Commercii reinforce that organisations prioritising holistic rewards are more successful in attracting and keeping their best talent.

## 5. EMPLOYERS ARE COMPETING WITH GLOBAL PLAYERS.

As demand for specialised skills in fields like ICT, engineering, and marketing intensifies, South African companies find themselves competing not just locally, but globally. While higher salaries are standard in this fierce competition, financial incentives alone aren't enough to secure and retain top professionals. Without compelling non-financial benefits like professional development opportunities, meaningful work, and flexible arrangements, organisations risk losing their best people to global rivals offering more holistic value. The October 2025 Remchannel report underscores that a truly competitive remuneration package must be coupled with transparent, fair, and meaningful recognition to attract and keep top talent in the new world of work.

**The bottom line?** To win the race for talent, South African employers must look beyond paychecks and bonuses. Long-term retention hinges on holistic strategies that blend competitive compensation with tailored benefits, transparent processes, meaningful recognition, and a culture rooted in purpose and growth. //

# Seeing job evaluation through a new lens

A metamodern lens on job evaluation focuses on people, fairness, and purpose.



BY THERESA KITE,  
KEY ACCOUNT  
MANAGER,  
REMEASURE

For decades, traditional job evaluation systems have served as the backbone of organisational design, reward frameworks, and career development. Rooted in principles of hierarchy, control, and predictability, these systems were well-suited to the industrial and early post-industrial eras.

However, in today's rapidly evolving, hyper-connected, and purpose-driven world, a pressing question arises: is traditional job evaluation actually still relevant?

Traditional job evaluation focuses on clear rules, fixed job levels, and measurable results. Roles are assessed based on factors such as decision-making complexity, span of control, and the level of education and technical skills needed. This provides structure and fairness, but it often misses

In today's rapidly evolving, hyper-connected, and purpose-driven world, a pressing question arises: is traditional job evaluation actually still relevant?

the softer, more flexible aspects of modern work, such as teamwork, emotional intelligence, and adaptability. Given these limitations, is it time for a new approach? Traditional systems tend to reinforce rigid career paths and pay structures, which can potentially limit innovation, flexibility and inclusion. Today's work often involves cross-functional teams, short-term projects, and hybrid roles, and the idea of slotting jobs into predefined boxes is starting to feel outdated.

## REFRAMING JOB EVALUATION WITHIN A MODERN CONTEXT

As organisations rethink how they evaluate work, the metamodern lens offers a way to understand what comes next. Metamodernism is a new way of thinking that mixes two different styles. It takes modernism's clear structure and focus on progress and combines it with postmodernism's questioning attitude, which often uses humour and doubt to challenge old ideas. Instead of picking one side, metamodernism moves between both, accepting that things can be complex, unclear, and even contradictory. This perspective invites us to rethink job evaluation as something more responsive – one that balances structure with adaptability and evolves alongside the shifting realities of modern work.

Using this lens, job value isn't just about rank or technical skill. It's also about relationships, adaptability, ethical leadership, and how well someone's work aligns with the organisation's purpose. Companies using this approach are moving towards flexible job design, team-based evaluation, and ongoing feedback. They focus more on people, fairness, and evolving purpose than on rigid job evaluation systems.

## THE QUESTION IS NOT "IF", BUT "HOW"

Traditional job evaluation systems have long provided structure, clarity, and fairness within organisations. But in today's fast-changing and flexible work environment, these systems can feel out of step with reality. Still, organisations continue to evaluate jobs – because it works.

Job evaluation remains a vital tool for ensuring fairness, guiding pay decisions, and aligning roles with business strategy. The real challenge isn't whether or not we should evaluate jobs, but how we should do it. A metamodern approach invites us to see job evaluation as a dynamic, evolving process – one that grows with the organisation and its people. //

### EVOLVING APPROACHES TO JOB EVALUATION

Forward-thinking organisations are already experimenting with more adaptive and inclusive models to evaluate jobs, such as:



#### Skills-based frameworks:

Rewarding people for the skills they develop, not just their job titles



#### Team-based value mapping:

Measuring success at the team level, focusing on collaboration and customer impact



#### Holacracy:

A system where teams manage themselves, and roles change based on what the organisation needs



#### Continuous feedback systems:

Replacing yearly reviews with ongoing feedback to better reflect real contributions



#### Purpose-driven evaluation:

Including values, ethics, and alignment with the company's mission in how jobs are assessed

# Driving ESG STRATEGY



BY THANDO  
MOKAULEZI,  
REWARD  
CONSULTANT

Positioning HR as a strategic enabler of environmental, social, and governance goals.

**E**nvironmental, social, and governance (ESG) became a topic of global interest in the early 2000s, and has gained a lot of traction since then. In South Africa, an increasing number of organisations report on their sustainability initiatives every year and are under growing pressure to embed ESG within their business strategies.

Reward practitioners play a key role in ensuring that ESG is embedded in both the organisation's overall reward framework and its overall business strategy. Successful implementation depends on early stakeholder engagement, and a shared understanding of what ESG means in the organisation's specific context, the value it brings, and how its impact will be measured.

## TURNING ESG GOALS INTO MEASURABLE OUTCOMES

**1** When designing ESG strategies, reward practitioners should consider the following key approaches:

Integrating ESG metrics as performance measures into executive balanced scorecards, as recommended by Principle 14 (29b) of King IV. This could include measures that reward ethical conduct or adherence to company policies and regulatory standards.

**2** Incorporating the achievement of ESG metrics in short-term or long-term incentive plans, as either:

- **a discrete, weighted metric**, where specific ESG metrics are assigned defined targets and weightings within executive incentive plans. For example, 15% of the plan may be linked to reducing carbon emissions, while 10% could be tied to improving customer satisfaction;

- **the strategic scorecard**, which involves tying a percentage of executive incentives to a strategic scorecard comprising multiple performance metrics. These may include ESG-specific measures or a mix of ESG and financial indicators. The metrics can be weighted or unweighted and may span both quantitative targets, such as environmental performance, and qualitative assessments like progress in cybersecurity initiatives; or
- **ESG modifiers**, which are similar to traditional financial metrics, but can also be applied as modifiers to executive incentive plans, adjusting the overall payout rather than influencing a specific portion. For example, a company may increase or decrease the total payout by a set percentage (for example,  $\pm 15\%$ ) based on ESG performance. This approach is favoured by some investors, who prefer to assess financial performance first, then apply ESG considerations as a reflection of the company's commitment to sustainability.

## KEY CONSIDERATIONS FOR ESG-LINKED REMUNERATION

Boards and remuneration committees must also assess the implications of incorporating ESG targets into pay structures. This includes understanding potential unintended consequences, navigating trade-offs, and preparing for the cultural shift required across the organisation. Recognising ESG's role in driving long-term shareholder value and acknowledging growing expectations from both investors and society is a critical starting point. Any strategic shift towards ESG should prompt a comprehensive review of existing reward frameworks, not only for executives but across all levels of the organisation.

In their 2025 Benchmark Policy Guidelines, proxy adviser Glass Lewis notes that organisations may choose to include ESG metrics in annual bonus



**SOUTH AFRICAN COMPANIES ARE ENCOURAGED TO ADOPT A FORWARD-LOOKING APPROACH.**

plans to drive short-term goals and allow flexibility in adjusting long-term strategies. Alternatively, some organisations may find that long-term sustainability objectives are better supported through ESG metrics embedded in long-term incentive plans.

## WHERE SOUTH AFRICA STANDS IN THE ESG LANDSCAPE

While ESG is not yet formally regulated in South Africa, the country is steadily progressing towards alignment with international standards and investor expectations. Additionally, South African companies – especially those operating across multiple jurisdictions with sustainability disclosure

obligations – are encouraged to adopt a forward-looking approach and anticipate emerging regulatory developments. Globally, it is more common for ESG targets to be incorporated into short-term incentive plans. In contrast, some South African companies have started integrating ESG metrics into their long-term incentive structures. While there is no universally correct approach, it is essential to evaluate the appropriate timeframe within which specific ESG objectives can be effectively addressed when deciding how and whether to link them to reward mechanisms. That said, investors and other stakeholders typically expect a balanced inclusion of both short-term and long-term ESG targets. //



BY LOSHEN NAIDU,  
SENIOR CONSULTANT

# Pay gaps: seen but not solved

South Africa's pending executive pay disclosure regulations align with global trends, but international lessons show that disclosure alone can't fix inequality.

Pay disclosure provisions in South Africa's amended Companies Act have propelled the already animated subject of executive pay (and pay disclosure) into public discourse, even though sections 30A and 30B are not yet in effect.

Although many South African corporates already cater for these provisions in their annual reporting systems, the amendments are likely to enhance South Africa's position by bolstering governance and improving transparency, aligning with key global trends.

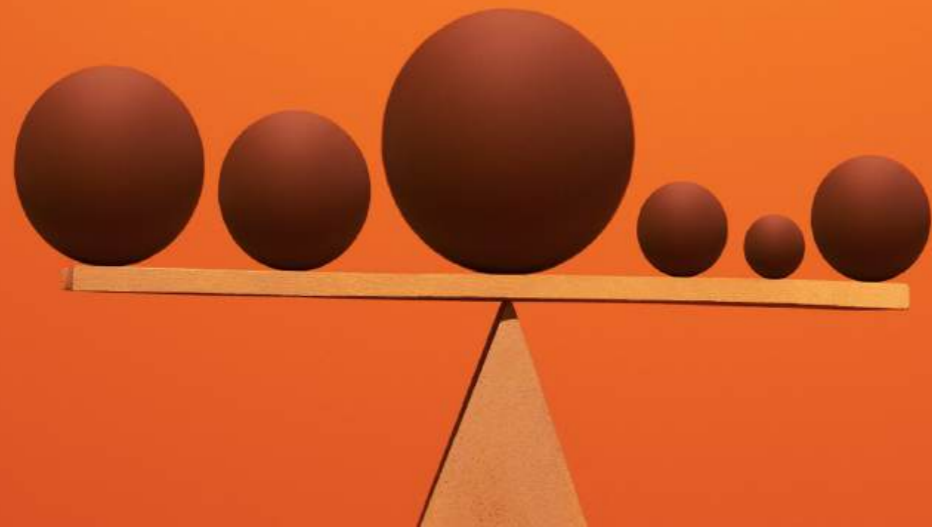
One of the objectives of the amendments is to promote transparency and governance accountability in addressing inequality. But what are the chances of success of these new provisions, once effective?

## IN LINE WITH THE REST OF THE WORLD

Attempting a predictive response to this question, we look beyond our borders to determine the impact of similar regulations in countries and regions where these have been in effect for a while. Key trends confirm that South Africa is on the right path.

There's a clear global shift from "comply or explain" to mandatory disclosure requirements. Singapore's experience illustrates this trend as their previous voluntary approach failed to deliver adequate transparency, prompting regulators to mandate exact disclosures. South Africa and the UK are similarly tightening requirements while maintaining some flexibility.

ONE OF THE OBJECTIVES OF THE AMENDMENT ACTS IS TO PROMOTE EQUITY AND ADDRESS INEQUALITY.



Pay transparency has evolved from an interesting albeit voluntary idea to a global mandate, with a number of countries, including Japan and Australia, requiring gender pay gap reporting and broader pay equity disclosures. The US's CEO pay ratio requirement, the UK's pay ratio rules, and South Africa's pay gap disclosures reflect growing stakeholder concern about income inequality across distinct groups.

Binding (as opposed to non-binding) votes on remuneration are strengthening shareholder voices. While King IV recommended non-binding advisory votes, South Africa's new legislation makes shareholder approval legally binding via ordinary resolution.

## PAY DISCLOSURE IS LIKE TURNING ON A LIGHT IN A DARK ROOM – ESSENTIAL FOR SEEING THE PROBLEM, BUT IT WON'T FIX THE BAD INTERIOR DECORATION.

The UK has maintained binding votes on policy every three years since earlier reforms, plus an annual advisory vote on implementation via ordinary resolution, with specifics to be covered in the forthcoming regulations.

With the anticipated South African picture well positioned in comparison to global norms, how have the countries with tighter measures fared in addressing inequity? The jury is still out.

### DISCLOSURE CAN WORK ...

Research from Canada and the UK shows encouraging results for gender-focused transparency in these countries:

- Canadian university salary disclosure laws reduced their gender pay gap by approximately 20% to 40%, although this was driven primarily (and somewhat worryingly) by slowing men's wage growth rather than increasing women's wages.

- UK university pay transparency initiatives led to higher increases in women's salaries compared to their male counterparts, reducing the gender pay gap by 4.37%, with the effect more pronounced among senior academics.
- UK firms, on average, succeeded in reducing their hourly pay gaps following implementation of gender pay gap disclosure requirements, though they failed to reduce the bonus gap.
- UK pay transparency closed 19% of the gender pay gap by reducing men's wage growth, with underperforming firms and those more exposed to public scrutiny reducing their gaps the most.

### ... BUT IT DOESN'T ALWAYS WORK

In contrast, disclosure of CEO-to-worker pay ratios has been largely ineffective.

- US research found that CEO pay ratio disclosure reform did not lower total remuneration and instead weakened the link between firm performance and executive compensation – an unintended consequence that was misaligned with shareholder interests.
- Companies in the US adjusted their CEO compensation mix to limit components like share awards and perks that could generate negative headlines, without reducing total pay.
- Some legal scholars in the US concluded that, in its current formulation, the CEO pay ratio rule is ineffectual and potentially counterproductive when viewed as a means of addressing inequality and influencing

behaviour on matters of general worker and executive compensation.

### DISCLOSURE IS ONLY THE BEGINNING

While it is important to acknowledge that these very mixed results are based on initial observations in an evolving ecosystem, there are key limiting factors underlying these outcomes that South African stakeholders should pay attention to:



### Enforcement and support

The German equal pay transparency law was effective in reducing the gender wage gap only in the presence of works councils and collective bargaining agreements. Without these institutions present, research has shown that unexplained gender wage gaps actually increased. The key message is that disclosure alone isn't enough to be effective, and that enforcement mechanisms and robust worker representation are needed.



### A level playing field

The US Securities and Exchange Commission (SEC) allows significant latitude in, for example, determining "median worker pay" in their regulations. As a result, there is little consistency among companies' reports, with scepticism around the meaningfulness and real effects of mandatory pay ratio disclosures to date, given multiple applications of this discretion. Employers appear to be "gaming" the measurement of ratios or outsourcing lower-wage elements to boost the measured wages of remaining workers.



### The race to the bottom

Initial data from various countries suggests that heightened transparency and disclosure can reduce gender pay gaps with limited costs for employers, but may not be improving outcomes for lower-paid employees. Gaps were often closed through pay stagnation at the top, rather than improvement at the bottom.

### SHINING A LIGHT ≠ FIXING A PROBLEM

International indicators to date point to disclosure being simply the first step towards reducing pay inequity. Disclosure, in and of itself, has not addressed root causes of inequity in those places that have produced multiple years of related data. It has revealed problems, but has not fixed bargaining power imbalances, market dynamics, or structural inequality.

The global body of evidence suggests that disclosure works best when combined with:

- **Binding requirements:** South Africa's approach is on the right path by requiring shareholder-approved policies with consequences for repeated rejections
- **Economic incentives:** Tax proposals targeting companies with high pay ratios (as defined) can be a direct mechanism to curb pay gaps, with evidence that employers in US states with such proposals are significantly more effective at reducing pay ratios
- **Worker organisation and representation:** Collective bargaining and employee councils amplify disclosure's impact, as evidenced in Germany
- **Mandatory pay range transparency in hiring:** Disaggregated information on worker pay through salary ranges in job postings and hiring platforms appears more effective than aggregate CEO ratios
- **Say-on-pay votes with consequences:** Shareholder engagement can mediate some disclosure effects and the expectation is that South African regulations will include such substantive remediation measures.

Pay disclosure is like turning on a light in a dark room – essential for seeing the problem, but it won't fix the bad interior decoration. Disclosure has been shown to reduce gaps modestly (particularly gender gaps), but expecting it to solve inequality is asking too much of a transparency tool.

### WHAT'S NEXT?

The real work comes in what South Africa does with the disclosed information. The challenge for decision-makers is to take a deep look at tax policy, employment law reform, strengthening worker voices, or changing corporate governance structures against the backdrop of the data that is already being disclosed, and will be once the regulations are effective.

A final comment in relation to South Africa's broader societal inequity, not specifically connected to disclosure, must mention personal wealth gaps. Real wealth is best achieved through a careful strategy to turn employment income into investments that perform.

Most people don't get wealthy from high salaries, but from asset ownership and investment income. Creating opportunities for employees to participate in capital markets, beyond their retirement funds, is an important conversation for the future. //

# The rise OF SKILLS-BASED ORGANISATIONS



BY SMANGELE  
MAPHANGA, ACCOUNT  
AND BUSINESS  
DEVELOPMENT  
MANAGER

How companies are transforming workforce planning and pay structures.

**T**raditional job descriptions no longer meet the evolving requirements of today's workforce. Forward-thinking organisations are moving beyond conventional job roles and deploying employees where their unique strengths and skills can deliver the greatest value. This skills-based model increases organisational agility, while supporting smooth internal mobility, and ensuring that talent is aligned with shifting business priorities.

For employees, this approach is liberating. It brings greater transparency to career development, provides clear pathways for growth, and opens up diverse opportunities that may not have existed within rigid role structures.

Couple this with the rapid rise of new roles as a result of AI and automation, and it becomes clear that organisations need to prioritise demonstrable skills and adaptability, positioning themselves – and their people – to thrive.

## SOUTH AFRICA'S SKILLS IMPERATIVE

South Africa is rapidly embracing the global transition toward skills-based workforce strategies – more out of necessity than choice. Remchannel's October 2025 Salary and Wage Movement Survey highlights an urgent need for organisations to recalibrate their approach to talent management in response to a widening skills deficit.

A decade ago, the focus was on alleviating shortages in technical fields such as engineering and the trades, but today's data shows that skills gaps now permeate most professional sectors. This compels organisations to reimagine how they attract, retain, and deploy talent, prioritising demonstrable capabilities over static job titles or traditional roles.

One of the most significant findings from the Remchannel report is the growing influence

of skills retention on remuneration strategies. Skills retention now accounts for 25.8% of the criteria used by South African companies when determining annual salary increases, showing a decisive shift toward skills-based pay structures.

This is in line with global best practices, where employers increasingly value competencies such as problem-solving, adaptability, and collaboration as critical drivers of organisational performance and individual advancement. Leading organisations are implementing robust skills assessments and project-based evaluations, ensuring that pay and progression reflect real capabilities rather than academic credentials alone.

The move to skills-based talent management is also expanding access to broader and more diverse talent pools. Organisations can use simulations, practical assessments, and portfolio evidence to identify high-potential individuals who may lack formal qualifications but possess the skills needed to excel.

This inclusive approach is particularly valuable in sectors facing acute shortages of skilled professionals, and is echoed in findings from global HR platforms such as Pebl. By focusing on what individuals can actually do – rather than the titles or credentials they hold – employers can tap into hidden talent and build more resilient, innovative teams.

## THE LESSON FOR BUSINESS LEADERS

Organisations that anchor talent decisions, compensation, and performance management in measurable skills are better equipped to thrive amid constant disruption. This approach fosters agility, fuels innovation, and drives sustained growth. As rapid technological change redefines work, companies that prioritise skills over roles gain a clear competitive edge, unlocking greater inclusivity, readiness, and capacity to adapt. //

**THE MOVE TO  
SKILLS-BASED TALENT  
MANAGEMENT IS  
EXPANDING ACCESS  
TO BROADER AND  
MORE DIVERSE  
TALENT POOLS.**

# In the news

The latest updates, insights and events from Remchannel.

## UPCOMING WORKSHOPS

This year's final workshop – the Excel Power Workshop – takes place on 19 and 20 November. Next year's sessions will begin in February 2026. Watch this space!

## THOUGHTS ON BENEFIT FLEXIBILITY

Flexibility has become the new currency of attraction and retention, but how can employers offer meaningful choice without leaving people financially exposed? In a recent article, Blessing Utete of Old Mutual Corporate Consultants and Lindiwe Sebesho, our MD, argued for “responsible benefits flexibility” – a framework that allows for choice within protective boundaries. While employees crave customisation, research shows that retirement savings, healthcare, and risk benefits remain essential pillars of security. Thus, the solution lies in smart design: setting robust defaults, tiered options, and structured flexibility that evolves with employees' life stages.

Subscribe to the MINDSPACE publication to read the full article on [page 60 of this special edition](#).

**>70%** of employees feel that having a say in choosing benefits is highly important.

**69%** of Gen Z employees say that flexibility in pay structure is extremely valuable.

**41%** of Baby Boomers say that flexibility in pay structure is extremely valuable.

**77%**

of surveyed employees had either hybrid (44%) or flexible (33%) working arrangements.

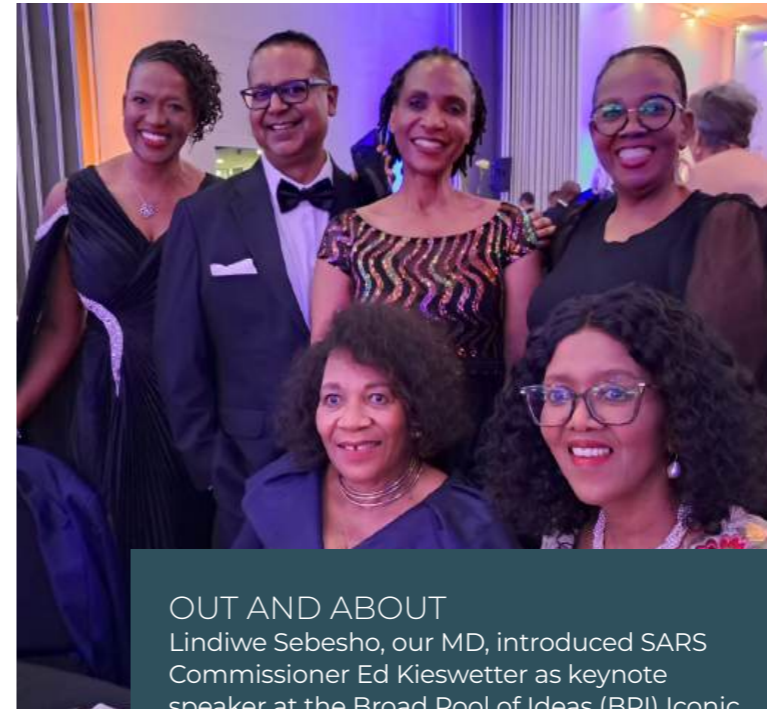
**82%**

of those employees who have no flexibility would like flexibility.

Source: Old Mutual Corporate's Employee Benefits Annual Trends Survey 2025

## PAVING THE WAY FOR FAIR PAY

South Africa's new remuneration rules require businesses to disclose their highest and lowest salaries, the pay gap between the top and bottom 5% of earners, and the overall average pay across their workforces. Lindiwe Sebesho, our MD, was quoted in a recent article by Currency, highlighting that culture starts from the top, and encouraging executives to buy in – not just for their organisations, but for society as a whole. [See page 12](#) for more on this topic.



## OUT AND ABOUT

Lindiwe Sebesho, our MD, introduced SARS Commissioner Ed Kieswetter as keynote speaker at the Broad Pool of Ideas (BPI) Iconic Leadership and Excellence Awards. We were proud to attend, and congratulate all the evening's honourees.



## STAY CONNECTED

[Follow Remchannel on LinkedIn](#) for comprehensive data, analytics and consulting services designed to support effective talent acquisition, engagement and retention.

## REWARD, RECOGNITION AND THE ROAD AHEAD



We were delighted to attend the 2025 South African Reward Association (SARA) Conference, held on 30-31 October at The Wanderers Club in Illovo, Johannesburg. Celebrating 25 years of insights, the event brought together clients, industry peers, and thought leaders to explore some of the most pressing issues shaping today's reward and HR landscape. With a stellar line-up of speakers and a strong focus on the future of work and the impact of technology, the conference offered rich discussion and fresh inspiration.



# INTRODUCING TALENT VANTAGE™

Talent Vantage is an integrated offering that combines the benefits experience and expertise of Old Mutual Corporate Consultants with the specialist insights of our total reward management platform and consultancy, Remchannel.

Designed to help you attract, engage and retain the top talent in your industry, Talent Vantage:

- Delivers competitive remuneration strategies
- Optimises your benefits packages, and
- Helps you implement performance-based incentives.

Drawing on the strength of both Remchannel and Old Mutual Corporate Consultants, Talent Vantage offers a **comprehensive suite of consulting services**, covering everything from **guaranteed pay** to **employee benefits** and **variable pay**.

**Speak to us** – for a free employee benefits evaluation to help you craft an employee value proposition that helps you win that war for talent. [info@remchannel.com](mailto:info@remchannel.com)