

25 YEARS  
OF INSIGHT

Decades of data  
& expertise  
shaping reward  
strategy today



What the Salary & Wage  
Movement Survey revealed



The art of remunerating  
a global workforce



Aligning job architecture with the  
revised Employment Equity Act





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Lindiwe Sebesho

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Your partner of choice

## Celebrating progress, innovation, and 25 years of partnership



As we close another remarkable quarter, it's with immense pride and gratitude that we reflect on the milestones that continue to shape Remchannel's journey. This edition is especially significant as it marks our progress midway through the year and the lead-up to our 25th anniversary – a celebration of resilience, innovation, and enduring partnerships.

The past quarter has been one of focused strategic execution, dynamic engagement, and innovative advancement. We were privileged to host a client session on the amended Companies Act, attended by over 100 clients at our offices in Sandton. The insights shared and illustrated on [page 22](#) reaffirm the strength of our community and the value of

remuneration decisions through comprehensive insights and intelligence. This will enhance their ability to attract, engage and retain talent while ensuring compliance with pay-equity regulations. It's a bold step forward in our mission to support fair, transparent, and competitive reward practices. For more details, and to secure exclusive access to its insights and trends, see [page 21](#).

As we gear up to celebrate 25 years of Remchannel, we are reminded that our success is built on the unwavering support of our clients and shareholders, the dedication of our staff, and the trust of our stakeholders. We are especially grateful to the clients and stakeholders who share testimonials on [page 4](#) – your stories inspire us and affirm

### THIS UPGRADE LAYS THE FOUNDATION FOR MORE AGILE AND INFORMED DECISION-MAKING INSIGHTS.

collaborative dialogue in navigating regulatory change with sustainable outcomes in mind.

We also embarked on a major technological leap with the re-platforming of REMchannel® – our online salary survey – enhancing user experience, data integrity, and analytical capabilities. This upgrade lays the foundation for more agile and informed decision-making insights in the ever-evolving world of work. We share more on this offering through [Gary Pon's](#) article on [page 14](#).

In line with our commitment to innovation, we proudly launched the Total Remuneration subscription module, designed to capture both fixed and variable pay information. This module empowers subscribers to make strategic total-

the impact of our work. To our team, many of whom have been with us for many years, your contributions and dedication to service excellence are the heartbeat of our business. The future holds exciting possibilities and, together, we will continue to shape the landscape of remuneration, benefits and HR strategies in South Africa and beyond.

Here's to the next 25 years – stronger, smarter, and more connected than ever.//

**Lindiwe Sebesho**  
MANAGING DIRECTOR: REMCHANNEL®

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### SPECIAL EDITION CELEBRATING



**25**  
YEARS  
OF INSIGHT



## Summit to *Success*

It takes grit and agility for a company to survive in today's economy. We chart Remchannel's history and get insight into what guided its longevity.



### THE FOUNDER & BOARD MEMBER René Richter

**Client centricity has been a key value** that's guided Remchannel over the past 25 years. Our unwavering focus on putting customers first has been the cornerstone of our success, guiding every decision and action we take.

Through continuous learning, Remchannel has stayed relevant, and we continue to invest in ongoing training and development for our team to stay updated with the latest industry trends and best practices. Utilising data analytics to inform our strategies ensures we make informed, effective decisions that drive success.

**Integrity and service excellence are the reasons clients have trusted Remchannel.** Integrity has been our guiding principle, ensuring that we conduct business ethically and build trust with our clients, partners, and employees. At the same time, we continuously strive for excellence in everything we do, pushing to deliver the highest quality and consistently exceed expectations.

**Reflecting on our journey** from a small team offering basic reward consulting to becoming experts across the entire total-reward spectrum is truly gratifying. The impactful projects that have transformed our clients' remuneration landscapes and the success stories that have defined our growth are milestones we cherish deeply.



### THE MANAGING DIRECTOR Lindiwe Sebesho

**Reaching the 25-year milestone** is both humbling and inspiring. Personally, it's a moment of pride, reflection, and honour to be part of it all. Professionally, it signifies

resilience, innovation, and relevance in a niche and constantly evolving industry. It's a testament to the dedication of our team and the trust our clients have placed in us over the years. It's also a time to embrace the future with a renewed focus on maintaining our high standards of performance, while also innovating and introducing new strategies to meet the ever-evolving needs of our clients.

**While ownership of the business has changed over the years**, our enduring commitment to excellence and innovation continues to distinguish us. This is demonstrated through the ongoing integration of advanced technologies, a focus on client service and feedback, and the sustained

development of our team. Our capacity to adapt, drive innovation, and foster long-term relationships through a robust value proposition has been instrumental to our success. Above all, it is the strong work ethic embedded within a culture of collaboration and integrity that has enabled our continued relevance and progress.

**The industry has undergone a profound transformation.** From manual processes and limited data access to sophisticated digital platforms and real-time, AI-enabled analytics, the shift has been remarkable. Remchannel has evolved from a traditional remuneration research house into a strategic partner offering data-driven insights and expert-led consulting solutions. The focus has moved from just benchmarking to actively enabling smarter, more agile and sustainable decision-making in a dynamic work environment.



### THE LONGEST-SERVING STAFF MEMBER Gary Pon, Head: Technology & Operations

**When I joined Remchannel**, we had ambitious plans to build South Africa's first online salary survey system – back when dial-up internet crawled at 3Kbps and AltaVista was king. What's stayed with me is watching that idea grow into the industry leader Remchannel is today.

**What's kept me here** is the people. Remchannel has always been about the incredible individuals I've worked with – their openness to new ideas and their drive to make a difference for our clients. The early days weren't easy, but the challenges we faced together forged a resilient, "can-do" culture rooted in excellence. There's an authenticity that each team member brings, and we genuinely celebrate one another's wins and show up when it counts. But what's remarkable is that while we've grown in scale and sophistication, we've

never lost the spirit of innovation and camaraderie that defined our beginnings. Today, we're more agile, more collaborative, and more focused on delivering value, but we still hold onto that original spark that made Remchannel unique.

**I'm also proud to be the longest-serving staff and founding member**, having been part of Remchannel's full 25-year journey. It's been more than a job; it's been a life chapter. This company has been there when I bought my first house, when I got married, and when my children were born. That kind of connection is rare.

**My advice to the next generation** is to stay curious, stay committed, and never lose sight of the people behind the data. Innovation will keep us moving forward, but it's our values, our relationships, and our shared purpose that will keep us grounded.



**THE BOARD MEMBER**  
**Peet Kruger**

Integrity has been a defining value at Remchannel for the past 25 years. Clients and industry peers have come to rely on the company not only for the

accuracy of its data and services, but also for its ethical, transparent approach to business. This commitment to doing the right thing, every time, has built a strong foundation of credibility and long-term relationships.

Remchannel has remained at the forefront of the reward and remuneration landscape by continuously investing in thought leadership and industry education. Through nurturing talent, sharing insights, and sponsoring initiatives like the South African Reward Association (SARA) Reward Awards, the team stays attuned to emerging trends and best practices. This focus attracts professionals dedicated to continuous self-

development, ensuring clients benefit from fresh, forward-thinking solutions.

Clients deeply value Remchannel's thorough understanding of their evolving needs and its ability to respond with insight, precision, and integrity. The company's reliable, data-driven solutions empower organisations to make informed, strategic decisions, reinforcing its reputation as a trusted partner built on ethical conduct and service excellence.

From modest beginnings, Remchannel has grown steadily into a respected consultancy, recognised for its mature frameworks, robust processes, and strong brand presence. This evolution reflects a lasting commitment to quality, continuous innovation, and service excellence – qualities that continue to set the company apart in the industry.



**THE CLIENT**  
**Sandy Bettencourt-Schultz,**  
**Nedbank Limited**

Nedbank values partnerships built on trust, innovation, and relevance – and Remchannel demonstrates a deep understanding of our reward

needs. Its relevant market data and benchmarking tools have consistently supported our decision-making, making it a reliable partner over the years.

Remchannel's salary and wage surveys help us stay responsive to market trends, and we've used them to guide turnover analysis and annual increase mandates.

With a large participant base and a genuinely client-centric approach, Remchannel doesn't just deliver data – the team provides context, interprets insights, and tailors them to our evolving needs. That blend of expertise and connection makes them a standout partner in the reward space.



**THE CEO**  
**Prabashini Moodley,**  
**Old Mutual Life & Savings**

Exactly 25 years ago, Remchannel started providing South African companies with data-driven insights, practical tools and

resources, and invaluable advice designed to help them attract, engage and retain top talent.

What an achievement! I'd like to take the opportunity to congratulate Remchannel on hitting the quarter-century mark – and to thank them for all the incredible work they have done since they joined the Old Mutual stable five years ago. It takes resilience, continuous innovation, and excellent client service to excel in this field, and the business has done just that.

Here's to many more years of invaluable insights – and continued leadership in cutting-edge reward management!

# The 25-year journey

From the living room to an upscale Old Mutual Subsidiary



**LAUNCHED WITH A HANDFUL OF CLIENTS** mainly from Mining and Financial Services.

**PWC ACQUIRES REMCHANNEL (PTY) LTD.**  
We retained the REMchannel brand and built on the BRAND EQUITY.



**LAUNCHED REMprofile®**  
and moved infrastructure to the cloud.

**LAUNCHED TALENT VANTAGE™**  
a cutting-edge REM and benefits solution delivered with OMCC.

# 2000



This quickly grew to **49 clients in 18 months.**

# 2008



**LAUNCHED REMeasure®**

# 2010



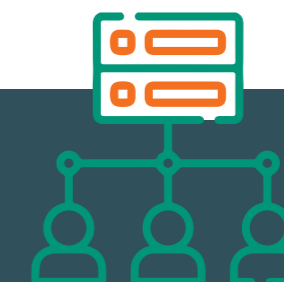
# 2014

**LAUNCHED REMconsulting®**

# 2017

**OLD MUTUAL** acquires Remchannel from PwC.  
**Database has grown to 1.1 MILLION**  
Over 2000 jobs surveyed.  
Over 760 client subscribers – many are JSE-listed.

# 2020



**LAUNCHED TOTAL REMUNERATION MODULE,** offering comprehensive insights covering short & long-term incentive trends. **New platform is built** for total reward analytics and rich insights. **Coming soon: AI AUGMENTATION.**

# 2024

# 2025



BY LINDIWE SEBESHO,  
MANAGING DIRECTOR

Why salary increases  
alone won't retain talent.

# Beyond the pay rise

WHILE OVERALL TURNOVER RATES HAVE  
DECREASED, EMPLOYERS MAY CONTINUE  
TO ENCOUNTER CHALLENGES RELATED TO  
RETAINING DISENGAGED STAFF.

In today's job market, salary is no longer the silver bullet it once was. As companies grapple with attracting, retaining, and engaging employees, who are challenging established norms like never before, a flexible total reward strategy may hold the key.

According to Remchannel's April 2025 Salary and Wage Survey, South African employees continue to encounter cost-of-living challenges. Although the Consumer Price Index (CPI) has decreased to approximately 3% and average salary increases are at 5.82% – remaining above inflation – the margin between salary adjustments and CPI is narrowing when compared to last year's average increase of 6.09%. These findings suggest that employers are adopting a more prudent approach to remuneration in response to ongoing financial and economic pressures.

**TURNOVER TRENDS AND THE HIDDEN RISK OF DISENGAGEMENT**

The survey report further reveals a reduced overall turnover rate of 13.5%, a decrease from the previous rate of 15.5%. While this reduction suggests much-needed stability, it also reflects a market with fewer new job opportunities due to widespread company downsizing. This data further confirms the financial pressures employees are under, as 39% of those who resigned were seeking better pay and career

growth. The true concern may extend beyond employees resigning, encompassing the growing challenge of retaining disengaged staff members. Even with above-inflation salary increases, many employees still feel financially constrained and undervalued in their roles. Therefore, the lower turnover may be due to a constrained job market that leaves individuals with limited career options. When employees feel stuck and unsupported, it may lead to burnout, presenteeism, and a decline in productivity.

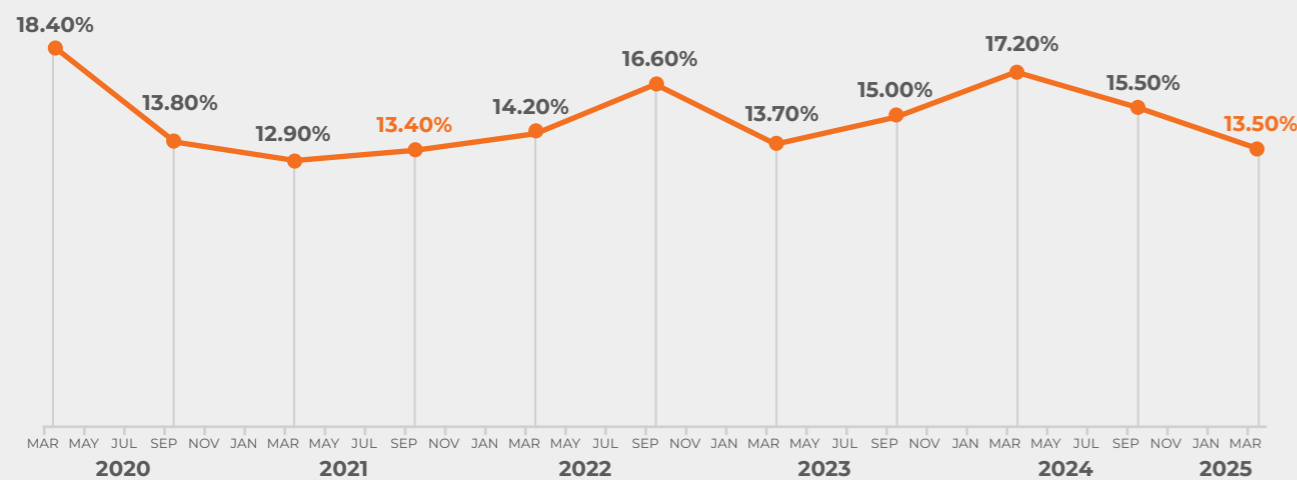
Statements to help employees understand the financial commitment involved in skills initiatives and to highlight an organisation's dedication to long-term employee growth.

**FLEXIBILITY REMAINS ESSENTIAL**

While flexibility is another critical component of a holistic EVP, the survey shows that many companies are reviewing their flexible working arrangements in favour of in-office work – a trend that may increase commuting costs and adversely

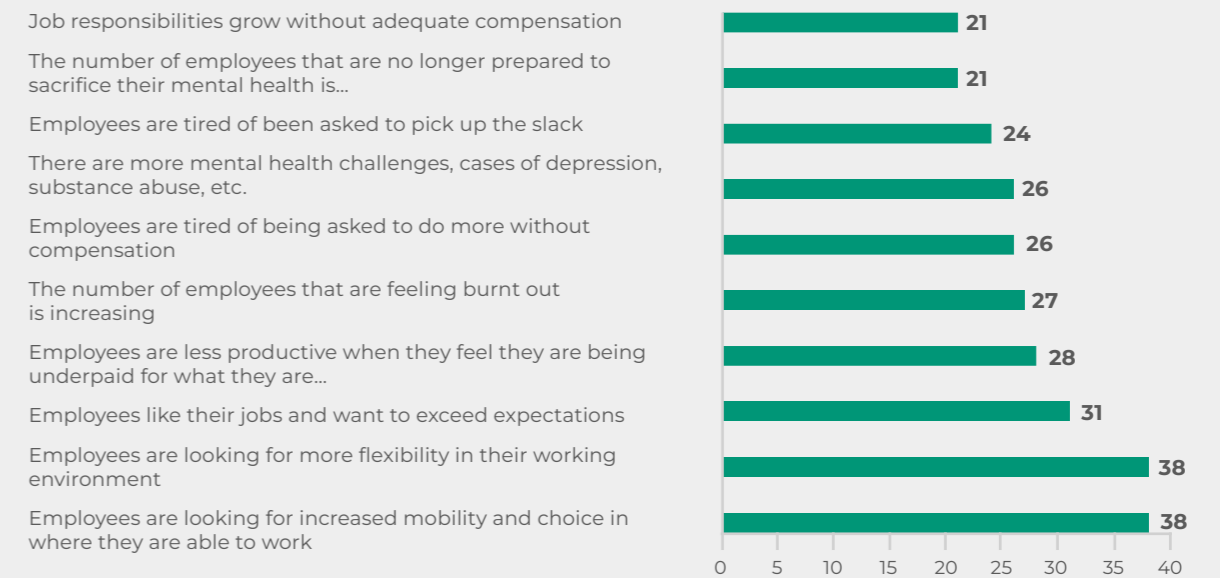
**WHEN EMPLOYEES FEEL STUCK AND UNSUPPORTED, IT MAY LEAD TO BURNOUT, PRESENTEEISM, AND A DECLINE IN PRODUCTIVITY.**

**LABOUR TURNOVER – LOWEST SINCE 2021**



Although labour turnover is decreasing, suggesting greater stability, this might also be an indicator that the market is not favourable for new job opportunities. Employees may feel confined as many companies downsize.

**TOP 10 FACTORS AFFECTING ENGAGEMENT AND PRODUCTIVITY**



Concerns regarding fairness, burnout, mental wellbeing, and the demand for flexibility are repeatedly highlighted as factors that adversely affect engagement and productivity.

**TIME TO RETHINK YOUR EVP?**

Your organisation's employee value proposition (EVP) plays a crucial role in attracting, engaging, and retaining talent. The report's findings suggest that employers should re-evaluate their strategies, going beyond fair and competitive salaries to address the broader elements employees seek when financially strained: comprehensive benefits, skills development, career growth, formal recognition, and flexible work arrangements. Integrating both financial and non-financial

support into everyday practice and experience can significantly enhance the overall value proposition.

**SKILLS DEVELOPMENT: A CRITICAL COMPONENT OF AN EVP**

With high unemployment rates, skills development is becoming a crucial component of a company's EVP. Investment in skills, specifically through technical education, not only addresses the skills gap but also enhances the EVP. This investment can be demonstrated as part of Total Reward

affect employee engagement. Reducing flexibility without good reason or consideration may result in disengagement and higher turnover.

It's clear that salary increases, while important, are no longer the only talent attraction lever. Employers need to rethink their strategies and embrace a broader EVP that integrates flexibility, skills development, career growth, and well-being. These are not optional extras – they are vital investments in creating a more engaged and

resilient workforce that contributes effectively to sustainable business success. //

**UNLOCK KEY INSIGHTS**

Access future survey reports by enrolling your organisation in a forthcoming survey. Reach out to [Louna.Robbertse@remchannel.com](mailto:Louna.Robbertse@remchannel.com) for assistance.

# From intent TO ENFORCEMENT



BY SHAMOLIA DURZEN,  
SENIOR MANAGER  
PRODUCT OPERATIONS  
REMPROFILE /  
REMEASURE

Now that the amendments to the Employment Equity Act have been enforced, this is how organisations need to align to be compliant and avoid penalties.

The 2025 amendments to the Employment Equity Act (EEA) have been met with a barrage of criticism that calls into question its constitutionality. The amendments, however, represent a pivotal shift in workplace transformation policy, compelling designated employers to go beyond compliance in a bid to promote equity more deliberately into the workforce. The Department of Labour is sharpening its focus on sector-specific targets and measurable transformation, prompting organisations to respond by adapting their job architecture to support equitable and transparent employment practices.

## WHY JOB ARCHITECTURE MATTERS

Job architecture – the structured framework of job roles, levels, descriptions, and remuneration – has become a strategic imperative under the amended EEA. Without a well-defined and equitable job architecture, employers risk non-compliance-related fines, reputational damage, and possible exclusion from government contracts due to the compliance requirements now introduced.

## WHAT ORGANISATIONS WITH OVER 50 EMPLOYEES WILL NEED TO DEMONSTRATE

- **Role clarity and standardisation** through clearly defined, comprehensive job descriptions. These should specify duties, required competencies, and role expectations, as well as standardised job titles to ensure parity. This standardisation is critical to establish fair representation and equitable recruitment, promotion, and remuneration.
- **Grading and pay-equity frameworks** to prove fairness in employment practices. These include implementation of transparent job grading systems (e.g. Paterson, Hay and TASK) to benchmark roles across occupational levels, as well as conducting pay equity audits to

identify and address disparities, especially affecting designated groups.

- **Talent pipeline and succession mapping** to demonstrate efforts to advance designated groups into senior roles. This will be achieved through job family structures that map career paths and identify feeder roles, as well as clear criteria for promotion readiness and succession planning. This ensures that transformation is built into talent development strategies.
- **Fair practices relating to recruitment and promotion** in compliance audits, which act as employer safeguards. All appointments should be underpinned by objective criteria and competency frameworks to allow for bias-free recruitment and promotion practices.
- **Data-driven workforce planning**, which will become a necessity for designated employers with sectoral targets and numerical goals. This can be achieved through the maintenance of a digital job architecture database and accurate tracking of EE representation per job grade, occupational level and department. These analytics will provide red flags in departments that require intervention.
- **Governance and audit trail readiness**, which will be realised through a robust job architecture framework that provides necessary governance structures. Appropriate systems will provide audit evidence of job definitions, selection criteria, and employment decisions, while role-based equity dashboards will hold management accountable.

The 2025 EEA amendments mark a shift from intent to enforcement. Employers who align their job architecture with these new demands will not only avoid penalties, but also build more inclusive, competitive organisations. No longer optional, these interventions are strategic essentials for South African businesses operating in the post-amendment era. //

WITHOUT A WELL-DEFINED AND EQUITABLE JOB ARCHITECTURE, EMPLOYERS RISK NON-COMPLIANCE-RELATED FINES.



## REMCHANNEL'S SUPPORT SERVICES

For job architecture and compliance support, email [Louna.Robbertse@remchannel.com](mailto:Louna.Robbertse@remchannel.com).

**25** YEARS OF INSIGHT



## Remchannel at

# 25

A legacy of innovation,  
A future of intelligence

The building blocks of what makes this consulting firm a cut above the rest.



BY GARY PON, HEAD: TECHNOLOGY & OPERATIONS

Twenty-five years ago, Remchannel introduced the country's first online salary survey system – an audacious move in an era dominated by dial-up internet and manual HR processes. The platform was born from a bold vision: to empower remuneration managers with credible, data-driven insights in a rapidly evolving labour market. Today, Remchannel stands as a cornerstone of total reward management, having transformed from a niche compensation research firm into a strategic advisory powerhouse within the Old Mutual ecosystem. But what makes this journey remarkable isn't just the longevity – it's the relentless pursuit of innovation.

### FROM STATIC SURVEYS TO DYNAMIC INTELLIGENCE

Remchannel's early success stemmed from its ability to digitise salary benchmarking. Refreshing data monthly ensured clients received the most up-to-date salary insights.

Over time, the platform incorporated powerful tools such as **job evaluation** and **job profiling**, which now form the backbone of strategic workforce planning:

- **REMeasure®**, Remchannel's internet-based job evaluation system, objectively assesses roles. It aligns with Paterson grading bands and adjusts financial measures regularly to reflect inflation and market shifts
- **REMprofile®**, the job profiling system, enables rapid creation of validated job profiles that feed into broader human capital processes.

These tools ensure consistency, fairness, and strategic alignment across organisations.

### WHAT MAKES THIS JOURNEY REMARKABLE ISN'T JUST THE LONGEVITY – IT'S THE RELENTLESS PURSUIT OF INNOVATION.

More recently, the Total Remuneration Module was launched, which provides deeper insight into the total remuneration mix of short- and long-term incentives – helping clients manage remuneration beyond basic pay and guaranteed package.

### WHY VALIDATION MATTERS

At the heart of Remchannel's value proposition is **trust**. The platform's **uncompromising data-validation process** ensures that every data point is accurate, current, and contextually matched. This includes:

- Rigorous job-matching audits
- Confidentiality protocols
- Monthly data refresh cycles that remove outdated information
- Minimum data thresholds to ensure statistical integrity
- With our data, clients make decisions based on reliable, validated data – not guesswork.

### THE CLOUD LEAP AND AI FUTURE

The recent replatforming initiative marks a watershed moment. Built on AWS (Amazon Web Services) infrastructure, the new cloud-native system introduces:

- **Dynamic dashboards** and **real-time filtering**

- **Generative AI augmentation** (post-launch), enabling users to query data in natural language and extract deep insights – think ChatGPT, but embedded confidentially within Remchannel

This isn't just a tech upgrade. It's a strategic leap that positions Remchannel as a leader in advisory services, not just data provision.

### WHY IT MATTERS TO CLIENTS

Clients today face unprecedented complexity: hybrid workforces, pay-equity pressures, regulatory shifts, and talent scarcity. Remchannel's evolution meets these challenges head-on:

- **Clarity in complexity:** Over one million data points and regular trend surveys help clients confidently navigate volatile markets
- **Strategic advisory:** Specialised consulting connects clients to broader human capital solutions – from employee benefits to financial wellness

- **AI-augmented insights:** Planned generative AI capabilities will allow clients to uncover trends, anomalies, and strategic opportunities faster than ever before
- **Job architecture and equity:** Tools like REMprofile® and REMmeasure® support internal equity, pay-structure design, and job-architecture development

In short, Remchannel doesn't just provide data. It provides direction.

### LOOKING AHEAD: INTELLIGENCE, INTEGRATION, IMPACT

As Remchannel enters its next chapter, the focus is clear: intelligence, integration, and impact. The goal remains the same – helping clients attract and retain top talent. After 25 years of innovation, partnering with Remchannel means investing in a partner who understands your business; choosing clarity over complexity, insight over instinct, and strategy over guesswork. It means you're ready for what's next.



BY LOSHEN NAIDU,  
SENIOR CONSULTANT

# Reimagining payroll

As South African companies grow beyond their borders, HR professionals face a familiar set of challenges: how to pay their talent in multiple countries promptly, legally, securely, and cost-effectively.

From Shoprite's 160 000 employees across 15-plus African markets to Standard Bank's operations in over 20 countries, the current bank-to-bank payment system underpinned by SWIFT presents well-known inefficiencies when navigating the fragmented and expensive banking networks that define many African markets. Add to that the requirement to stay onside in global banking rules when transacting using global reserve currencies, and the potential for stalled payments becomes more likely.

## THE CROSS-BORDER PAYROLL CHALLENGE

For South African multinationals employing talent across the world, current payroll processes involve multiple pain points that directly impact operational efficiency and employee experience. Currency volatility between African countries can erode employee purchasing power between payroll cycles, and poorly constructed international employment agreements can result in huge variability in reward as measured in various currencies. Banking system fragmentation means different countries require different banking partners, compliance procedures, and settlement timeframes. High remittance costs eat into company budgets and/or employee take-home pay, while traditional banking cutoff times and holiday schedules can delay critical salary payments.

These challenges are particularly acute for telco companies, which employ thousands across East, West, and Central Africa. When your workforce spans multiple time zones, currencies, and regulatory environments, payroll becomes a complex logistical exercise rather than a streamlined business function. Add to that the dynamic of using a “currency middleman”, often the US dollar involving a third party intermediary bank, it’s no wonder global payroll managers approach each end-of-payment cycle with so much trepidation.

#### A STABLECOIN SOLUTION

The rise of stablecoins (digital tokens pegged to traditional fiat currencies like the US dollar) is opening new possibilities for reward delivery in general, and particularly across Africa. Unlike the more volatile cryptocurrencies like Bitcoin, stablecoins maintain price stability to their pegged fiat currency while leveraging blockchain technology’s operational advantages. For South African firms employing talent in other African

performance contracts linked to blockchain infrastructure could automate governance and compliance, reducing administration significantly and minimising the potential for human error or inadvertent noncompliance. On a continent where payroll systems often straddle multiple tax laws and treaties, currencies, and compliance regimes, this kind of automation could shift HR from reactive administrator to strategic enabler. Imagine payroll systems that automatically handle currency conversions at optimal rates, ensure compliance with local tax requirements across multiple jurisdictions, and provide real-time visibility into payment status for both HR teams and employees.

#### IMPLEMENTATION CONSIDERATIONS FOR AFRICAN MARKETS

For South African HR departments considering the implementation of blockchain-enabled payroll solutions, several critical factors must be carefully evaluated within the broader African business and regulatory context.

## THE FUTURE OF PAYROLL MAY INDEED RUN ON BLOCKCHAIN INFRASTRUCTURE RATHER THAN SWIFT NETWORKS AND, FOR SOUTH AFRICAN MULTINATIONALS, THAT FUTURE IS ARRIVING FASTER THAN MANY REALISE.

countries, stablecoin-based payroll systems could eliminate the usual friction that slows or inflates payroll transactions. Real-time payments become possible, removing traditional banking delays that can leave employees waiting days for salary deposits. The 24/7 nature of blockchain networks means payroll processing is no longer constrained by banking hours or weekend delays – critical when managing teams across different time zones. Perhaps most significantly, stablecoins can dramatically reduce cross-border conversion costs. Current SWIFT transfers between African countries often involve multiple correspondent banks, each of which takes fees and adds to processing time. Blockchain-enabled payments can bypass these intermediaries, reducing costs and settlement times from days to minutes.

#### BEYOND COST AND SPEED: SMART CONTRACT AUTOMATION

This potential extends beyond immediate cost and efficiency benefits. Smart employment and

- **Regulatory landscape:** African countries are at different stages of crypto regulation development. While some markets, like Nigeria, have established clearer frameworks, others remain in flux. For example, the May 2025 High Court of South Africa (Gauteng Division) ruling that, in summary, crypto is not “capital” or “money”, has likely forced regulators to fast-track the relevant regulations in South Africa. Any blockchain-enabled implementation strategy must therefore account for varying regulatory requirements across operating countries, and stay abreast of developments.
- **Infrastructure readiness:** Blockchain payments require reliable internet connectivity and employee access to digital wallets. While mobile money adoption across Africa (especially East Africa) provides a foundation, organisations must ensure their workforce has the necessary technological capabilities and training.

- **Currency stability considerations:** While stablecoins offer stability against major currencies like the US dollar, companies must consider how this affects employee purchasing power in local markets and whether or not additional hedging strategies are needed. These are specific to country combinations and the outcomes in some may not support adoption.
- **Banking integration:** Successful implementation requires seamless integration with existing banking relationships for employees who prefer traditional account deposits, particularly in markets where full digital payment adoption is not feasible.

#### THE STRATEGIC OPPORTUNITY

Early adoption of blockchain-enabled payroll solutions could provide South African multinationals with significant competitive advantages. Reduced operational costs translate directly to improved margins in price-sensitive markets. Faster, more reliable payroll processing enhances overall employee experience and satisfaction, which is particularly important for retaining talent in competitive markets at a time when African talent is attractive globally. The technology also enables new employee value propositions. Companies could offer employees greater flexibility in how they receive

and manage their compensation, from instant access to earned wages to simplified cross-border remittances for employees supporting families in other countries.

#### LOOKING FORWARD

As African markets continue developing and South African companies expand their footprints, payroll efficiency will become increasingly critical to operational success. While traditional banking infrastructure catches up to demand, blockchain-enabled solutions offer a path to leap existing limitations. The companies that invest early in understanding and implementing these technologies – while carefully navigating the regulatory and operational complexities – could find themselves with significant advantages in talent acquisition, operational efficiency, and employee satisfaction across their African operations.

For HR professionals managing global expansion, the question isn’t whether or not blockchain will transform payroll, but how quickly organisations can adapt to leverage these emerging capabilities while managing the associated risks and complexities.

The future of payroll may indeed run on blockchain infrastructure rather than SWIFT networks and, for South African multinationals, that future is arriving faster than many realise. //



# REMconsulting

## – your strategic partner

Smart reward strategies that sustainably boost performance – built on years of experience and proven expertise.

As organisations face increasing pressure to align their reward strategies with sustainable performance and social impact, REMconsulting brings deep expertise in designing fair, transparent, and competitive total remuneration structures. Rigorous benchmarking provides actionable insights into market competitiveness, while comprehensive analyses of executive and non-executive remuneration equip leadership teams with the data needed to make market-aligned decisions confidently.

With proven skill in job profiling and evaluation, we help clients streamline roles and align them with strategic delivery objectives. Fair pay analyses and thoughtful policy design foster inclusive workplace cultures and support growing expectations around transparency and social responsibility.

Clients looking to drive performance and motivation turn to REMconsulting for incentive design, financial modelling, and pay mix strategy – ensuring that rewards are not only motivating but also sustainable and aligned with business outcomes. Expert guidance on remuneration policy, shareholder engagement, and committee advisory services helps navigate complex governance requirements and ensures that reward practices remain compliant and strategically sound. More than a service provider, REMconsulting is a strategic partner – empowering clients to build resilient, future-ready organisations.

REMconsulting®

### SERVICES

#### GUARANTEED PAY

- Pay scale design
- Conversion to cost-to-company
- Benefits review

#### BENCHMARKING

- Benchmarking of external competitiveness
- Executive directors' total remuneration
- Non-executive directors' fees

#### VARIABLE PAY

- Define business and individual performance metrics
- Review, design and/or implementation of:
  - Short-term incentives
  - Long-term incentives
  - Sales commission schemes
  - Financial modelling
  - Pay mix policy

#### JOB DESIGN

- Job profiling
- Job evaluations

#### INTERNAL EQUITY

- Fair pay analysis
- Fair pay policy review and/or design

#### GOVERNANCE

- Total reward framework and remuneration policy
- Performance management and recognition policies
- NED fee, MSR, Malus and Clawback policies
- Remuneration report and shareholder engagement
- Remco advisory services
- Remuneration function review

# In the news

A few of our latest engagements – plus upcoming workshops to attend.

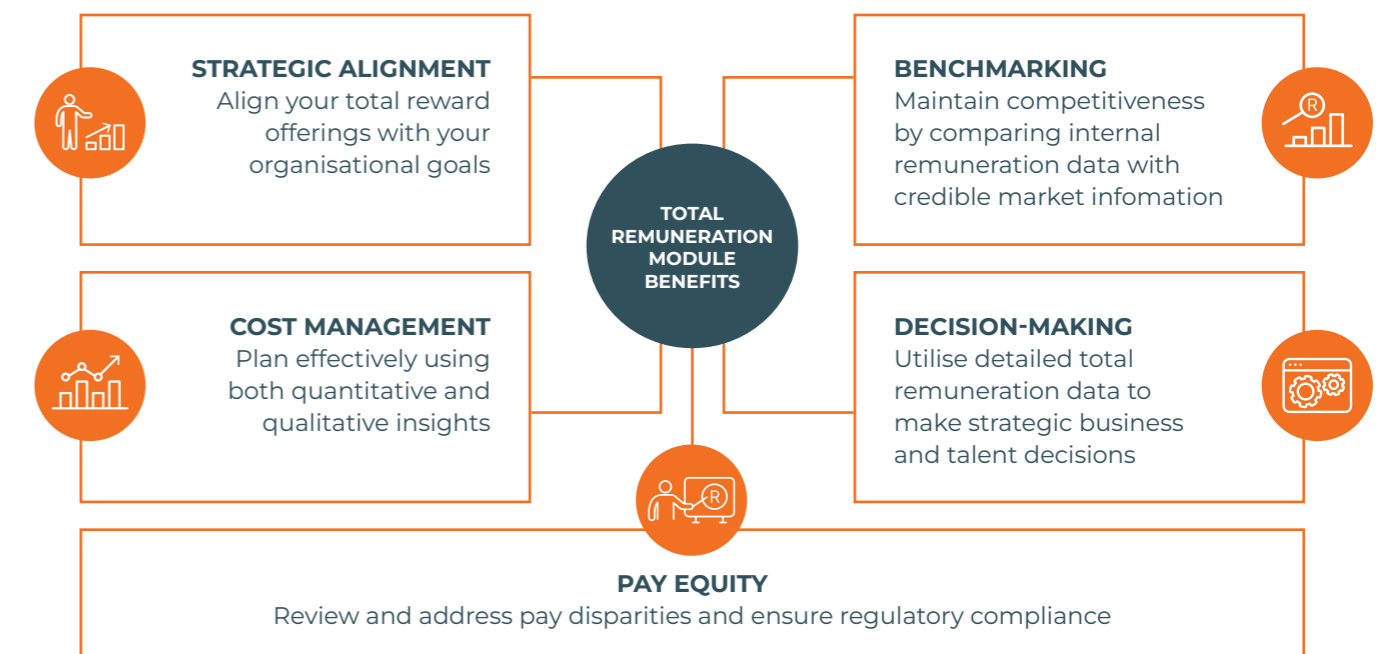
### INTRODUCING THE TOTAL REMUNERATION MODULE

In today's evolving workplace, employees expect more than just a base salary and benefits, and adopting a holistic remuneration strategy has never been more important. In line with this, we are pleased to announce the latest addition to the REMchannel® survey platform: the Total Remuneration Module. This comprehensive tool is designed to address the needs of evolving workplaces by providing insights that align with your company's strategic objectives, enhance performance, and promote long-term sustainability. It will enable you to gather valuable information to develop a competitive total reward strategy that is essential for attracting, engaging, and retaining top talent.

The new module goes beyond traditional guaranteed pay structures, offering deep insights into:

-  **Short-term incentive trends**
-  **Long-term incentive trends**
-  **Total remuneration mix views**

By subscribing to the Total Remuneration Module, you'll gain exclusive access to insights and trends, helping you enhance your total remuneration strategy and unlock the full potential of your people. If you haven't already secured your access, contact your Key Account Manager or reach out to [Louna.Robbertse@remchannel.com](mailto:Louna.Robbertse@remchannel.com).



## CONVERSATIONS ON THE COMPANIES ACT

On 29 May 2025, Remchannel hosted an engaging and insightful discussion on some of the practical implications of the amended Companies Act. It was a must-attend event for senior executives, HR professionals and governance leaders alike, equipping them with the necessary tools and knowledge to implement the required changes efficiently and effectively. Facilitated by Rob Rose – renowned investigative journalist, co-founder of Currency, and former editor of *Financial Mail* – the panel unpacked the most significant changes to the Act, providing attendees with:

- A breakdown of the key amendments to the Companies Act, with a focus on remuneration
- Actionable insights tailored to suit various sectors
- Practical examples and commentary that helped translate complex requirements into clear next steps
- Insights on the implications for remuneration policies, corporate governance, and implementation reports.



## SEEN AT THE CHRO SOLUTIONS SUMMIT

On 24 July 2025, Remchannel's Managing Director, Lindiwe Sebesho, represented Old Mutual Corporate and Remchannel as one of the speakers at the CHRO Solutions Summit in Melrose Arch, Johannesburg. Hosted by comedian and actor Eugene Khoza, this is the only CHRO South Africa event where community partners step into the spotlight, pitching innovative products and services crafted to tackle HR's toughest dilemmas. In her presentation, Sebesho offered a vital piece of advice for all HR leaders navigating the ever-changing workforce of today: "With five distinct generations now co-existing in the workplace, each presenting unique needs, it's clear that without genuine flexibility, organisations simply cannot attract, truly engage, or effectively retain the talent essential for their success."



## UPCOMING WORKSHOPS AND EVENTS



To register or learn more about workshops, email [Workshops@remchannel.com](mailto:Workshops@remchannel.com)

### ADVANCED EXCEL AND EXCEL DASHBOARDS

A two-day virtual workshop designed specifically for remuneration practitioners and professionals working with reward and compensation data. Modern remuneration work demands more than just basic spreadsheet skills; Excel mastery can dramatically reduce the time spent on tedious data crunching – freeing you to focus on insights that drive strategic decisions. By attending this hands-on workshop, you'll gain practical tools and techniques to:

- Cut hours off your analysis process
- Eliminate manual errors with robust data validation
- Present insights with clarity using dashboards and graphs
- Apply statistics to remuneration data meaningfully

**WHEN?** 5-6 August 2025  
**WHERE?** Online

### MASTERING SALES COMPENSATION SCHEME DESIGN

Designing a sales compensation scheme is no ordinary task – it's a specialised discipline requiring in-depth expertise and precise application of key principles like pay mix, leverage, thresholds, ramps, caps, and more. In this intensive one-day virtual workshop, renowned Master Reward Specialist and accredited trainer

for WorldatWork Global Remuneration courses, Dianne Auld, provides a comprehensive, practical guide to building sales compensation plans that are effective, fair, and fully aligned with your overall business strategy.

**WHEN?** 19 August 2025  
**WHERE?** Online

### REWARD ACADEMY

Based on market best practices and the latest trends, the Reward Academy covers the full spectrum of the business challenge: total rewards management, remuneration philosophy, and strategy. It also gives delegates an overview of pay structures, guidance on positioning employees within the structure, conducting the annual salary review, effectively communicating pay information, and using a practical checklist for managers.

**WHEN?** 17-18 September 2025  
**WHERE?** Online

### REWARD STRATEGY

Learn how to boost employee engagement and retention, increase productivity and profitability, and attract and retain top talent. In this interactive workshop, you'll discover how to tailor your strategy to your company culture, choose the right rewards for your employees, and measure the effectiveness of your programme.

**WHEN?** 15-17 October 2025 (three half days)  
**WHERE?** Online

### EXCEL POWER

Power Query is one of the most powerful productivity tools available in Excel and is built into all versions of the programme from 2016 onwards. This workshop demonstrates how to automate routine data transformation without using macros and Visual Basic for Applications (VBA), and with limited use of formulas. Learn how to merge and transform multiple files in a folder, scrape data from web tables, and more. A must-attend for Excel users.

**WHEN?** 19-20 November 2025  
**WHERE?** Online