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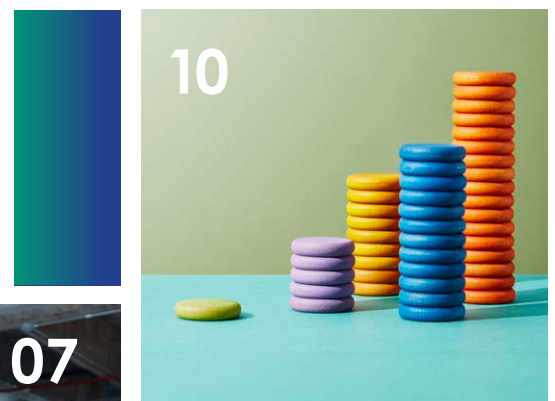
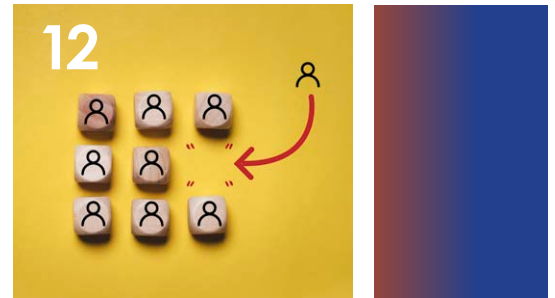
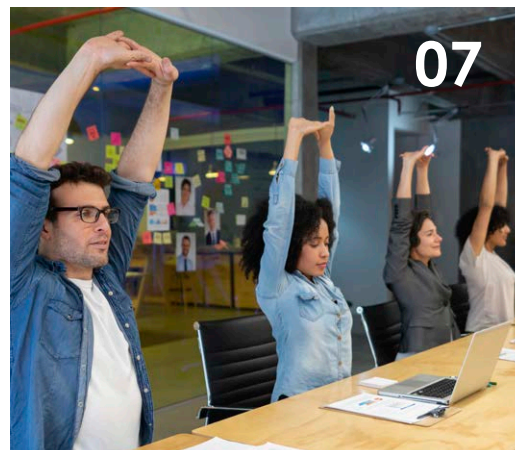
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## LETTER FROM THE EDITOR



**A**s we step into the second half of the year, I want to express my heartfelt appreciation to each member of the Remchannel team. Your commitment to exceptional client service is the cornerstone of the great progress we have made against the objectives we set for this year. Thank you for making it easy for me to be part of our mission to deliver solutions that enable our clients' success. Louna Robbertse, who heads up Remchannel's Products and Research Services features on the team profile page of this publication and is a great example of the team's excellence.

### Client Engagement Opportunities

Our participation at some of the events held by CHRO South Africa in the last quarter has been invaluable. The insights gained from these engagements deepen our understanding of the needs and aspirations of our clients and continue to shape our solutions. We look forward to ensuring that our partnership with CHRO South Africa enables our clients to have better talent attraction, engagement and retention advantage.

**'Responsible employers recognise the financial strain faced by employees and are innovating their benefits by creating much-needed flexibility.'**

### Salary and Wage Increase Trends

The Remchannel April 2024 Salary and Wage publication revealed an interesting trend (see our infographic with the highlights on page 14). It showed that, for the first time since 2020, average salary increases granted as at April 2024 (6.09%) were slightly higher than the average Consumer Price Index (CPI), yet they are not keeping pace with the rising cost of living. Our December 2023 Employee Benefits Survey report indicated that responsible employers recognise the resultant financial strain faced by employees and are innovating their benefits by creating much-needed remuneration and benefits-package flexibility. In line with this, we are honoured to be able to offer a full suite of total reward solutions that enable such employers to develop and implement employee value propositions, which balance the short- and long-term financial-wellness needs of their employees. Reach out to us - using the details provided on the back page - for more information on how we can help you and your organisation in this regard.

### A Cautiously Optimistic Outlook

Following the peaceful elections in South Africa and the signing into law of two Amendment Bills (National Health Insurance and Two-Pot Retirement) that we hope will positively impact employee benefits, we remain cautiously optimistic about the future. I am particularly confident that our team's resilience, adaptability and collaborative spirit will propel us forward. Together, we will manage the ongoing shifts in business dynamics in a manner that ensures we continue to support one another whilst creating meaningful impact for our clients and all stakeholders.

Thank you for your unwavering commitment. Enjoy reading this issue of our HR Quarterly newsletter.

**Lindiwe Sebesho**  
MANAGING DIRECTOR: REMCHANNEL®



## MEET LOUNA ROBBERTSE

**Louna Robbertse manages Remchannel's Products and Research Services. Her role has evolved to include all operations relating to the REMchannel survey (considered the most comprehensive source of quality salary-survey data in SA and Namibia), REMprofile (cutting-edge job profiling) and REMeasure (highly effective job evaluation). Louna is also responsible for the publication of Remchannel's trend surveys, including the bi-annual Salary and Wage Survey and the Employee Benefit Survey, which is conducted every second year.**

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

**A** In the complex world of our clients, an effective organisational structure and remuneration serve as the cornerstone of a highly motivated workforce. It is the financial pillar that attracts, motivates and retains talent. Simply throwing money at employees is not enough. Organisations that thrive understand the core purposes

of remuneration and benefits, using them strategically to achieve their overall goals. A deep understanding of these core values is essential for attracting and retaining top talent, motivating and aligning employee behaviour, as well as fostering a culture of fairness and equity.

**Q** What do your most successful clients do well?

**A** Our most successful clients understand the importance of aligning remuneration practices and structures with their long-term business strategy. They realise that remuneration is not an isolated cost and that their human capital is their most important asset. Continually investing in their human capital and understanding the value of the investment allows for strategic alignment of the human capital strategy with the overall business goals.

**Q** What do you wish more organisations knew about reward management?

**A** Organisations need to understand that the core purpose of remuneration and reward management goes beyond merely paying employees. It is about leveraging compensation strategically to achieve a multitude of organisational goals. By attracting and retaining talent, motivating desired behaviours, fostering fairness, building a strong employer brand and aligning with business strategy, organisations can unlock the true potential of their remuneration practices and systems, creating a win-win situation for both employers and employees.

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

**A** The total reward landscape is undergoing a transformation, driven by factors like the rise of remote work, the evolving needs of employees and advancements in technology. Organisations need to embrace personalisation and flexibility, because a one-size-fits-all approach is no longer appropriate in the reward environment. Employees today want personalised options that cater for their unique needs and preferences. This is crucial as our workforces are becoming increasingly diversified.

**Q** What is the most important lesson learnt in your career?

**A** The value of continually learning and adaptation. Experimenting with new ideas and techniques, along with actively seeking feedback from colleagues and clients alike, has opened doors to growth and improvement. This focus on learning fosters a strong company culture, where everyone thrives and feels empowered to contribute their best. By taking ownership of my career development, I've not only honed my communication, teamwork and interpersonal skills, but also developed the flexibility to embrace new challenges. This combination ensures that we, as a team, can consistently provide the best possible client service.

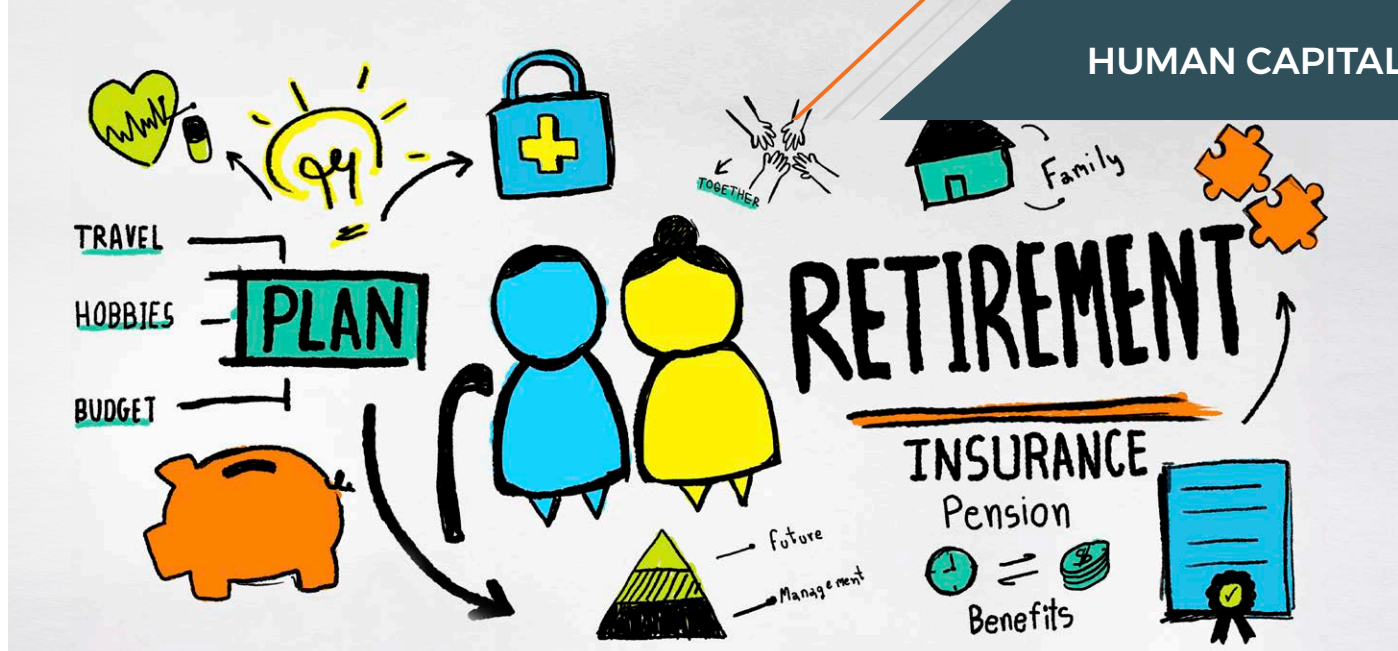


# GENDER RETIREMENT GAP



South Africa's gender pay gap persists into the sunset years as women lag behind men in their retirement outcomes

The gender pay gap is one of several factors why the gender retirement gap continues to persist in South Africa. Lindiwe Sebesho, MD of Remchannel, explains why female employees are worse off than their male counterparts and suggests ways to enable more women to enjoy a dignified retirement.



Despite South Africa's progressive legislation, which protects equal pay, Remchannel's remuneration trends indicate that whilst female representation has increased especially for professionally and academically qualified employee levels, female pay generally lags male pay by 18% (top decile) and 25% at the bottom decile. This hampers their ability to save for their retirement. Another factor for the gender pay gap is that women frequently work in lower-paid industries and jobs than men, for example in retail, beauty, nursing and hospitality.

### Career breaks

Even when women are employed, they tend to take more career breaks for unpaid care duties than men. The reasons range from maternity leave to childcare and caring for sick family members or elderly relatives. Sebesho explains that these employment interruptions not only hold back women's career advancement and potential promotions, but they frequently also stunt their retirement savings. A 2023 Remchannel Employee Benefits survey found that only 58.5% of employers paid their employees in full during maternity leave. This is bad news for the female workforce of the remaining 41.5%, because not receiving full pay while on maternity leave reduces or stops the company-sponsored contributions to the employee's retirement fund. Most female employees never catch up the resultant setbacks in their retirement savings.

### Finding ways to improve women's retirement outcomes

It is not only women's responsibility to close the pay and retirement gaps, but a collective responsibility. To this end, Sebesho calls on South Africa's reward professionals to enable their organisations to consciously structure and implement total reward strategies that aim to address any current and potential inequities. Here pay transparency and comprehensive pay audits are required in order to identify existing pay gaps and implement policies that address these. Such openness can also help female employees with the necessary information to negotiate for fair and equitable pay.

# 49.4%

of young women were unemployed, according to Stats SA.

### Longevity

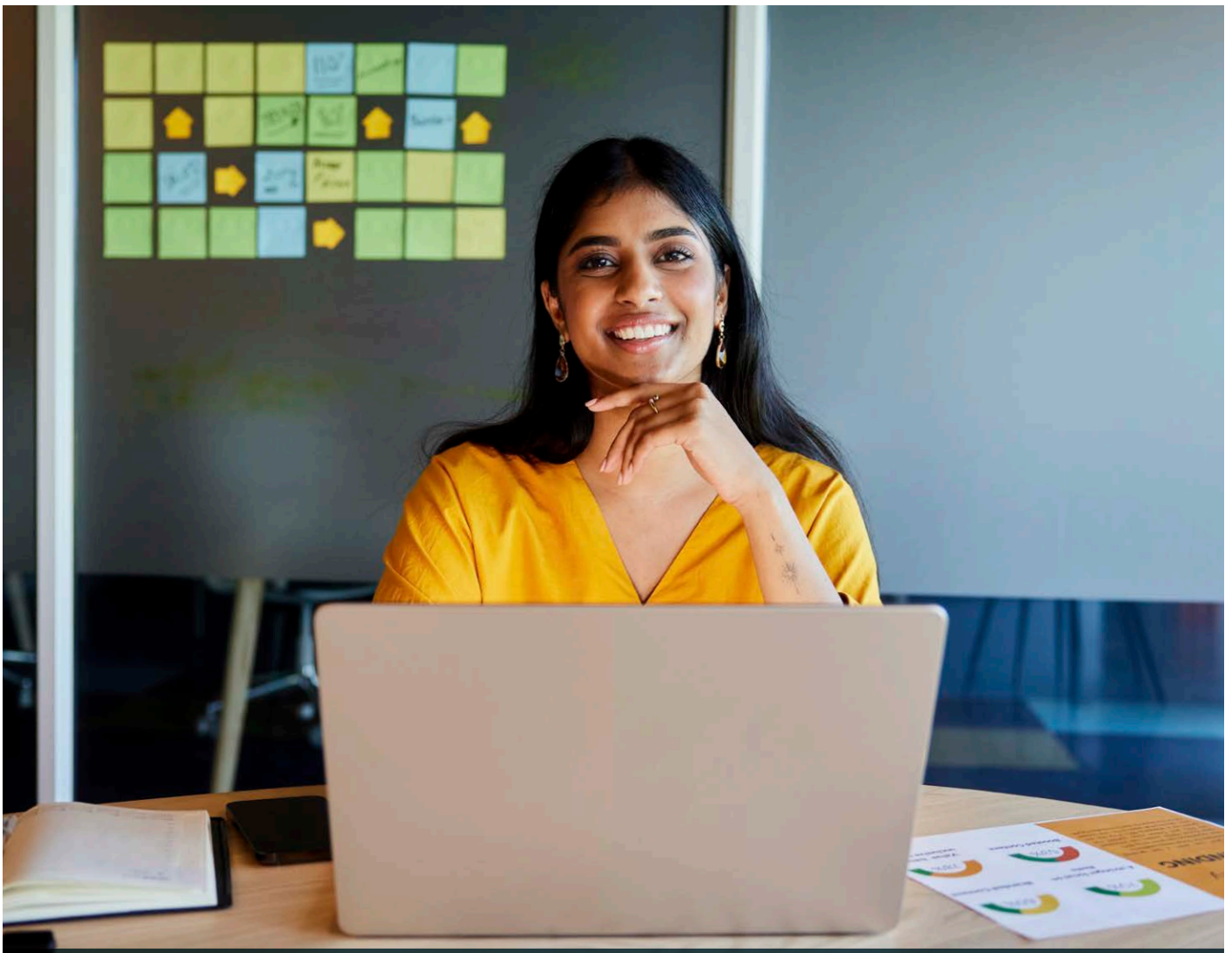
The sad reality is that when South African women retire, they have accumulated, on average, a retirement income that is approximately 26% lower than that of men, according to research by Stellenbosch Business School. This is even more of a challenge, says Sebesho, because women typically live longer than men and therefore need more savings to finance their supposedly golden years.

### Unpaid care duties

"Men are more likely to be in paid employment than women, while women are more likely than men to be doing unpaid work," according to Stats SA. Its Labour Market Dynamics in South Africa report further noted that young women display heightened vulnerability in the labour market when compared to young men. In 2024 the data showed that the absorption rate of young women into the labour market was only at 24.2%, compared to young men whose rate stood at 31.9%. The unemployment rate among young females was estimated at 49.4% at the time of publication. Stats SA highlighted that women often carry a higher burden of family responsibilities, which can impede their educational attainment and, subsequently, their formal employment and advancement within the South African labour market.

### MORE SUGGESTIONS FOR EMPLOYERS

- Offer flexible work arrangements for all staff to balance family obligations and work.
- Manage bias by consciously addressing stereotypes that assume women are less committed due to family responsibilities.
- Consider supplementing retirement contributions or paying in full during maternity leave and other career interruptions.
- Provide financial literacy training to help women make better career and financial decisions, including retirement planning.

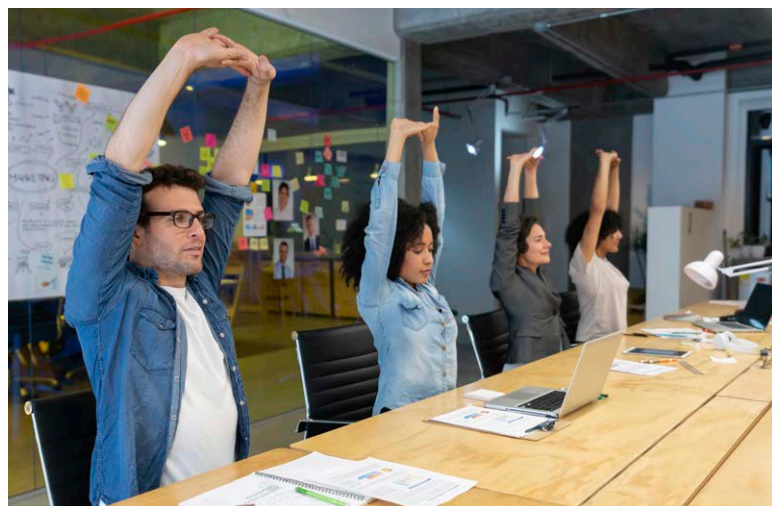


# ABSENTEEISM IN SOUTH AFRICA

## A Growing Concern for Businesses

**According to the SAFACTS website, the business target rate for unplanned absenteeism should be 1.5%. However, research conducted by the South African Board for People Practices (SABPP) indicates a much higher reality. The absenteeism rate in South Africa is conservatively estimated to be between 3.5% and 6.0%, equating to 8 to 15 days lost per employee per year.**

This high rate of absenteeism costs organisations millions annually. The impact is not only tangible, affecting profit margins, but also intangible, affecting employee morale, productivity, and ultimately, customer service delivery. The costs go beyond the absent employee's salary and include expenses related to replacement employees, their training, and the overall disruption to operations.



### Data Insights

The Remchannel April 2024 salary and wage movement survey, with responses from 55 organisations, revealed that 58.2% of participants keep records of absenteeism but don't conduct a detailed analysis.

A separate snap survey by Remchannel, focusing on absenteeism trends with 71 respondents (mainly from Mining and Financial Services), yielded the following key findings:

**76%** retain records of unplanned absences for analysis and disciplinary purposes.

**44%** keep records but don't analyse them in detail.

**48%** calculate absenteeism by dividing the total number of absent days by the total number of productive workdays.

ONLY **38%** could specify their current absenteeism rate.

ONLY **3%** include arriving late/ not arriving in their absenteeism stats.

**51%** don't analyse the cost of absenteeism, yet

**96%** believe analysing reasons for absenteeism will help control and reduce it.

### Employee Issues and Potential Solutions

The current economic climate puts significant financial pressure on many individuals, which could contribute to absenteeism. Here are some common employee issues and potential solutions organisations can implement:

<b>Financial stress</b>	Soft loans, financial counselling, budgeting workshops, earned wage access
<b>Childcare or eldercare responsibilities</b>	Flexible work arrangements, on-site or subsidised childcare/ eldercare
<b>Health issues (physical or mental)</b>	Wellness programmes, Employee Assistance Programs (EAPs), and access to healthcare
<b>Transportation difficulties</b>	Transportation assistance, carpooling initiatives, flexible work hours
<b>Burnout and lack of engagement</b>	Recognition programmes,, career development opportunities, team-building activities

### Benefits and Well-Being

The 2023 Remchannel Employee Benefits survey, with responses from 94 organisations, showed:

- 34% provide additional transport assistance to employees.
- 40.4% provide soft loans/cash advances.
- 83.0% have implemented a hybrid working model.
- 58.5% have implemented flexible working hours.

### Conclusion

There's no single solution to absenteeism, as each industry and employee's circumstances differ. However, focusing on employee well-being is crucial, especially with salary increases barely keeping up with inflation. Organisations that prioritise employee well-being and offer support can foster a more motivated and loyal workforce, ultimately reaping the rewards of reduced absenteeism and increased productivity.



# NURTURING YOUNG TALENT

## SARA interns hosted by Remchannel

**Remchannel had the pleasure of providing four SARA interns with the opportunity to gain practical insights into remuneration and benefits.**

Today's youth are our future technical experts and leaders, which is why Remchannel supports up-and-coming reward professionals by giving them the opportunity of exposure to business as part of their internship programme. In April Remchannel's own intern Bokang Phoshana and Administration Manager Nayuri Naidoo took four interns from the South African Reward Association (SARA) under their wing. Over two activity-packed days, the SARA interns – Koketso Lebeko, Moloko Chewe, Zipho Myeza and Tisetso Khumalo – gained valuable insights into the complex world of remuneration, benefits research and consulting.

They were not only able to engage with leaders in the respective technical fields, but also had exposure to Remchannel's industry-leading survey and consulting tools, products and methodologies. The detailed presentations on our REMsuite products and service offerings brought them

closer to understanding the critical business impact of job profiling, job evaluation and salary benchmarking. The interns also enjoyed practical demonstrations, discussions on real-world business applications as well as interactive sessions where their learning was enhanced. This collaborative learning environment made it easy for them to ask questions, share insights and network with experienced professionals.

The young interns particularly valued the hands-on activities and interactions, as they helped demystify some complex concepts, making them more accessible and easier to understand. By providing opportunities to apply theoretical knowledge to real-world scenarios, we encouraged the interns to hone their critical thinking and problem-solving skills.

Reflecting on the programme, the SARA interns expressed gratitude to Remchannel's team and rated their experience a commendable 9 out of 10 on the NPS survey. Their positive experience and feedback strengthen our commitment to nurturing young talent and supporting SARA's efforts to develop future reward professionals.



# SHOW ME THE MONEY

The impending amendments to the Companies Act promise to boost pay transparency, which will enhance corporate governance and accountability in South Africa.



**W**ould you be willing to disclose the highest - and lowest - salary in your company? In South Africa, the majority of companies are not yet ready to share this type of information. While 80% of companies conduct a pay gap analysis annually, only 52.7% of these organisations disclose the outcome to their remuneration committee, revealed Remchannel's April 2024 Salary and Wage Survey. "Concerningly, the percentage of those who disclose it to their board of directors is even smaller, at a mere 32.7%," says Lindiwe Sebesho, MD of Remchannel.

However, this is likely to change, as the worldwide calls for greater pay transparency are becoming louder. In this country, the focus is sharpening on the executive remuneration and pay disparity between the top and bottom earners in listed companies and state-owned enterprises. The impending amendments to South Africa's Companies Act, which are awaiting presidential approval, will significantly influence pay transparency practices, says Sebesho. She expects the pay gap to evolve into a key indicator of corporate governance and sustainability and welcomes the legal changes. "This legislative update is not merely a regulatory change, but a transformational shift towards greater corporate accountability and ethical governance," she says.

## Companies Amendment Bill

"Part of a global movement towards greater corporate accountability with regards to pay, the Companies Amendment Bill aims to 'achieve equity between directors, senior management, shareholders, and workers while addressing public concerns about high levels of social inequality'," says Sebesho. "It focuses on enhancing disclosure requirements, filling a regulated transparency gap, which may lead to the redefinition of the social aspect of sustainability strategies and impact investor expectations about fair and responsible pay."

80%

of companies conduct pay gap analysis annually.



### The pros and cons of pay transparency

Conducting a pay gap analysis is one thing, but it's equally paramount to interpret the results meaningfully, communicate them effectively to stakeholders, and then actually do something to address any issues they reflect. Sebesho explains that Remchannel's Executive Reward team is ready to guide companies on how to get this right, including through helping them develop policies that effectively address fair and responsible remuneration. "Such disclosures are crucial not only for regulatory compliance, but also for maintaining trust and confidence among employees, investors and the public at large," she says.

remuneration being regarded as 'excessive' if not properly structured, or explained and justified," she says. "The Remco and the Board should benchmark CEO pay against industry standards and company performance metrics to ensure it is competitive, linked to sustainable value creation and not excessive. These governance bodies are vital in upholding the integrity of compensation strategies to support the company's long-term objectives."

The Companies Amendment Bill also introduces enhanced enforcement mechanisms, says Stevenson, highlighting the stand-down requirement related to shareholder voting.

**Only 52.7% disclose the outcome to their Remco, and even fewer (32.7%) to their Board.**



According to a Harvard Business Review study, pay transparency may reduce excessive compensation overall. "However, badly implemented transparency can potentially affect how attractive an employer is perceived and, therefore, the company's ability to attract and retain top talent," says Sebesho.

### Sustainability through transparency

Leila Stevenson, Head of Legal and Governance in Remchannel's Executive Reward consulting unit, explains why pay transparency has the power to improve the sustainability of listed companies and SOEs. "The introduction of the new disclosures may increase the risk of executive

"Specifically, if shareholders do not approve the company's remuneration report at two consecutive Annual General Meetings, the members of Remco or the committee responsible for remuneration would be required to stand down. This adds a significant layer of accountability from a shareholder perspective, introducing direct consequences for the Remco based on shareholder satisfaction," she says. Ultimately, both Sebesho and Stevenson consider the new law, if interpreted and implemented correctly, a positive development for South African institutional investors and anybody else vested in the sustainable performance of listed companies and state-run enterprises.



# THE DANGERS OF HAPHAZARD JOB ARCHITECTURE

HOW TO PROVIDE A SOLID, CLEAR FRAMEWORK OF HOW JOBS ARE ORGANISED IN YOUR COMPANY

Organisations are like sandcastles: without a solid, structured, well-informed foundation, they will not weather the test of time. That's where a solid job architecture comes in, to ensure your organisation won't crumble to the ground.

**“Job evaluation is vital as it not only cements the organisation hierarchy, but also leads to a sound pay structure and benchmarking.”**

Job architecture is a framework that identifies roles within an organisation. It provides role clarity and consistency in terms of evaluating where within the organisation they fit. Job architecture comprises job profiling and job evaluation. Let's take a closer look.

### Job profiling

This is the systematic analysis and documenting of jobs. Job analysis refers to the deconstruction of a job into its basic tasks and processes, whilst job documentation then takes the result of the job analysis and tailors all the information into a comprehensible document. The latter sets the expectation of what the role would be required to do, and what key skills and experience are beneficial. A well-thought-out job description provides greater clarity, which in turn translates into greater confidence for each employee.

### Don't be haphazard

The danger of not providing due consideration when performing the job analysis and job documentation, or not providing a clear job description, is twofold.

Firstly, an employee, who is not entirely certain about what their role is and what their tangible outputs are, may feel it necessary to do anything and everything. Eventually they may burn out, or become uneasy and uncertain and seek opportunities in a company where greater clarity is provided. The biggest threat to any organisation is the attrition of critical staff, and the cost of having to refill these roles.

According to Inside HR, the cost of replacing an employee can amount to six to nine months of an employee's salary, which does not include work disruptions and the threat of overwhelming current team members with a greater workload until a replacement is found.

Secondly, the lack of a clear job description may negatively impact the organisation's bottom line, in that multiple employees are performing similar tasks (each reinventing the wheel), which inevitably leads to a downturn in productivity. This could be catastrophic for an organisation.

These types of scenarios may cause employees to lose trust in their leadership. Ambiguity and unclear expectations translate into low staff morale and ultimately the reputation of a company as an employer of choice becomes sullied.

### Job evaluation

Another component of job architecture is the evaluation of jobs. This is the systematic and objective ranking of jobs in terms of relative importance and complexity. Job evaluation provides a structure within which each employee is placed. This means that there is somewhere for each employee to belong. The blurred lines become clearer, succession and progression become top of mind, and there is comfort in knowing that each employee has a place.

The job evaluation piece of the job architecture puzzle is of vital importance in that it not only cements the organisation hierarchy, but it also leads to a sound pay structure and benchmarking. Linking to remuneration, an organisation that has a solid job evaluation process in place is able to plan better for their human capital.

### Be clear and consistent

The danger of not having an effective job evaluation system in place has a direct effect on remuneration and being seen in a competitive light. Equal pay for work of equal value is only possible when jobs are evaluated properly. The ramifications of not grading roles negatively impacts organisations pay scales. If an organisation is unable to gain a comparable worth of roles from within, they will not be able to benchmark their salaries. Thus, maintaining a proper pay structure becomes nearly impossible.

To attract talent from the market, an organisation needs to know what their remuneration philosophy is and what remuneration they are able to offer. This is based on the market as well as internal parity, which does not exist in organisations where there is no appropriate job evaluation. When people are paid differently inconsistently for the same job, they ultimately become dissatisfied and search for new horizons.

When competitors are able to pay a market related salary, whilst at the same time being cognisant of internal equity, the chances of them attracting the best talent are higher than organisations that manage their job architecture in a tick box, haphazard manner.

The risk of not treating your job architecture with the same care that one would treat their home architecture holds the same devastating result.

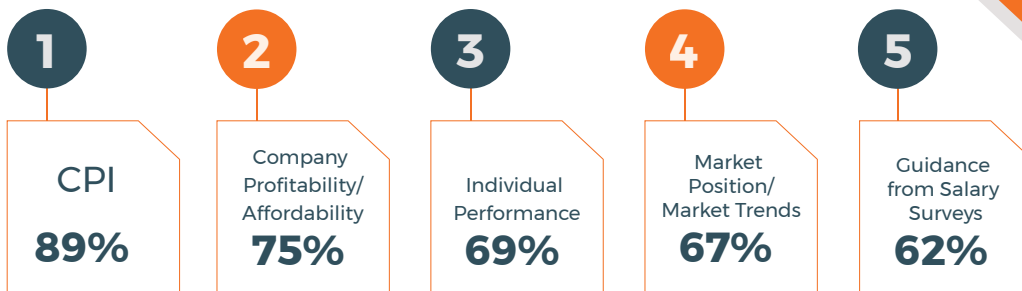
# The State of Salaries and Staff Turnover

How are organisations determining salary increases? Are those increases still lower than inflation? How many employees are leaving their jobs, and why are they resigning? Remchannel's April 2024 Salary and Wage Movements Survey reveals the latest South African market trends.



## SALARY & WAGE MOVEMENTS

### SALARY INCREASES: TOP 5 CONSIDERATIONS



For the first time in 3 YEARS average salary increases were higher than **INFLATION**

Although average salary increases were aligning to CPI trends for the first time since 2020, the high cost of living continues to drive debt dependency for most workers.

**72.7%**

Of participating employers differentiate between increases for their top performers and other employees.

**47.3%**

Do not grant employees any increases in the case of poor performance.

**PAY TRANSPARENCY READINESS**

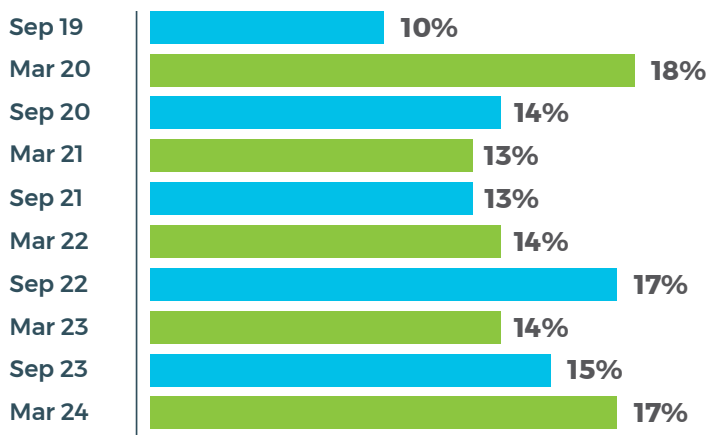
**80%** of employers conduct a fair pay analysis annually.

**53%** disclose the outcomes to the Remuneration Committee.

**49%** believe their employees are probably not satisfied with the levels of transparency. Although employees are not necessarily privy to information about pay equality, they do have channels through which to obtain it.

**TURNOVER**

LABOUR TURNOVER (17%) HAS RISEN TO LEVELS LAST SEEN IN 2022.



**TERMINATION CATEGORIES**

CATEGORY	2024	2023
Resignation	37%	41%
Non-renewal of Contract	37%	28%
Dismissal - Misconduct	15%	13%
Retirement	3%	3%
Dismissal - Operational Requirements (Retrenchment)	2%	8%
Dismissal - Incapacity	1%	1%
Death	1%	1%

## TERMINATION REASONS

## WHY EMPLOYEES RESIGN

## Top 10 reasons cited:

- 1 Better career prospects / Career advancement opportunities
- 2 Better remuneration/Higher pay
- 3 Emigration (with better opportunities overseas)
- 4 Career change
- 5 Improved employment conditions/Increased benefits
- 6 To work closer to home
- 7 Personality or relationship conflicts with manager (including bullying and harassment)
- 8 Emigration (due to family)
- 9 Change in personal circumstance
- 10 Improved work/life balance

▶ **48%** of employees resigned due to better career prospects, higher remuneration and improved employment conditions. **4% higher than in 2023**

▶ **20%** resigned to emigrate for various reasons. **6% higher than in 2023**

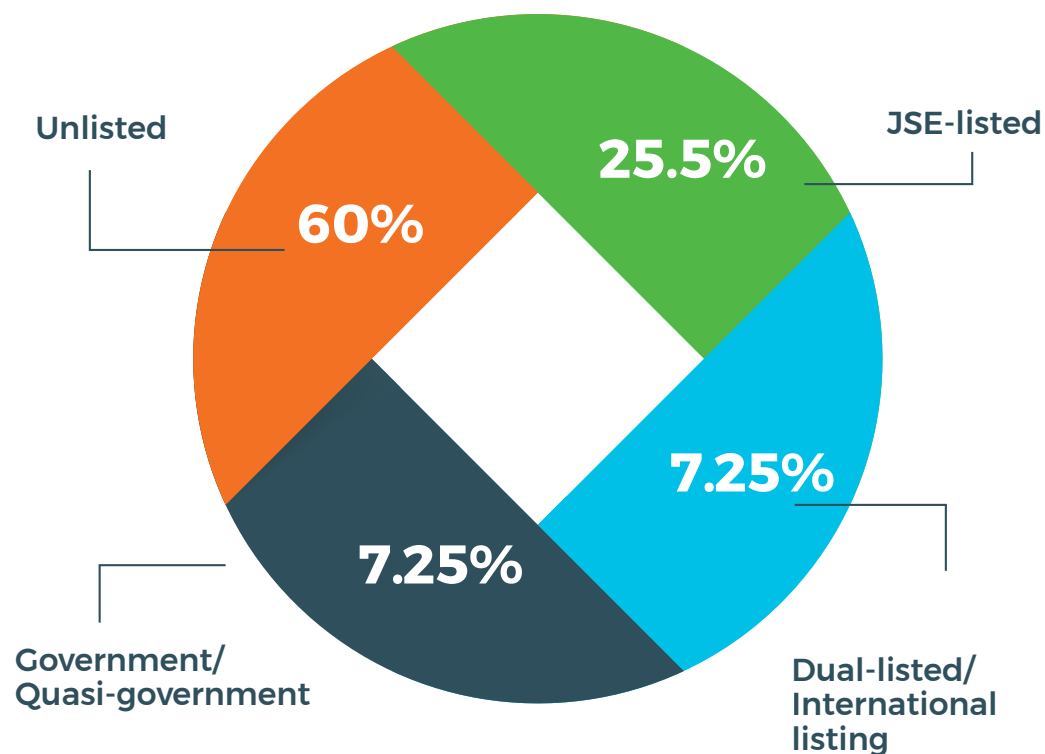
▶ **7%** experience a toxic workplace. **2% lower than 2023**

## INSTITUTIONAL KNOWLEDGE

**40%** of top management or executives, and **19%** of senior management, who terminated their employment had more than **15 years'** experience.

## ABOUT THE SURVEY

Respondents to the **April 2024 Remchannel Salary and Wage Movements Survey** included **55** organisations, employing a total of **417 000** people.



Annual salary increases play a crucial role in employee turnover. Companies need to ensure their remuneration plans attract and retain the right talent by focusing on a holistic approach that includes competitive salaries, innovative benefits, and a positive work environment.

Please contact Louna Robbertse at [louna.robberse@remchannel.com](mailto:louna.robberse@remchannel.com) for more information.



## Workshops

▶ **EXCEL POWER QUERY** - 1 & 2 October 2024 (mornings only)

Power Query is one of the most powerful productivity tools available in Excel and is built into all versions of Excel from 2016 onwards. It can automate routine data transformation (e.g. merging/splitting /removing columns, filtering data, to name a few). It does this without using macros and VBA, and with very limited use of formulas. Almost all the transformation is done through the simple use of a menu and a mouse. Be a Power Query pro by attending this workshop.

▶ **ADVANCED EXCEL** - 23 & 24 July 2024 and 11 & 12 September 2024

▶ **SALES COMPENSATION** - 6 August 2024

▶ **JOB PROFILING AND JOB EVALUATION** - 13 & 14 August 2024

▶ **REWARD STRATEGY** - 16 to 18 October 2024

**CONTACT:** [workshops@remchannel.com](mailto:workshops@remchannel.com)

## NEW NON-EXECUTIVE DIRECTORS



Remchannel welcomes two highly respected reward industry professionals as Non-Executive Directors to its Board:



**René Richter** established Remchannel in 2000. She has taken the business to immense heights in South Africa and globally. As an industry veteran, she is versed in developing and implementing cutting-edge human resources and total reward strategies and solutions. René has converted from Executive Director of Remchannel to a Non-Executive Director.



**Peet Kruger** has over two decades of extensive consulting experience, specialising in Total Reward Solutions. He founded his consultancy in 2006, leveraging his wealth of knowledge and industry insights to deliver tailored solutions to his clients. As a founding member of the South African Reward Association (SARA), Peet has contributed to shaping industry standards and practices. At SARA, he served two terms as president and more than 15 years on the Exco. He currently serves on two sub-committees of prominent organisational boards.

# REGIONAL CONTACT DETAILS

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Khosi Mabaso	Head REMconsulting: Analytics & Reporting	074 465 7322
Marike Jacobs	Senior Manager: REMconsulting	072 713 2431

## WESTERN CAPE

Gizelle Erwee	Head REMconsulting: Core Reward	082 871 5728
Leila Stevenson	Head REMconsulting: Legal & Governance	072 702 4232

## EASTERN CAPE

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