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LETTER FROM THE EDITOR



ChatGPT has led to a raft of views, reviews and try-outs in recent months. As a result, I, for one, couldn't wait to test it myself. It's amazing, generating responses in just a few seconds and reducing the time it takes to write emails, research concepts and take care of mundane and repetitive tasks.

I believe Artificial Intelligence (AI) can and will take over repetitive work so that less human effort will be needed. This could potentially cause a massive problem in employment levels. Every organisation is looking to save costs and increase margins, and the introduction of more and more AI will affect less skilled workers, resulting in job losses.

The upskilling and reskilling of employees should be a top priority for all of us to equip staff for the jobs of the future. Rapid change in specialist areas means that this will always be a moving target. Even the skills staff need to keep doing the jobs they already have and career progression in an organisation looks a lot different to the traditional career ladder.

A few years ago, research by the World Economic Forum indicated that 54% of employees in the world would need substantial reskilling and upskilling by 2022 to be able to continue doing their work. This is even truer now, in 2023.

At the same time, South Africa is facing a critical skills dilemma. This is clear in the article on page 8 by Emily Zuccarini, a Key Accounts Manager at REMchannel®. Attracting and retaining the skills we need to create much-needed growth in South Africa remains a problem. During 2022 our clients across all industry sectors indicated that staff turnover was higher than ever. The cost to employers is astronomical. REMchannel® calculated the costs based on the turnover rates reported by participants in our October Salary and Wage Movement Survey, and it is estimated that it cost them in excess of R16 billion to replace lost skills.

Our next survey will be published in April this year and it will be interesting to see if the number of resignations has continued to grow. And even though the hype around the

Great Resignation seems to have subsided now that the pandemic is largely over, organisations are still competing for top talent. Over and above the remuneration offered, the focus on employee wellbeing has increased and is seen as critical to human-capital management.

This ensures that employers continuously encourage employees to take time off and most organisations have flexible work schedules to help staff balance their personal and professional lives. Flexibility remains key and is much more in demand by top talent than in pre-pandemic days. Diversity and inclusion is another focus area for South African organisations. Creating and maintaining an environment that values this and where employees feel appreciated, respected and supported goes a long way towards attracting and retaining the best talent in the market.

The upskilling and reskilling of employees should be a top priority for all of us to equip staff for the jobs of the future.

Overall, it's clear that promoting employee wellbeing requires a holistic approach that takes into account the physical, emotional and mental-health needs of employees. By prioritising their wellbeing, organisations can foster a positive work environment that supports productivity, engagement and job satisfaction.

To help clients navigate reward more effectively, Remchannel will introduce a few significant changes on 1 April 2023, which will diversify our offering. (Find more details on page 4.)

We look forward to engaging you and assisting you in your decision-making process.

René Richter

MANAGING DIRECTOR: REMCHANNEL®

EXCITING DEVELOPMENTS AT REMCHANNEL



Economic, business and remuneration complexity and uncertainty are on the rise, so we are thrilled to announce that REMchannel® is launching an array of exciting innovations to ensure that you stay a step ahead.

REMCHANNEL® SALARY SURVEY: TOTAL REWARD

We have heard your requests for more solutions and have invested heavily in technology to ensure that your reward needs are at the forefront of Remchannel's innovations. We will be launching the Beta version of Total Reward, which includes long-term incentives as an add-on to the REMchannel® salary-survey platform during Q2 2023. This new module will enable clients across all industry sectors to benchmark the full quantum of rewards at all levels in their organisations.

EXPANDED ADVISORY CAPABILITY

We are equally excited about our expanded advisory capability and have appointed a team of highly

regarded reward specialists. Leila Ebrahimi, Khosi Mabaso and Andreas Horak joined the REMchannel® team on 1 April along with a team of consultants. This strategic expansion will provide our clients with access to exceptional reward expertise.

These appointments underscore our belief that, in today's changing workplace, access to real-time remuneration information and reward expertise is crucial if our clients are to attract and retain the best talent.

We are confident that our expanded advisory services, innovative products and client-focused initiatives will enable us to provide you with even more exceptional value.

As always, thank you for your continued support. We look forward to continuing our partnership in the years ahead.

REMchannel® now provides clients with a holistic service offering covering all aspects of reward



RISKS AND REWARDS OF USING AI IN HR



To unpack the possible uses and risks of AI chatbots like ChatGPT in relation to HR, I asked the bot about two workplace trends that have been front and centre in the industry since Covid-19 hit. This is what came up.





Over the past three years many new phrases have been coined as a result of workplace changes accelerated by the pandemic. It all started with the Great Resignation followed by Quiet Quitting and more recently Quiet Firing. While researching these concepts, it became quite clear that they are used to describe particular scenarios relating to engaging employees and how management acts and performs, which both contribute to staff turnover.

SO WHAT DO THESE TERMS REALLY MEAN?

Let's start with Quiet Quitting. According to Investopedia, Quiet Quitting refers to doing the minimum required in one's job and putting in no more time, effort or enthusiasm than absolutely necessary. As such, it is something of a misnomer since Quiet Quitters don't actually leave their positions and continue to collect salaries.

Quiet Quitting became a trend in the early 2020s, partially as a result of social media. However some HR professionals have questioned how common it actually is, and whether this really is a new trend.

We believe that Quiet Quitting has been around for much longer but hadn't been identified, or given a name, until the Covid-19 pandemic. Quiet Quitters continue to fulfil their main responsibilities, but are less willing to participate in other activities that they don't believe will advance their careers. For example, they will not stay late or show up early, and more often than not they won't attend non-mandatory meetings. And if they do, they won't stay longer than necessary, regardless of the topics being discussed.

If a large number of employees are Quiet Quitters, it will have a significant impact on productivity, morale and ultimately the bottom line of the organisation.

THIS IS WHAT CHATGPT PRODUCED WHEN ASKED FOR AN ARTICLE ON QUIET QUITTING.

Quiet Quitting: The Art of Resigning Without Burning Bridges

Quitting a job can be a difficult and stressful experience. Whether you are leaving because of a toxic work environment, lack of growth opportunities, or simply to pursue a new opportunity, there is always a risk of burning bridges with your employer and colleagues. However, there is a way to resign gracefully and without causing unnecessary drama or tension. This is called quiet quitting.

Quiet quitting is the art of resigning in a professional and courteous manner that allows you to maintain positive relationships with your colleagues and employer. It involves being respectful, clear, and considerate of your employer's needs, while also prioritising your own goals and aspirations. In this article, we will explore the benefits of quiet quitting, how to do it effectively, and some tips for making the transition as smooth as possible.

This example demonstrates that using AI without the right context can be extremely unreliable. Its unreliability is also being discussed at higher education institutions, where it could have repercussions for students.

Next up, there's Quiet Firing.

Is used in connection with managers' actions or lack of actions, which usually entails a failure to provide adequate coaching, support and career development, whether deliberate or not. This will eventually push an employee out of the organisation, regardless of their abilities and potential for growth.

During and after the pandemic there has been a real focus on leadership skills, especially those rooted in emotional intelligence such as self-awareness and empathy. Modern leaders must also know how to foster inclusion and belonging to help their teams feel appreciated, and motivate them to achieve the organisation's goals and mission.

THIS IS WHAT CHATGPT RETURNED WHEN ASKED FOR AN ARTICLE ON QUIET FIRING.**Quiet Firing: The Art of Getting Things Done Without Making a Scene**

In today's fast-paced and noisy world, it is easy to believe that the only way to get noticed or get ahead is to make a lot of noise. We are bombarded with messages that tell us to speak up, stand out, and be heard above the din. But sometimes, the best way to make an impact is to do things quietly, without fanfare or fuss. That is the art of quiet firing.

What is Quiet Firing?

Quiet firing is the practice of getting things done without drawing attention to yourself. It is a way of accomplishing your goals through understated, low-key methods, without making

a big show of it. Quiet firing is not about being passive or timid; it is about being deliberate and intentional in your actions. It is about achieving your goals in a way that feels authentic to you and that reflects your values.

Some research findings indicate that AI-powered job automation is a pressing concern. Researchers believe that the technology adopted in industries such as marketing, manufacturing and healthcare could result in 85 million job losses by 2025.

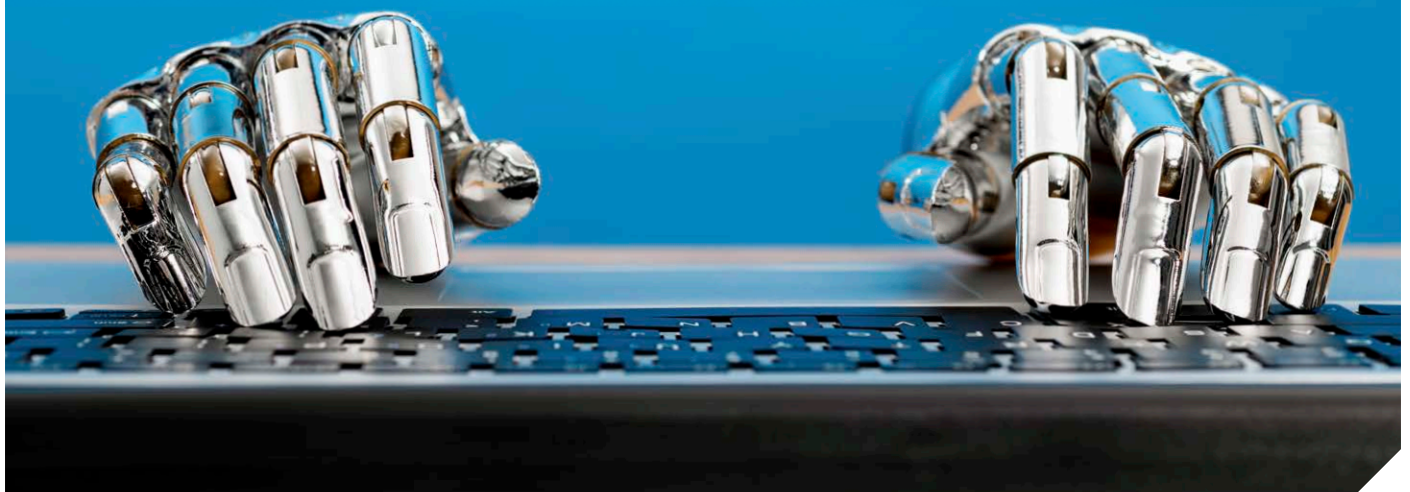
What does this mean for Corporate South Africa? Besides the risks highlighted in this article, a significant amount of workforce planning and foresight will be needed to reskill and prepare employees for changes in the workplace. Emotional intelligence and critical thinking must be emphasised at all levels. But above all, we must guard against the possibility that employees may become lazy and dependent on AI.

ARE THERE BENEFITS TO USING AI?

There are indeed many benefits for HR practitioners. If applied correctly, AI and automation can reduce human error, perform repetitive jobs and, of course, work 24/7 to reduce turnaround times.

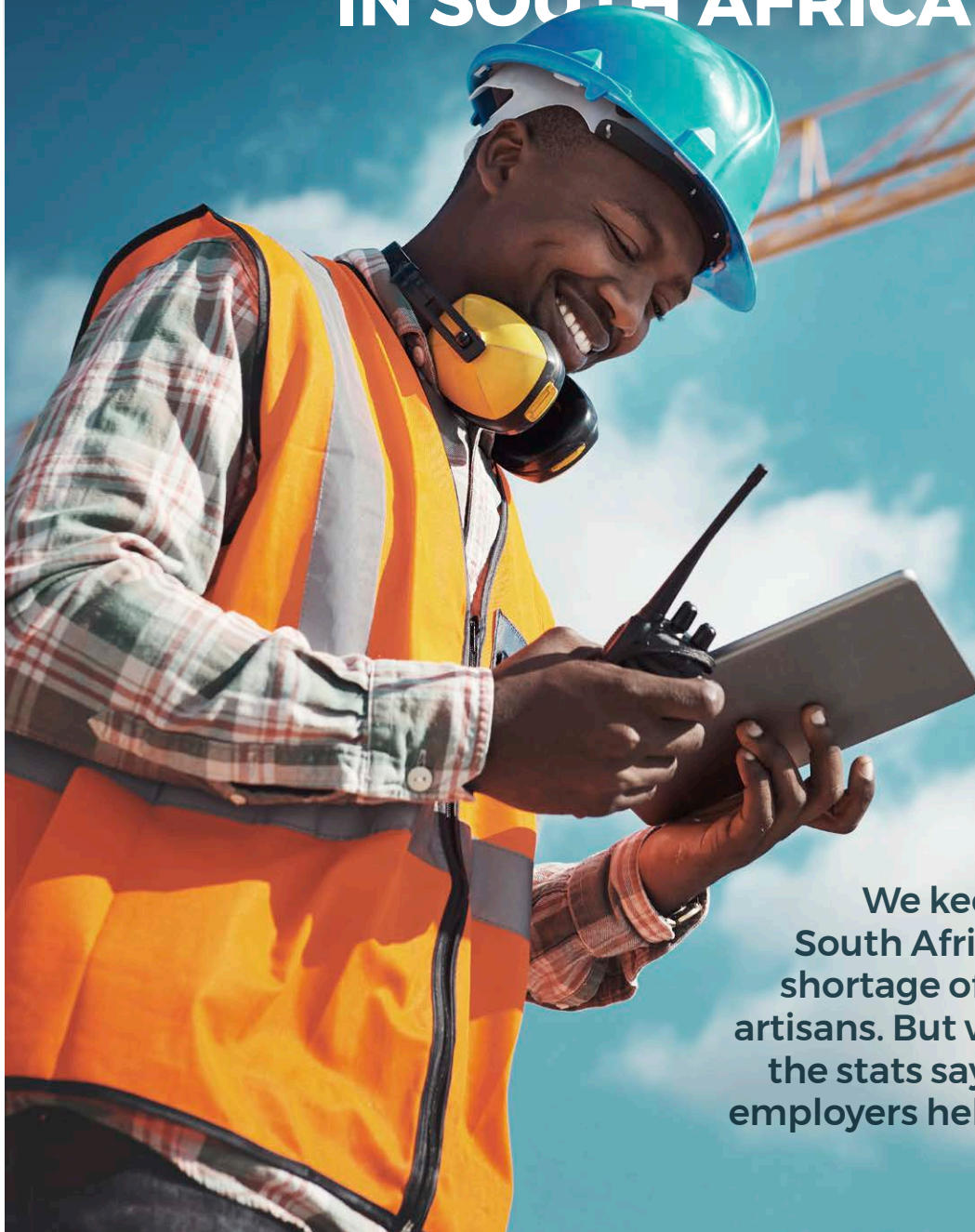
Let's face it, many HR tasks are repetitive and time-consuming. Automating them will provide employees with opportunities to expand their horizons and free up time for creative thinking – and this is what is needed to be innovative.

If applied correctly, AI and automation can reduce human error, perform repetitive jobs and, of course, work 24/7 to reduce turnaround times.





THE NEED FOR ARTISANS & ENGINEERS IN SOUTH AFRICA



We keep hearing that South Africa has a critical shortage of engineers and artisans. But what exactly do the stats say? And how can employers help address this?

South Africa needs at least 60% of all school leavers to train as artisans to meet industries' need for these skills and to support economic growth.



The change from the industrial age to the information age has meant that organisations and people have become far more focused on technology and jobs that require minimum input, increased output and continuous opportunities for innovation. But Artificial Intelligence (AI) is not yet advanced enough to replace critical skills, especially in South Africa. In fact, the Eskom crisis and its impact on infrastructure have heightened the lack of key artisanal and engineering skills in the country.

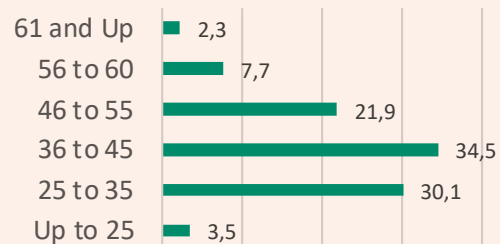
The Decade of the Artisan campaign was launched by the Department of Higher Education and Training in 2014. This drive was based on the National Development Plan 2030 and the White Paper for Post-School Education and Training to produce 30 000 qualified artisans per year by 2030. The Minister of Higher Education, Science and Technology, Dr Blade Nzimande, stated that South Africa needs at least 60% of all school leavers to train as artisans to meet industries' need for these skills and to support economic growth.

While government has started to actively encourage young South Africans to go into a trade, the latest REMchannel® online salary survey shows that it has yet to gain traction. An age analysis of all semi-skilled artisan jobs reported by 565 participants showed that only 3.5% of semi-skilled artisans are younger than 25.

Equally interesting is that, at the other end of the age scale, experienced artisans and engineers who are 61 or older are still employed by participating organisations.

This echoes figures published by the Sunday Times to illustrate the critical skills shortage at Eskom: more than 60% of all technical employees leaving Eskom have at least 11 years' experience. Some have as many as 30 years' experience, while 80% of those who replace them have less than 10 years' experience. As a result, there is a drive to bring back seasoned, experienced engineers and artisans to Eskom to assist with the critical skills transfer required.

ARTISANS: SEMI-SKILLED NATIONAL ALL INDUSTRIES AGE DISTRIBUTION



SEMI-SKILLED ARTISAN JOBS:

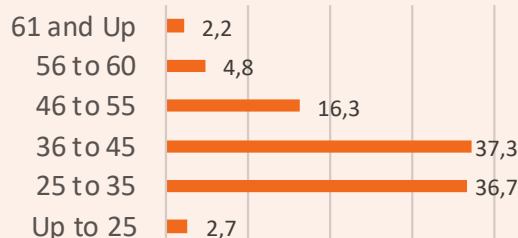
- APPRENTICE
- ARTISAN AIDE (ELECTRICAL)
- ARTISAN AIDE (NOT ELECTRICAL)
- ARTISAN ASSISTANT
- HANDYMAN
- PAINTER
- PARTLY SKILLED (TECHNICAL)





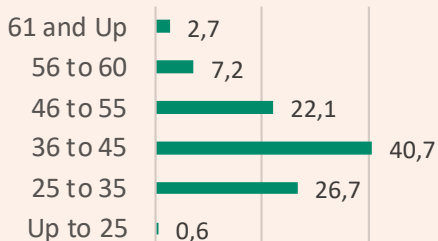
An analysis of the field of engineering showed that 2.7% of skilled engineers are younger than 25.

ENGINEERING: SKILLED NATIONAL ALL INDUSTRIES AGE DISTRIBUTION



Unsurprisingly, fewer than 1% of skilled artisans are younger than 25.

ARTISANS: SKILLED NATIONAL ALL INDUSTRIES AGE DISTRIBUTION



SKILLED ENGINEERING JOBS:

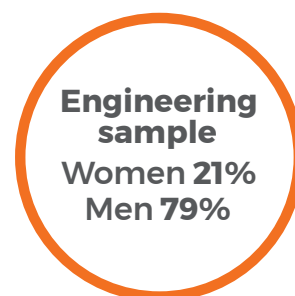
- CHEMICAL ENGINEER I
- CIVIL ENGINEERING TECHNICIAN
- CONSTRUCTION GRADUATE II
- ENGINEER I
- ENGINEER II
- ENGINEERING TECHNICIAN I
- ENGINEERING TECHNICIAN II
- ENGINEERING TECHNICIAN III

SKILLED ARTISAN JOBS:

- APPRENTICE/ARTISAN SUPERVISOR
- ARTISAN FOREMAN
- ARTISAN I
- ARTISAN II
- AUTO ELECTRICIAN
- BOILERMAKER
- BRICKLAYER
- CARPENTER
- DRILL MASTER
- ELECTRICIAN
- ELECTRICIAN FOREMAN
- ENGINEERING FOREMAN
- FITTER
- FITTER AND TURNER
- INSTRUMENT MECHANICIAN
- INSTRUMENT
- TECHNICIAN I
- INSTRUMENT TECHNICIAN II
- INSTRUMENTS FOREMAN
- MECHANICAL WORKSHOP FOREMAN
- MILLWRIGHT
- MOTOR MECHANIC - DIESEL
- MOTOR MECHANIC - EARTHMOVING EQUIPMENT
- MOTOR MECHANIC - PETROL
- PANELBEATER
- PLUMBER
- RIGGER
- SHAFT FOREMAN
- WELDER
- WELDING INSPECTOR

According to a November 2021 article published on Solidarity's website, women represent around 45% of registered students at Technical Vocational Education and Training (TVET) colleges for programmes related to civil engineering, construction, electrical infrastructure and mechatronics.

Currently, according to the REMchannel® survey database, only 11% of women are in artisan roles and 21% in engineering roles.



It is encouraging, though, that 64% of the individuals matched to the REMchannel® CHEMICAL ENGINEER I job are women.

Companies around the world are fighting for talent and more and more of our skilled engineers and artisans are accepting jobs outside South Africa. It is therefore critical that both government and industry invest in developing our artisan and engineering skills base. From a business perspective, HR



and Reward professionals will have to find innovative ways to attract and retain engineers and artisans while simultaneously growing the number of youth and women among them.

With the increasing focus on ESG, one suggestion is to introduce a corporate social-responsibility initiative to encourage and sponsor students, employees' children and local communities to take up these disciplines. Another is to introduce or review mentorship or training programmes to ensure that the required skills and knowledge are transferred. The conundrum here is not just how to motivate mentors or

trainers to transfer their knowledge and skills, but also how to motivate the mentee, student or trainee to want to learn and implement their new knowledge and skills on the job.

It is possible to automate aspects of many jobs in different sectors to free up workers for more creative and meaningful work. But artisans and engineers have skills that cannot be automated. They are unique and it is critical to find ways to create new opportunities for them and to ensure that their remuneration and rewards package can compete with offers from outside our borders.

From a business perspective, HR and Reward professionals will have to find innovative ways to attract and retain engineers and artisans while simultaneously growing the number of youth and women among them.



Emily is a Key Account Manager at Remchannel working across all sectors on matters ranging from reward strategy and job architecture to benefit analysis and benchmarking. She has an MSC in Human Resources and 25 years' experience in the industry.



WANTED: STRATEGIC HUMAN-CAPITAL MANAGEMENT



Work and workplaces continue to evolve after the Covid-19 pandemic and with them, the employer-employee relationship and mutual expectations.

The workplace is a vastly different place to the one our parents knew. In the past, it was accepted that people left their emotional concerns at home, and a “command and control” style of leadership was the norm. The new world of work compels organisations to rethink their employee value propositions and how they attract and retain talent.

This, as well as cost pressures on salaries and recruitment drives, are being felt by human-capital professionals everywhere. As a result, HR managers and directors are increasingly required to help companies manage these challenges while faced with a range of external issues, such as rising inflation in a volatile, unpredictable world.

TWO TRENDS THAT WILL DEFINE THE WORKPLACE IN 2023

- 1. A focus on holistic wellbeing.** Wellbeing came to the fore during the Covid-19 pandemic as people struggled to cope with anxiety, social changes and the shift to remote work. There has been no return to normality since then, and employers are taking a leading role in helping their employees to manage their wellbeing holistically. This in turn drives talent acquisition since people are looking for human-centred workplaces where they are valued for who they are and allowed to live their purpose.
- 2. Rising cost pressures.** An inflationary environment means greater cost pressures. Human-capital professionals have to overcome this while seeking and retaining the talent companies need to remain and become even more competitive.

We know recruiting and replacing people is more costly than retaining talent, so the challenge is to be creative with the resources we already have. Coaching and mentoring employees can be done at relatively low cost, creating a virtuous cycle of knowledge transfer that broadens the skills base.

WELLBEING CHALLENGES FOR EMPLOYEES AND HR MANAGERS

Aside from anxiety stemming from the pandemic, lockdowns and going back to work, many employees are struggling to set boundaries.

Prior to the pandemic, not many of us were as focused on our physical and mental health – working long hours and not



taking leave weren't unusual. However, this has taken its toll, particularly at the height of the coronavirus crisis.

Old Mutual and other companies are now emphasising the importance of active rest, not working outside business hours, and not burning out. We use technology to monitor and measure things like burnout risk – in fact, we have a dashboard that indicates to managers what percentage of their team members are at risk. Managing such risk is part of their performance scorecards.

ATTRACTING AND RETAINING TALENT

The “war for talent” has not abated – if anything, it is becoming more critical.

We also know that developing people can drive retention, especially among younger staff members who are looking for opportunities to grow and do meaningful work.

USING TECHNOLOGY TO IMPROVE OUTCOMES

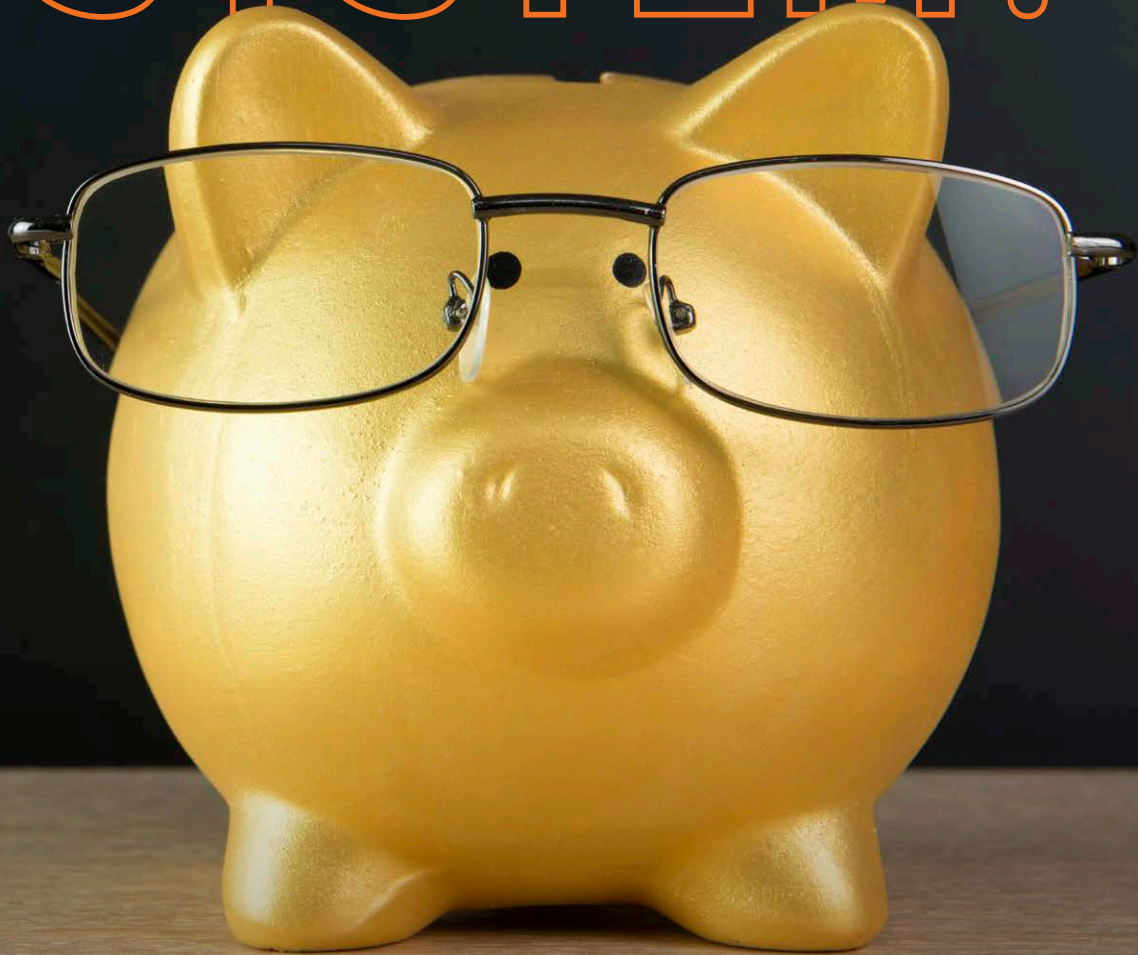
Organisations are increasingly using technology to manage people as well as data. A significant development is the use of Artificial Intelligence (AI) in the hiring process, although this has been controversial because of the bias built into algorithms.

AI is not developed in South Africa, so diversity and inclusion may get lost, but the technology can only improve and the possibilities are exciting.

However, this technology should only be seen as a tool – we don't want to lose opportunities for human interaction, and we want to make sure employees still have and develop soft skills in the workplace. A decline in social skills leads to a decline in workplace performance, which leads to mental-health issues. Human-capital management must always be intentional and strategic in reminding people about organisational culture, which may have been diluted by remote work and real-world disconnection.



HOW ADEQUATE IS SOUTH AFRICA'S PENSION SYSTEM?



Is South Africa's pension system really "one of the worst in the world"? The evidence - and the introduction of bold new legislation - prove otherwise.



Can South Africa's pension system keep delivering, and can it be trusted? These are important questions, and ones that we should all ask – both of our national retirement system in general, and of the specific funds in which we have invested our retirement savings.

The 2022 Mercer CFA Institute Global Pension Index released in November 2022 set out to answer these questions by comparing 44 countries' pension-fund systems. It looked at three factors to rank them: adequacy, sustainability and integrity. South Africa ranked 34th.

Some local media headlines were somewhat skewed. "SA's pension system slips further down the global rankings," read one. "South Africa has one of the worst pension systems in the world," claimed another. The former was unfair; the latter was simply untrue. In fact, South Africa's total score of 54.7 – its highest since it was first included in the index in 2014 – puts it on par with developed economies like Japan (54.5), Italy (55.7) and Austria (55.0).

To compare South Africa's overall score (54.7) with that of top-ranked country Iceland (84.7) does not compare like with like. South Africa is the only African country included in the index, which means it is being compared to countries that don't necessarily have the same socio-economic conditions to take into account. It also has a population of nearly 59 million, while Iceland's is just 357 000.

However, it's instructive to look at the index's findings from their objective perspective, and to see where and how our systems can improve.

IMPROVING SOUTH AFRICA'S RETIREMENT SYSTEM

In terms of integrity, South Africa scored a B+. Our pension-fund system's integrity received a rating of 78.4, which reflects the good governance of our retirement funds, the rigour of our policies and regulations and the strength of our Pension Funds Act.

If the index measured one of the largest funds in the country like the Old Mutual SuperFund in isolation, I am confident that it would score even higher in terms of integrity, based on its largely independent board of trustees and strong governance policies. South African retirement funds have made great strides in the management and oversight functions.

What brought South Africa's overall score down were its two Ds: 44.2 for adequacy and 49.7 for sustainability. Here, the Mercer report recommended the following four interventions that could raise the country's overall index value:

- increasing the minimum level of support for the poor; increasing the coverage of employees in
- occupational pension schemes, thereby raising the level of contributions and assets;
- introducing a minimum level of mandatory contributions into a retirement-savings fund; and
- introducing preservation requirements to prevent members from withdrawing funds from occupational pension schemes prior to retirement.

Increasing South Africa's older person's state grant is easier said than done. South Africa has a small tax base relative to the size of the population. We also have high unemployment and slanted income inequality rates. In this context, there will always be constraints on what South Africa's grant system can hope to achieve.

That said, we are already seeing positive moves in terms of coverage, mandatory contributions and preservation.

DEFERRED RETIREMENT SOLUTIONS

South Africa's Achilles' heel is that our retirement-fund system largely covers people who are formally employed. We need innovative, African thinking around how we solve this. However, there are encouraging developments on the legislative front that are helping to improve coverage and sustainability.

Members should be saving at least 15% of their salary, excluding costs, aiming for a return of 5% above inflation over 35 to 40 years.

One of the reforms came a few years ago when government regulations changed so that it is no longer compulsory that retirement-fund members start receiving their benefits the day they hit retirement age.

With deferred retirement, you can become a paid-up member of your retirement fund when you reach retirement age and leave the money in the fund. That way, your money will continue to grow with interest until you decide to purchase an annuity.

There are three benefits to leaving your money in your retirement fund for a while: your investment will have grown, the cost of your annuity will be cheaper (because you're older), and you'll get a better retirement outcome.

MINIMUM RETIREMENT CONTRIBUTIONS

In terms of mandatory minimums, Old Mutual SuperFund was ahead of the curve when it introduced minimum contribution rates.

As Andrew Davison, Old Mutual Multi-Managers' Head of Institutional Business, has said: "If you don't contribute enough to your retirement pot, there won't be enough to grow." Members should be saving at least 15% of their salary, excluding costs, aiming for a return of 5% above inflation over 35 to 40 years.

Low contribution levels are simply not sustainable, and there is no point in having a retirement fund just for the sake of having a retirement fund. It needs to be meaningful. It needs to drive the desired retirement outcomes. It shouldn't just be a box-ticking exercise.

THE TWO-POT SYSTEM FOR RETIREMENT SAVINGS

The Mercer report's recommendation around preservation comes at a time when South Africa's National Treasury is introducing legislation that aims to achieve exactly that. Old Mutual supports the proposed two-pot system for retirement funds, as it introduces a measure of compulsory pension preservation. We expect it to have a massive impact on retirement savings going forward.



Our retirement system cannot be sustainable if it allows retirement-fund members to withdraw 100% of their benefits, in cash, every time they change jobs. The two-pot system will ensure the preservation of two-thirds of members' future retirement savings. Under the current regulations fund members may take one-third of their retirement savings as a lump sum. Put simply, the two-pot system will therefore allow easier, earlier access without actually detracting from benefit outcomes.

Once the two-pot system is in place (at the time of writing, the proposed implementation date is 1 March 2024), National Treasury has suggested plans to introduce auto-enrolment at a later stage. This would require employers in the formal sector to put their employees onto an approved retirement fund, with a government run national pension fund as the default option for those employers who do not want a private sector run solution.

According to research by Andrew Donaldson, a former deputy director general of National Treasury for the 2021 PLA Conference, 58% of people in South Africa's formal sector are currently saving towards retirement. If auto-enrolment sees compliance levels similar to the Unemployment Insurance Fund's (UIF) 90%, it would mean that 90% of formally employed South Africans will be saving for their retirement. While that doesn't solve the problem for informal-sector workers or the long-term unemployed, it would nonetheless be a significant improvement.

This, surely, will improve where South Africa's pension-fund system ranks when compared to other countries. More importantly, it will improve retirement outcomes for millions of retirement-fund members.

Importantly, retirement-fund contributions will still be tax deductible up to 27.5% of taxable income (or ZAR 350 000 per annum). Any contributions above these caps will be allocated to the retirement pot.

BOOSTING RETIREMENT OUTCOMES

South Africa's retirement industry certainly has room for improvement, but it's moving in the right direction. We've known for some time that the South African pensions model – particularly the private sector – is well regarded internationally and ranks right up there with some of the best in the global market. Change takes time, but as long as the government continues to implement necessary legislation like mandatory preservation and industry leaders like Old Mutual SuperFund continue to provide innovative solutions, improvement will be inevitable.





Publications & Research

SALARY AND WAGE MOVEMENT SURVEY APRIL 2023

Rising costs due to escalating inflation exacerbated by increasing fuel prices and food shortages due to the Russia-Ukraine war, have created a perfect storm for employers. The pressure this puts on salaries presents a new challenge to employers as they look to retain and attract talent while remaining competitive.

To ensure that our clients and Corporate South Africa as a whole have access to the latest salary and wage movements information, including elements such as labour turnover and the reasons why employees are rethinking work and its role in their lives, we publish our Salary and Wage Movement Survey twice each year. The survey not only provides insights into salary-increase trends but also covers employee-turnover statistics by industry sector and negotiated minimum rates of pay.

Should you wish to obtain a copy of the April 2023 Salary and Wage Movement Survey, please email Lisa Tamkei using the details listed below. Please note that terms and conditions apply.

SOUTH AFRICAN EMPLOYEE BENEFITS GUIDE 2023

We have begun to collect data for our flagship South African Employee Benefits Guide. This biennial publication assesses the manner in which South African organisations are evolving and changing their approach to employee benefits.

REMchannel®'s comprehensive research has assisted many organisations to benchmark their benefit structures to those of the market and ensure that they remain competitive. This year's survey will cover all aspects of employee benefits from parental leave to retirement funding, medical benefits and all non-cash benefits such as mobile phone and data allowances and market premiums. The 2023 guide will be published in December 2023.

FOR ENQUIRIES REGARDING SURVEY PUBLICATIONS, PLEASE CONTACT:

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