

Mangroves are shrubs and trees that flourish in conditions that are subject to rapid daily, monthly and annual flux. They have a remarkable ability to cope with extraordinary types of stress, thriving in coastal saline or brackish water. They provide highly effective natural protection against tropical storms by acting as wave and wind breakers and can sequester up to 50 times more carbon in their soil by area than tropical forests.

Our lesson from nature

Our employees demonstrated their resilience during COVID-19, ensuring uninterrupted service delivery to clients despite very difficult and often uncertain conditions. They adapted to working from home despite power shortages, parental duties, financial distress and health scares.

Material resilience themes

Serving our clients

Empowering our people

Supporting our communities

Embedding an ethical culture

Protecting and preserving resources

Recognising the value of sustainable investment

Empowering our people

Sanlam is a knowledge based organisation and we rely on the capabilities of our people to deliver on our strategy. Our culture evolves and our employees are empowered for continuous learning and growth. This enables Sanlam to be competitive in the rapidly changing world. We value and appreciate the value of having a diverse workforce in the geographies where we operate, as a critical success factor to serve our diverse clients well.

Our HR strategy outlines the people implications, derived from the business strategy, into areas of strategic investment across the entire employee lifecycle. It allows us to create a working culture that deals successfully with the agility and scope of a digital workplace built on our purpose.



Message from our HR director

Our people are key in enabling the success and sustainability of our business. For this reason, we strive to understand the needs of employees in this new world of work. We must evolve to keep attracting, retaining, and developing current and future talent. To meet these expectations and to provide meaningful experiences and services for our people, we continuously evolve our HR strategy.

We align with the intent to empower generations to be financially confident, secure and prosperous, and take pride in ensuring that our employees are enabled to live their best lives throughout their lifecycle. Our values of leading with courage, serving with pride, delivering with integrity and demonstrating care and respect for one another and our clients, have set us apart for generations as a reputable employer. This culture encourages the open sharing of ideas, change, and ultimately it contributes to a great employee experience.

This was an unprecedented year due to the COVID-19 pandemic which impacted the global economy, the health and safety of employees, their families and communities. This accelerated the Future of Work including the rapid transition to new ways of working. In 2020, we adapted quickly and partnered for change and resilience:

- We partnered with all our businesses in leading the COVID-19 pandemic response. Our HR teams had to adapt quickly, put people first and played a key role to encourage collaboration and to lead with empathy.

- We partnered with employees in recognising that COVID-19 had a huge impact on their work, health and families. Our people appreciated even the little things we did to support them. We strongly supported the Group's intent to not retrench any employees. We know that by continuing to care and putting people first, we ensure that we are aligned with our people in building a sustainable business – when times are tough, our people will walk the path with us.
- We partnered with specialists to consider how we approach work in the new environment. We are expanding our approach to new ways of working, enhancing our practices and policies as we transition from responding to recovery from the pandemic.
- We partnered with our IT teams and businesses on the journey of HR digital transformation. The HR technology solutions have been valuable when we moved to working virtually and will be even more critical as we embrace a hybrid workforce.
- We partnered with the Board in the transformation at Group executive and senior management. This included finding the right people with the right capabilities and required diversity.

Jeanett Modise

Group HR director

Empowering our people continued



Our commitment as an employer

Sanlam actively promotes equity, diversity, and inclusion in the work environment. With South Africa as our country of origin, we adhere to the our Constitution. It forms the cornerstone of democracy in South Africa, protects the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom which we carry through to our other markets. These include the full and equal enjoyment of all rights and freedoms. It means that we do not tolerate unfair direct or indirect discrimination against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.

Find a list of all the policies related to our human resources (HR) practices in the appendix on page 73.



Salient features of our HR strategy

The HR strategy is underpinned by our Group values and the following enablers:

- World-class HR function and capability
- Leading edge digitally enabled HR practices and solutions
- Proactive governance and risk management

The key focus areas are:

- Talent: attracting, hiring, developing, and retaining the best talent to address the evolving talent needs in our business
- Culture: evolving our culture to suit a changing business and strategic context
- Digitise: adapt HR functions to improve efficiency and capability to deliver superior employee experiences
- Agile workplace of the future: simplify, harmonise and evolve people practices and processes to promote cross-cluster interactions and mobility
- Ways of working: creating a work environment that addresses the current and future needs of our workforce in a digitalised workplace
- Diversity, equity and inclusion: ensure diversity in our workforce and workplace in line with diverse markets being served

Introducing our employees

We have 147 541 employees working in 44 countries, supported by HR teams at Group and cluster levels. The Group's Human Resources and Remuneration committee and the SES committee have oversight of different aspects of employee-related matters.

Although the management of people is a line function, with management taking full responsibility within an appropriate HR framework, we endeavour to align behaviours across the Group to ensure a performance driven and innovative workplace culture.

Global employee footprint

Sanlam South Africa

10 586

Sanlam Life and Savings (SA Retail Affluent and SA Retail Mass)
(2019: 11 231)

920

Sanlam Investment Group
(2019: 892)

1 539

Sanlam Corporate
(2019: 1 527)

640

Sanlam Group Office
(2019: 620)

5 851

Santam
(2019: 6 049)

19 536

Total
(2019: 20 319)

Sanlam Emerging Markets Africa region

236

South Africa/Casablanca
Head Offices
(2019: 210)

2 651

Northern region
(2019: 2 531)

3 179

Western region
(2019: 2 753)

3 981

Southern region
(2019: 3 932)

2 925

Eastern region
(2019: 3 660)

12 972

Total
(2019: 13 086)

Sanlam Emerging Markets

2 834	Malaysia (2019: 2 790)
111 054	India (2019: 67 747)
224	Lebanon (2019: 220)
114 112	Total (2019: 70 757)

Sanlam International Investments

471	Sanlam UK Group (2019: 514)
402	Sanlam Global Investment Solutions (2019: 281)
48	Sanlam Private Wealth Africa (2019: 44)
921	Total (2019: 839)

Overall employee numbers increased by 40% due to new appointments in SEM, particularly in India. In South Africa, the overall headcount decreased by 3.9% compared to 2019. This is primarily due to turnover among the sales employees as only critical roles were filled due to the impact of COVID-19.

South African employee diversity profile (%)



19	Top management (2019: 15%)
33	Senior management (2019: 32%)
49	Middle management (2019: 49%)
61	Junior management (2019: 61%)
69	Semi-skilled (2019: 67%)
69	Unskilled (2019: 72%)
61	Combined (2019: 61%)



81	Top management (2019: 85%)
67	Senior management (2019: 68%)
51	Middle management (2019: 51%)
39	Junior management (2019: 39%)
31	Semi-skilled (2019: 33%)
31	Unskilled (2019: 28%)
39	Combined (2019: 39%)



38	Top management (2019: 43%)
39	Senior management (2019: 37%)
53	Middle management (2019: 51%)
70	Junior management (2019: 69%)
95	Semi-skilled (2019: 95%)
98	Unskilled (2019: 98%)
75	Combined (2019: 75%)



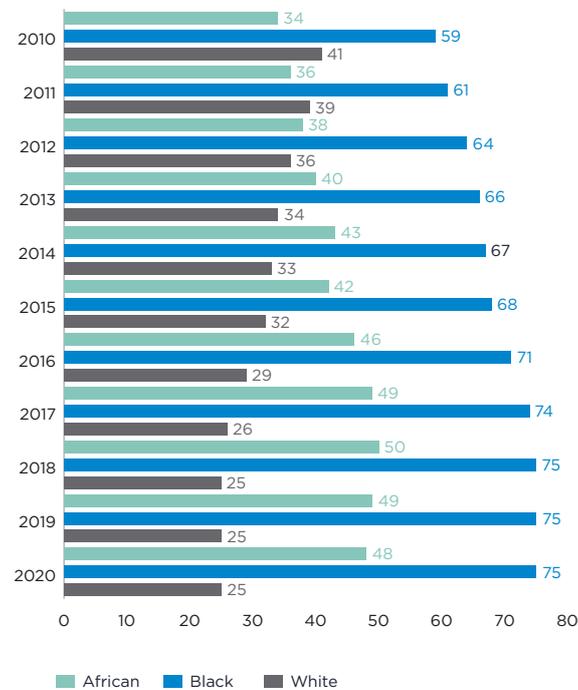
62	Top management (2019: 57%)
61	Senior management (2019: 63%)
47	Middle management (2019: 49%)
30	Junior management (2019: 31%)
5	Semi-skilled (2019: 5%)
2	Unskilled (2019: 2%)
25	Combined (2019: 25%)

During 2020, cluster executive teams were categorised as part of top management. Additional changes to the top management structure is effective in 2021. Employee numbers include the SEM Chief Executive and Vice Chair of Sanlam Pan-Africa.

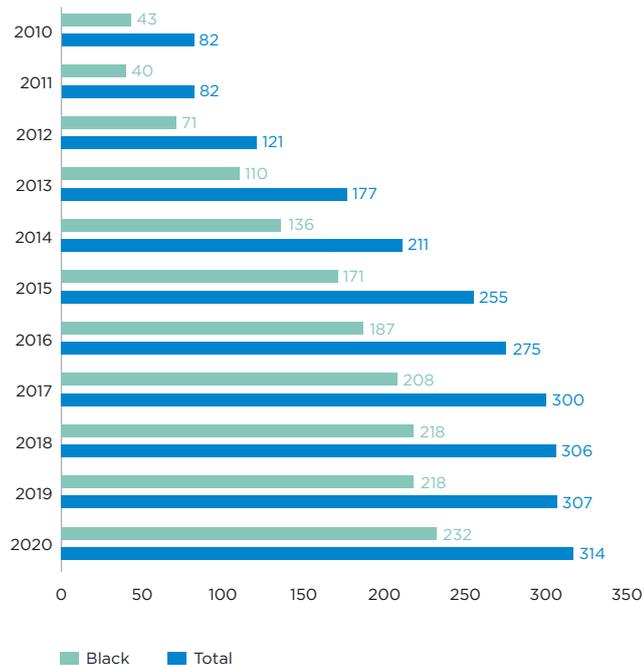
Empowering our people continued

The decrease in the tenure among the employees with less than one year decreased due to fixed term contracts not being renewed.

Employee race composition (%)



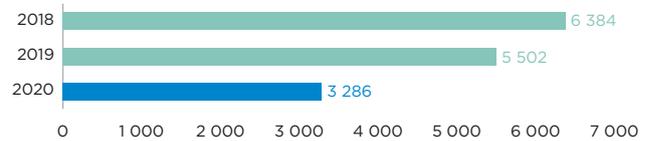
Employee with disabilities (3% target - 1,61)



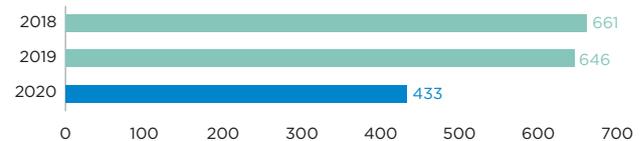
Although we made good progress over the past 10 years to increase the number of people with disabilities, there is room for improvement to achieve the recommended target of 3% of total employees. Of the employees with disabilities, 96% are permanently employed and 4% are participating in an internship or learnership. The hybrid nature of our workforce creates opportunities to increase appointments of people with disabilities. By continuing to encourage those with disabilities to declare their status, we are also able to create new ways to accommodate them.

South Africa employee movements

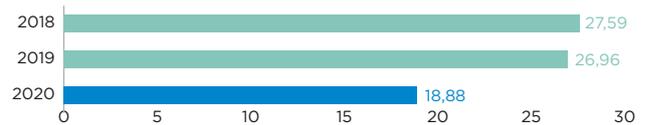
New external appointments



Internal promotions

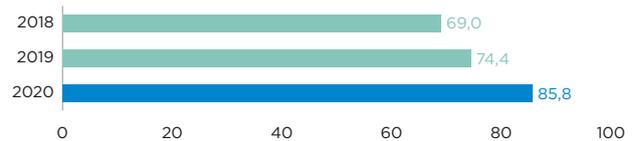


Employee turnover rate* (%)



* The employee turnover rate is calculated by dividing the number of terminations by the average headcount for the same period. The calculation is done for permanent employees (as defined by the Department of Labour), including office employees and advisers.

Employee retention rate* (%)



* Retention rate is calculated by # of employees at start of period less terminations, total divided by # of employees at end of period.

Group employee diversity focus areas

Sanlam remains committed to create a culture that values diversity and inclusivity in the multiple geographies and locations in which we operate.

In South Africa, the focus on diversity in terms of race, gender and people with disabilities is largely guided by Employment Equity and B-BBEE legislation, which aim to address the impact of race, gender, people with disabilities and economic discrimination. Within this context, Sanlam is committed to creating sustained economic growth through financial inclusion, participation and increased consumption, which in turn nurtures conditions for companies and communities to do well.

Read more about our progress in the section on making a leading contribution to B-BBEE from page 45.

A number of interventions have been implemented to encourage greater sensitivity and appreciation for diversity and inclusion. These include, for example, disability sensitivity workshops for line managers, and a series of online webinars focusing on the broader understanding of diversity, inclusion and unconscious bias.

Gender diversity is an important element of transformation that links to the culture of our organisation. Sanlam supports women in the business. A series of conversations were rolled out with senior managers with the theme “Lead, Empower and Build”.

We invested in a licence with the global organisation Women in Tech (WIT). WIT will assist with a partnership programme with the University of Western Cape’s Economic and Management Sciences faculty, where 50 young female students will be sponsored and mentored to enter the

workplace within a year. The intention is to leverage off the WIT infrastructure to mentor young women at Sanlam and provide access to webinars that focus on their development.

We are continuously focused on improving gender diversity and fair remuneration practices to address gender-based pay inequities.

Sanlam complies with Equal Pay for Work of Equal Value legislation by conducting detailed analyses at cluster level and monitoring adherence to legislation. Income differentials are addressed annually for all employees.

Equally so, Sanlam recognises and embraces the value of a diverse Board. To this end, targets to increase the number of female Board members for both executive and non-executive directors, are reviewed annually.

The target for female representation on the Board was set at 35% for 2020 and we achieved representation of 35,29% at the end of the financial year.

Sanlam recognises the challenges experienced by people with disabilities to access the workplace. Opportunities have been created for disabled people’s skill sets to contribute to our Group and industry. This forms part of our commitment to redress the balance of the skills deficit prevalent in South Africa. The learnership programme is a deliberate drive for Sanlam to be inclusive and to increase the number of people with disabilities in the business. Disability awareness is built into the learnership programme through focused sessions to educate line managers on how to work with and lead people with disabilities.

We kept a close eye on employee turnover and maintained our focus on progressing workforce diversity.

Empowering our people continued

Reflecting on 2020 and looking towards 2021

Our focus in 2020 was on employee safety and support and equipping them to work remotely. We enhanced our wellness offering and enabled more than 90% of the workforce to work from home. This was made possible by an agile IT, digital and HR approach and investments. We had to be flexible in addressing situations where employees were not able to work remotely: leave and time off arrangements were made to ensure we protect jobs.

The COVID-19 pandemic amplified employee risks, including our ability to perform Sanlam's most critical activities and remain productive. We had to make rapid, high-impact decisions in response to shifting regulations and an uncertain operating environment. Our leadership had to continuously align pandemic management plans to the different countries' and business units' phases of the COVID-19 response and had to proactively anticipate what would be required next.

During this time Sanlam made significant leadership changes. We welcomed a new Group Chief Executive and appointed several new members to a restructured executive team. Our approach was to:

- Build a team for the future
- Create sufficient bandwidth for each client segment, especially those where we do not have a leading position
- Drive co-operation between clusters to deliver client value
- Step up investment in human capital related to digital skills
- Provide opportunities for executive development
- Significantly enhance diversity
- Retain corporate memory

Read more about these changes in the Chair's report in the 2020 Integrated Report.

The Sanlam Group strategy was refined and emphasised the role of human capital as a critical enabler. We started building capacity within the Group HR team, creating new roles such as an executive for employee experience, a head of talent, a head of people development, a head of transformation, compliance and employee relations and a chief operations officer for HR. The latter role will focus on digital transformation and expanding our current employee platforms.

We want to create more opportunities for employees to be mobile in their careers and development. This includes creating job journeys, focusing on succession and executive development with an international scope.

Sanlam experienced significant human resource strain this year. This was particularly evident among management, key employees and specialists with specific Sanlam and industry knowledge and expertise, due to the demands of implementing strategic business change initiatives and supporting capabilities while maintaining operational efficiency.

Going forward, Sanlam continues to strive for a respectful, supportive and inclusive workplace that enables us to remain the employer of choice and retain our diverse workforce, representative of our clients in the countries and locations in which we operate. We are defining new ways of working, and shaping our culture to support the high-performance demands of a changing world.

COVID-19 and new ways of working

We conducted two employee surveys to assess current and future ways of work given the COVID-19-induced shift to working from home.

Over 8 000 employees were invited to participate and approximately 50% of employees responded to our questions around their work experience during lockdown.

Key insights about employee satisfaction during lockdown:

- 86% experienced support from their manager to adapt to organisational change
- 87% confirmed that they had access to information for health and wellness benefits
- 81% level of confidence in senior leadership to make the right decisions
- 84% level of consideration of employee safety and wellbeing from senior leadership
- 87% level of satisfaction that a safe environment was being maintained at work locations
- 85% level of satisfaction with the clarity of company actions in communications
- 85% level of access to resources while working remotely
- 90% level of clarity of expectations while working remotely
- 87% of employees were moderately to extremely satisfied with support from their IT department

Another survey was conducted in South Africa on New Ways of Work and 9 321 employees shared their preferences.

- Almost 57% of employees would prefer to continue to work from home, with 35% preferring a hybrid work arrangement and less than 8% preferring to work at the office.
- Employee preference on where, how and when to work will become a key differentiator to attract and retain talent.
- New ways of working provide an opportunity to instil and embed a new culture, fuelled by heightened accountability, high performance and greater employee experience.

Based on the survey, we plan to evolve our ways of working towards a hybrid model: remote working coupled with some work spaces in the office. We believe this approach will allow for increased flexibility as a competitive advantage, promote employee wellbeing, work-life integration and enable an engaged workforce while sustaining employee and business productivity.

We started mapping roles and employee numbers to establish space planning requirements and identify policies that will have to be reviewed. The implementation of new ways of working commenced in the latter part of 2020. A significant reduction in our space utilisation will drive increased cost efficiencies as a secondary benefit.

An employee-centric performance culture

Sanlam is a Top Employer

Sanlam was awarded the Top Employers certification for South Africa for the sixth consecutive year – testimony to our ongoing commitment to enhance our EVP, people and workplace practices to meet shifting employee demands. The certification validates our efforts to keep pace with what people value in terms of culture, connectivity, flexibility, balance, growth opportunities and rewards. The Top Employers human resources best practices survey certified more than 1 500 top companies around the world against global standards.

Below are some of the learnings from our journey of evolving and improving our employer brand:

- We improved our employer branding alignment with business strategy and our brand promise.
- We focused our employee experience on moments that matter throughout the employee journey. This places the employee at the centre of our practices, be it recruitment, growth and development, retention, rewards and place of work.
- We made good progress on our digital transformation journey to integrate our people practices and create efficiencies.
- We invested in recognition programmes to instil a culture of appreciation and care for our employees. Employees and leaders are able to monetarily reward peers within their respective teams and across the Sanlam Group.
- We leveraged analytics to gain insights throughout the employee journey to inform relevant and targeted solutions.

Empowering our people continued

The Sanlam employee value proposition

- Sanlam believes people are its single most important resource. We will therefore not operate in a market unless we have the right people for that market.
- Sanlam values diversity in its people and will drive strategies which foster this.
- The Group supports a set of defining core competencies embedded into all roles.
- The management of people is a leadership function, with management taking full responsibility for their people within an appropriate HR framework.

Our employee experience is shaped by:

- A compelling and differentiated EVP
- A high-performance and values-driven culture
- A dedicated focus on diversity and inclusion
- An environment where technology, analytics and digital advancement are prioritised
- Opportunities for growth, development and mobility across the Group



MyWorkSpace making progress

MyWorkSpace is a multi-year programme initiated in 2017 to implement SAP Success Factors. The solution enables integrated talent management and enhanced employee experience driven by line manager involvement in their people's career growth and development. Implementation of the succession, development and learning modules have been completed and the performance and goals module is being rolled out in a phased manner. These modules will enable us to improve talent management in the Group. The Success Factors recruitment, recruitment marketing and onboarding modules have also been implemented with version 2.0 of on/cross/off-boarding scheduled for implementation in 2021.

A baseline culture score

With the introduction of a new strategy, changes in leadership and re-organisation of the Group, we decided to take stock of our culture. Culture is one of the critical enablers to the business strategy as we are required to work more collaboratively, innovate faster and leverage technology to achieve our objectives.

The culture journey assessment was launched across the Group in September 2020. 71% of employees participated.

Sanlam's overall culture score is 58, reflecting a satisfactory assessment of the health and strength of the culture. While this score is comforting when compared to global, regional and industry averages, we will continue focusing on improving our employee experience and enhancing the culture necessary to sustain our operations.



In comparison:

Global average: 49

Regional average: 44

Industry average: 49

The survey helped us to understand the collective culture imperatives and where we need to emphasise different cultural aspects. We aim to ensure better cultural alignment across the Group, while recognising the distinct differences in our various businesses.

Based on the culture score and detail metrics we are developing a Sanlam culture journey map that includes milestones such as reinforcing our purpose and values, defining the Group culture framework and articulating culture interventions.

Retaining and expanding talent for the future

Talent management is a key strategic business matter and is designed to ensure we recruit, appoint, retain and develop the most talented employees available in the job market. Retaining top talent primarily depends on opportunities for growth and career advancement. A mindset around managing talent for the Group is a critical leadership competency.

One of the reasons we invest in leadership development is to ensure our managers have the skills to conduct career conversations that focus on current roles and future aspirations. Highly talented employees tend to look for international opportunities, challenging work, innovation and a clear path towards their goals.

Transformation for an inclusive culture

We started a new transformation initiative in the SA Retail Affluent cluster by asking ourselves a few questions:

- What would attract young external talent to the SA Retail Affluent cluster?
- How do we make this business attractive to the young talented individual, no matter their race?

Our intent was to change our culture and how we do things, and to facilitate a much greater level of inclusivity across all levels. We started putting this into practice by establishing a Transformation Advisory Group (TAG).

TAG consists of senior leaders and key high-potential young talent. TAG's mission is to attract, develop and retain black talented individuals. As we value diversity and foster the inclusion of black people within the SA Retail Affluent cluster, we want to provide opportunities for them to realise their worth.

TAG has a dual focus: a leadership journey and a culture journey. In both cases, the aim is to define specific steps and challenges to promote diversity and inclusion. TAG also considered and debated these from different perspectives, for example what it would mean for the employee and client experiences.

Five themes have been identified, including the inter-relationships between these:

- 1** Retention
- 2** Recruitment
- 3** Culture
- 4** Transformation
- 5** Diversity and inclusion

TAG is now in the process of negotiating action plans with various stakeholders to ensure we create a work environment that is welcoming and attractive to all.

Our talent management philosophy is aimed at ensuring a common language and understanding around talent and to enable mobility of talent across businesses. Sanlam is a large group with diverse business units, which offer significant opportunities for development and mobility across a range of expertise areas.

Our targeted talent attraction efforts include the use of multiple platforms: our career site, online and print publications and university career expos.

Developing talent and adding skills

We collaborate with our employees to help them realise their worth. We are committed to providing a stimulating work environment and development opportunities. Learning and development are prioritised in our HR strategy, which is designed to drive internal career advancement.

As the complexity of the Group increased over the past few years we continued developing our existing management teams while bolstering capacity through new roles. Leadership programmes aimed at the various levels of management increase the strength and quality of our leadership teams.



Fair but conservative remuneration decisions

Given the current economic climate, it is essential that adequate measures are in place to attract and retain the required talent. The primary objectives of our remuneration policy remain to:

- Attract, motivate, reward and retain key talent
- Promote the Group's strategic objectives, within its risk appetite
- Promote positive outcomes across the inputs and resources which the Group uses or affects
- Promote an ethical culture and behaviours that are consistent with our values and encourage responsible corporate citizenship

In the light of COVID-19 impacts, and to ensure we remain resilient as a Group, the Human Resources and Remuneration committee decided to freeze all pay increases for senior roles into 2021 and to prioritise frugal increases for junior employees.

Based on Group performance, bonus outcomes have decreased with the majority of businesses either having no or very small bonus pools. In pockets where there was outperformance in the difficult market, some performance bonuses were still paid. Sanlam avoided mass retrenchments.

Read more about the Sanlam remuneration policy, philosophy and implementation in the 2020 Remuneration Report online.

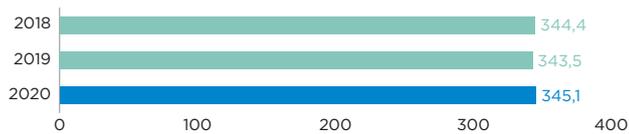
Empowering our people continued

Our executive and leadership development programmes include specific themes on leading and managing in a fast-changing and complex world.

In South Africa:

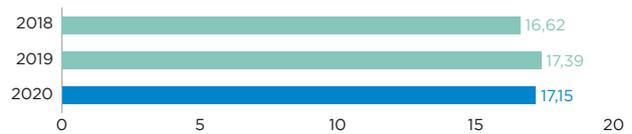
Key Sanlam programmes

Training and development spend*
(R million)

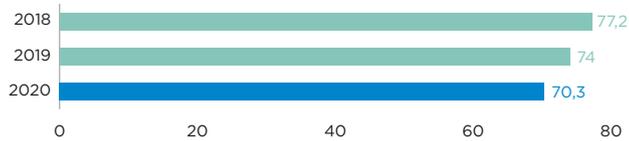


* Including associated management expenses.

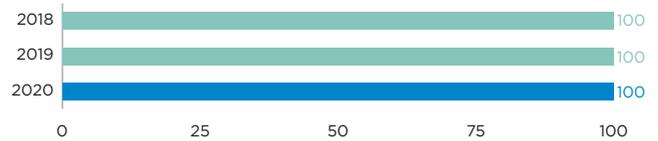
Skills development scorecard points achieved out of a maximum of 23 points



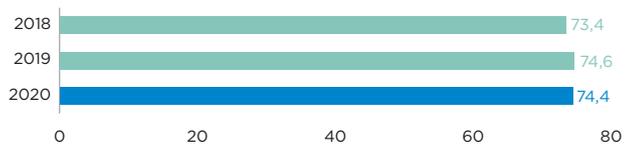
% of total employees that received training



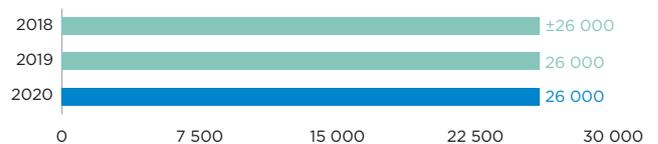
% of employees that received individual performance appraisals



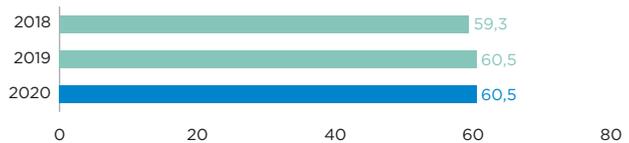
% of black employees of total that received training



Employee hiring costs per full-time employee (R)



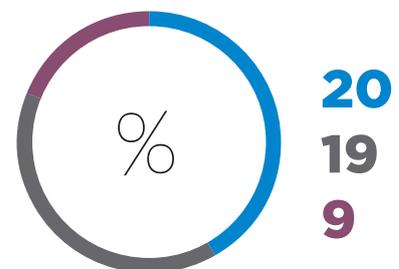
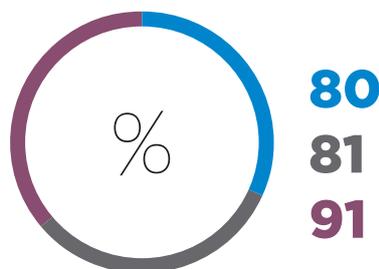
% of female employees of total that received training



Number of participants

Black

White



- Actuarial training programme
- CA (TOPP) programme
- Data academy

Learning and development is among the areas most heavily impacted by COVID-19 and, as a result, needed to adapt to changing conditions. As Sanlam could not push the pause button on critical workplace learning, there was a greater reliance of technology and virtual platforms, and the majority of the programmes pivoted to the use of these platforms. Despite the adjustments required, all the delegates who started the Group development programmes completed their programmes successfully.

Sanlam Group

<p>Sanlam Business Management programme</p>	<p>The Sanlam Business Management programme equips delegates with relevant skills and techniques, through action learning, to increase personal and team capabilities, improve holistic decision-making and alignment of functions and processes. During 2020, 58 managers across the Group attended the programme.</p>	<p>Senior Management Development programme</p>	<p>The Senior Management Development programme allows senior managers to develop sustainable leadership talent by focusing on holistic wellness, agility and improved performance. A cohort of 50 middle to senior managers attended the programme during 2020.</p>
<p>Sanlam Executive Leadership programme</p>	<p>The Sanlam Executive Leadership programme is the flagship leadership intervention for senior executives/leadership in the Group. The programme equipped Sanlam’s current and future leaders to actively manage the business’s relevance and growth in a complex and competitive environment. The cohort of 26 delegates included colleagues from Kenya, Nigeria, Morocco and the Republic of the Congo.</p>	<p>Sanlam Graduate programme</p>	<p>The Sanlam Graduate programme, an 18 month programme, is largely aimed at ensuring that the talent pipeline in Sanlam is made up of high calibre graduates. The programme is designed to assist the graduates from a tertiary institution in assimilating into the workplace and equip them to become future leaders and enablers of business transformation and growth in Sanlam. The programme include content and tools to assist graduates in developing behaviours aligned to the required competencies. 13 graduates from various universities in South Africa were placed across the Group.</p>
<p>Sanlam Data Academy</p>	<p>The Sanlam Data Academy commenced in 2019 with intakes of 8 and 11 graduates in 2019 and 2020 respectively. The focus was on the immediate business need in the business intelligence space, where data engineering and data analysis were sourced externally. The intent is to include new digital skills to the existing data skills track during 2021 and rebrand to the Sanlam Data and Digital Academy.</p>	<p>Advanced Leadership Certificate in Design Thinking</p>	<p>The Advanced Leadership Certificate in Design Thinking is a Group-wide programme designed to develop well-rounded, consummate managers or specialists who can define and solve complex business problems sustainably, creatively and innovatively, with the client at the centre. 32 of the action learning participants of the 2020 programme presented their design thinking solutions during the final presentation day to 52 of the Sanlam senior leadership and their peers.</p>

Empowering our people continued

Our contribution to YES

The YES initiative in South Africa aims to contribute towards youth development and job creation. The project provided Sanlam the opportunity to collaborate with government and labour to stimulate job creation through the placement of unemployed black youth into 12-month work experiences and training.

Sanlam remains proud to partner with the YES initiative to provide this meaningful experience to the youth of our country. Our involvement has been for more than benefiting the FSC scorecard: it has been a contribution to uplifting the lives of many unemployed youth by providing meaningful work experiences.

The YES initiative has been successfully run for two years, with 300+ youth attending the programme. The contracts of 147 learners expired in September 2020. Due to COVID-19, the continuity of the programme will be assessed going forward.

Investing in employee wellness

Due to COVID-19, our employees had to make hard choices and significant sacrifices this year. We all lost colleagues, friends and acquaintances due to the pandemic. We recognised that employees struggled to adjust to the new normal, and many experienced emotional, financial and health strain. Caring for employee wellbeing was one of our top priorities during this time.

In 2020, absenteeism was 1,06% (2019: 2,10%). The decline is mainly due to flexible working from home arrangements.

Sanlam Wellness is an integrated offering to employees, which combines on-site offerings and digital support relating to physical, emotional, legal and financial wellness. We continue creating opportunities to increase our employees' wellness and financial literacy, reduce their financial stress and enhance their productivity through the following activities:

- On-site wellness for the few employees working from office buildings coupled with online self-reporting.
- We provided support for remote working, but ensured our people look after their health. Pharmacy-based health screenings provided a convenient way to access health screenings as on-site wellness days and gatherings were not viable with the COVID-19 pandemic.
- Our innovative online programme includes personal assessments, an ask-the-coach advisory service and a series of self-help emails, among others.
- Our virtual activity challenge featured a series of virtual fun runs of 3km and 10km with spot prizes to encourage employees to keep moving during and after lockdown.
- Sanlam's 24/7, confidential and professional Employee Assistance programme (EAP) offers advice, support and counselling on psychosocial, personal, financial and legal matters. The EAP utilisation rate indicates that employees

find value in this programme and trust us as a partner in their wellness journeys.

- Ongoing communication with employees through frequent wellness newsletters and relevant material on the wellness website and in our internal magazines.
- We have on-site health clinics at six offices in the Group where employees have access to registered nurses. These clinics cater to our employees' basic health needs and contributes to workplace productivity and balance. Importantly, our employees find this a valuable service that we are proud to offer them.
- Our workplace wellness clinics have been providing valuable primary health care for years. The service is professional, confidential, free (or nominal medication charge), and popular. With the COVID-19 pandemic and employees working remotely, it was challenging to deliver this as a remote service. We subsequently launched a new virtual clinic service. It is still delivered by our team of professional nurses but using phone and video-call platforms when a face-to-face consultation is not possible or practical.
- An Ignite Lifestyle Intervention programme was piloted in 2019 and launched in 2020. Two successful cycles were implemented and completed. The programme had to be reviewed due to the pandemic and was successfully transitioned to online. Participants did well, with average weight loss of 7,7kg among the top three participants. Most importantly, the programme provided nutritional and exercise support via dietitians and biokineticists to all participants as an investment in their future wellbeing.

Financial wellness for our employees

COVID-19 highlighted the lack of savings in South Africa and amplified financial stress for families. Sanlam therefore invested in offering employees assistance and training in financial skills.

A new tailor-made, professionally managed programme was offered as a free and confidential service for employees to improve their personal financial lives. It involves a completely independent team of coaches, who are specialists in the field of financial wellness and coaching.

The 12-week programme includes coaching and the option to engage with a Sanlam Financial Advisory and Intermediary Services Act, 37 of 2002 (FAIS) accredited financial planner. Financial coaches assisted employees with financial goal setting, budgeting assistance, understanding their payslips, debt management solutions, garnishee orders, credit health and limited personal tax queries. The programme is accessible virtually, telephonically, electronically and face-to-face. Financial coaches will also be on-site at some offices from 2021 to the extent that COVID-19 protocols allow.

A safe working environment at Sanlam

We believe it is important that employees, contractors and clients enjoy safe environments at Sanlam offices. This forms part of our commitment to promote positive mental, physical and social wellbeing.

We trust our managers at Sanlam and its related companies to do everything reasonably possible to make available and maintain safe workplaces and offices. Management informs and keeps employees and contractors abreast of potential dangers that exist or may arise in offices and workplaces.

We provide regular information, training and supervision in terms of health and safety. Any unhygienic or unsafe situations are proactively mitigated by anticipating, recognising, assessing and controlling factors that could result in unnecessary incidents or disruption of work. We achieve this by consulting and co-operating with all the relevant stakeholders.

Sanlam has a comprehensive process in place to ensure compliance to:

- The Occupational Health and Safety Act and Regulations, 85 of 1993 (OHS)
- Compensation for Occupational Injuries and Disease Act, 130 of 1993 (COID Act)

The OHS Act was amended on 29 April 2020 to incorporate COVID-19 Occupational Health and Safety Measures in the workplace. Additional measures implemented:

Objectives	Actions taken
<p>Reduce the number of people at the workplace and enforce social distancing</p>	<ul style="list-style-type: none"> • Visitors and non-essential employees are restricted • Employees work from home and connect to on-site employees via virtual tools • Different arrival/departure times are assigned to individuals to avoid crowds • Boundaries are visually outlined • Plexiglas partitioning is installed at some locations • Public spaces like cafeterias are re-engineered to keep people 2m apart
<p>Proactively identify and prevent sources of the virus</p>	<ul style="list-style-type: none"> • Employees are screened at entry points • Body temperatures are measured when entering the buildings • We treat the information of employees who have symptoms or diagnoses of COVID-19 confidential • Return-to-work policies and non-discrimination principles were created and reinforced • Compulsory training was provided to all employees returning to work • Ongoing multi-channel communications are used
<p>Reduce other risks of transmission and protect employees at work</p>	<ul style="list-style-type: none"> • Employees were issued with two cloth masks each and required to wear masks when on the premises • Hand sanitisers were provided • Extra cleaning was done several times a day according to a formal schedule • Sanitising stations were installed • Use of touchless sensors was implemented where possible

As a result, we adapted our monthly and quarterly on-site health and safety assessments external service provider for larger office buildings (100 employees or more) to bio risk assessments. The service provider also assisted with a self-assessment process at our smaller offices to measure the level of compliance. Our service provider assists with and manages all injury on duty cases according to the prescriptions of the COID Act.

Sanlam employs a facilities manager that is responsible for the co-ordination and communication strategy to line management, who takes responsibility for OHS Act as well as COID Act compliance. The HR teams also play a critical role in this process.

All employees and managers have access to an e-learning platform where training courses are presented to ensure that all employees and managers are informed of their rights and responsibilities regarding these two Acts.

We had 14 injury on duty claims in South Africa this year, compared to 54 injury claims in 2019. No permanent disabilities were reported in 2020.