

Group hybrid work framework	
Type of Policy:	Sanlam Group
Scope of Policy:	Group
Governance Area Addressed:	People Management
Approving Authority:	Sanlam Group Executive Committee
Group Exco Sponsor:	Group HR Director
Policy Owner	Group Talent and OE
Other Related Policies	Occupational Health and safety Code of Practice Employee Relations IT policies Leave policy
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1. Context

For us to remain competitive in attracting and retaining the best talent across our businesses, as Sanlam Group, we continuously adapt our work environment to enhance employee experience and foster a high-performance culture. We aim to provide a work environment that caters for the diverse and evolving needs of our workforce in order to remain relevant. Our performance management philosophy supports the principle of efficient delivery of outputs regardless of where the employee performs their duties.

The wellbeing of our employees and their work life integration is critical for the success of our organisation. The hybrid work arrangements endeavour to support the EVP pillar of balance as a critical part of how people will continue to work (locally and internationally)

This approach to work is therefore a natural progression to distinguish Sanlam as a preferred employer as we give employees (and potential employees) a choice of where, how and when to work in the context of our business strategy.

2. Purpose and scope

The purpose of this policy is to define hybrid work principles, guidelines and practices for employees of the Sanlam group.

This policy outlines practices applicable to the hybrid way of work and acknowledges that in certain instances the nature of some roles require that work is executed within the bounds of dedicated Sanlam offices.

The hybrid way of work should be implemented in line with business continuity and operational requirements.

Due to regulatory, tax and legal jurisdictional complexities, remote working for purposes of defining hybrid ways of work is limited to employees' working remotely in the country where their employer company is tax resident. Circumstances may justify a deviation from this principle. Requests for any deviation need to be motivated to the relevant Group functionaries (Tax, Human Resources, Compliance, etc.) to ensure all potential risks are properly addressed and need to be finally approved by the relevant business Chief Executive prior to any implementation thereof.

3. Definition

Hybrid way of work refers to a variety or combination of ways in which work can be configured and executed; whilst maintaining effective levels of productivity and achievement of business results. This includes work delivered at Sanlam offices, remotely and/or a combination of the two.



4. Principles

The principles underpinning this policy apply to all businesses within the Sanlam Group. The responsibility for implementing the principles of the policy remains the accountability of the respective Cluster Executive committees. The principles outlined in this policy aim to encourage empathetic leadership, work flexibility, equitable opportunities, collaboration and to enable an outcome-based performance culture.

- Hybrid work arrangements should balance business operational interest and employee wellbeing.
- Leaders and employees jointly define and determine how, when and where work gets done, aimed at harmonising work outputs and individual personal circumstances.
- Leaders encourage a culture of dialogue, trust and psychological safety to enable individual and team effectiveness and cohesion.
- Hybrid arrangements will be reviewed periodically to ensure continued productivity and operational effectiveness.
- Flexible working arrangements can be revoked or amended at short notice where employee productivity drops and/or where tasks are required to be conducted onsite or within predetermined hours.
- Leaders are empowered and encouraged to build deeper connections with teams to enhance individual and team well being.

5. Hybrid work policy application

5.1. Physical work environment and suitable workspace

Adequate workspaces are provided for all employees at Sanlam offices, taking cognizance of employee preferences for hybrid working arrangements. These are reviewed as required constantly to meet the needs of our business and employees as well as compliance with the required health and safety guidelines.

Where employees work remotely, their physical work environment must be conducive to constructive delivery of work outputs, so that they may perform at the required standard.

The minimum requirements are outlined below:

- Dedicated office and/or suitable workspace.
- Suitable equipment including a desk, office chair and any other necessary equipment to deliver on outputs.



- Workplace to allow for privacy and protection of the confidentiality of work-related information.

5.2. Work hours

Work Hours

We expect our employees to honor and deliver their objectives exceptionally within the timelines agreed with their line managers/leaders. Some of the roles might require employees to work different hours and at different locations. Our general core working hours are from 09:00 to 16:00 – we do however encourage employees and line managers to engage on an on-going basis and agree on the core times that an employee is expected to be at their workplace (Sanlam office or elsewhere). This is in our endeavour to support a healthy balance of life and work, without compromising on output.

Some alternatives that may be considered include:

- *Staggered hours*
 - Employees work in shifts over an extended work-day period (e.g., 06:00 to 20:00), some starting early, finishing early; others starting late, leaving late.
 - Employees may work both remotely and at a Sanlam office,
- *Compressed work week*
 - Employee works normal hours for a week but over fewer days. Typically calculated over a one- or two-week period. For example: an employee takes off every Friday or every second Friday. (This arrangement is only applicable as agreed with Business unit Executive and HC Head and it could be legally contracted with employees as such)
- *Reduced work week:*
 - Only applicable in exceptional circumstances. The business will consider reduced work hours if operational requirements can accommodate for it.
 - Employees work less than 35 hours per week. The employee will be paid a reduced salary. The salary will be calculated on the number of hours worked.
- *Flexible hours*
 - Employee works normal number of hours over a period (e.g., weekly/monthly) but starting and finishing times or lunch-time break fluctuate on any specific day.
 - These arrangements vary from having set core hours to arrangements subject to operational requirements relating to availability and accessibility.



5.3. Place of work

- *Combination of working on-site and remotely*
Employee alternates between working from the office and working from a remote location.
- *Combination of flexible hours and flexible location*
Employee works shorter hours in the office supplemented by working some hours remotely to accommodate lifestyle e.g., early start, leave early afternoon to attend to children, work at home later in the evening. This option may be considered in light of the operational requirements insofar as it relates to access to and availability of the employee.
- *Remote working*
This could be relating to a request from an employee or as required by regulations prescribed by the government in response to the pandemic, and could include amongst others, temporary remote working due to self- quarantine, and health / risk reasons, conditions related to Sanlam disaster recovery response.

6. Roles and responsibilities

6.1 Employee responsibilities

Employees, who participate in any of the flexible work options, have the responsibility to adhere to all Sanlam' policies and procedures in addition to the following conditions:

- Ensure goals contracted with the line manager are delivered timeously and to the agreed standard.
- Be available and accessible to line managers, team members or clients during core working hours via email and/or mobile phone.
- Be able to return to the office immediately in the event of system, connectivity challenges and/or business requirements.
- Make prior arrangement with their line managers if they wish to work outside the official working hours.
- In an event they take ill, an employee who is working remotely should inform their line manager as soon as possible as per the sick leave policy.
- Conduct themselves at all times in a professional manner in line with our Sanlam culture and values, as they are representatives of the Sanlam Brand.
- Set up a suitable work environment that enables them to perform in their role and ensure the work environment complies with the occupational health and safety regulations.



- Ensure all Sanlam data remains confidential and that business networks, physical documents, customer information and sensitive information is not accessed by any unauthorized persons. Equally so, ensure that the company equipment is only used for work-related purposes.
- In the event that the business incurs financial damages because of the employee's negligence, the employee will be liable for the replacement costs of the company property.

Non-adherence to the conditions sets out above or any of the guidelines of the flexible working arrangement, might result in the flexible agreement being revoked.

6.2 Line Manager Responsibilities

Line managers who have implemented flexible work within their teams are responsible to:

- Ensure and monitor that the employee working remotely have the necessary equipment and tools to perform their roles i.e., laptop and network connectivity (e.g., 3G or data)
- Be available and accessible to employees working remotely or advise on an appointed senior member of the team that is contactable should an employee require assistance.
- Schedule regular check-ins with employees, as outlined in the Sanlam performance and goals practice, for continuous feedback on performance objectives.
- Monitor and review the flexible work arrangements on an ongoing basis to ensure the relevance in relation to the practice of a hybrid work context. The arrangement needs to work for the efficient and continuous delivery of client service and other business outputs.
- The line manager should provide reason/s to any employee not eligible to participate in flexible work arrangements, to ensure transparency of the process.
- Accurately document the ownership and usage arrangements of equipment and assets at the remote work site through an asset register (in line with Group Laptop policy)



7. Organizational support

7.1 Workspace and Parking (This section will be updated once the details outlined below are completed)

Workspace

- A process to modify the Sanlam offices / workspaces to align to the hybrid ways of work is currently in process.
- In the interim, measures are put in place to ensure the availability of workspace for on-site employees as well as to accommodate workspace demands for remote working employees who work partly in Sanlam offices / workspaces in line with the hybrid ways of work.

Parking principles

- Parking at Sanlam offices will be utilized in the most efficient manner in line with best practices in workspace management.
- Role requirements and the physical location where employees are required to render their services (e.g., onsite or remotely) are factors which will be considered in utilizing parking in the most efficient manner.

7.2 Technical support *(This section must be read in conjunction with the information security and confidentiality policy).*

Technical support will be available for employees working remotely through Channels relevant to their Cluster/Business/Country. Employees should refer to their Cluster/Business/country specific technical support contact details.

7.3 Infrastructure support

- Hybrid work is a compelling EVP with the added benefit to the employee (i.e., offers choice and accountability to manage work life integration)
- The employee takes accountability to ensure that the home work environment is conducive to work, failing which the organization offers space & infrastructure (including connectivity) to enable employee productivity work at any of the Sanlam offices.
- Sanlam is not obligated to provide remote workspace setup infrastructure (e.g., chairs, desk, UPS) or allow employees to take office equipment home. However, Sanlam will ensure risk assessments are done for remote offices to comply with OHS guidelines.
- In an event employees are allowed to take infrastructure home, under reasonable



accommodation, the employee agrees to the obligation to care for the assets and to return back in good condition when required or at off-boarding in line with the termination of service guidelines.

7.4 Work-life integration and wellness

The well-being of our employees is a key priority and is critical for the success and sustainability of our business. We are committed to enabling our employees to “Live with Confidence” by means of a holistic and integrated wellness offering accessible through modern digital mediums, as well as face to face.

The wellness offering caters for:

- Physical wellbeing: examples include health screenings, on-site clinics, access to pharmacies, virtual nurses and doctors.
- Lifestyle programs: exercise, activity, nutrition and other lifestyle interventions
- Financial wellness: telephonic, face-to-face and workshops to support employees with financial coaching for budgeting, interpreting their payslips, debt structuring, understanding retirement benefit statements etc.
- Mental and emotional wellness: this includes cost free 24/7 counselling (telephonic and face-to-face) as well as group trauma counselling. It also includes bespoke mental wellness interventions.

The webpage with all wellness offerings can be found on <https://workcare.sanlamcloud.co.za>, <https://workcare.santamcloud.co.za>, or <https://workcare.mwaycloud.co.za>. In addition, employees can access the relevant information on our digital holistic wellness employee app that will be launched in the latter part of 2021.

Each business has a dedicated Wellness lead and the list of Wellness leads across the Group can be found here:

<https://intranet.sanlam.co.za/SPFWellness/Document%20hosting/Sanlam%20Wellness%20Leads.docx?d=w8a60aa2f19eb413aada5b321c881bd0e>.

Wellness leads may be contacted for any wellness queries.

Due to the bespoke nature of markets and businesses beyond South Africa wellness support may differ from country to country.

Employees are encouraged to proactively manage their well-being and make use of the available resources. The Employee Assistance programme (EAP) toll free numbers for counselling and support on personal, emotional, legal and financial challenges is: 0800 204 555

Please note that EAP counselling is completely confidential and extends to employees and their dependents as an employee value proposition and measure of support.



7.5 Tax principles

In line with business policies, where a line manager approves the re-imbbursement of a business expenditure, e.g. data or airtime (based on proof of actual expenditure incurred) such repayment of actual expenditure will be non-taxable as it constitutes a re-imbursive payment.

This policy does not address tax deductions related to the set-up of a home office.

Deductions for costs incurred in the set-up of a home office is not allowed via Sanlam Payroll and may qualify to be claimed by the employee upon annual tax assessment (subject to SARS requirements).

Sanlam does not provide individual tax advice to employees and employees should consult their tax advisors in this regard.

8. Conclusion

A hybrid work environment is aimed at ensuring that we remain competitive and relevant to the evolving business and employee needs. As Sanlam, we endeavour to enable a work environment where our employee lives and deliver with confidence, within our broader culture philosophy of Winning as one.

9. Referenced policies

Sanlam Group Information Security Management Policy Group IT Policy

Sanlam Group Information and Data Policy Sanlam Group Cyber Security policy Sanlam Group Incident Management policy

Sanlam Group Digital Behavior (User) policy Sanlam Group Data Privacy policy

Sanlam Group Laptop Policy

Sanlam Group Technology guidelines: Remote connectivity for Work-From-Home