

Performance Management vision and approach for 2024

Reposition Performance Management as an integral part of the employee experience

The Group Talent CoE owns the Performance Management (PM) practice and, along with the Practice Owners of PM across clusters, we have explored the status quo of the current PM practice.

Over the past two years, we have implemented practice enhancements and identified opportunities for increased practice maturity, while accounting for the realities of the Sanlam context.

Now, in 2024, we aim to reposition this key HC practice as an integral part of the employee experience – vital to the Sanlam value of ‘care’ and the employee experience pillar of ‘growing’.

The way forward

Shifting the perception of the value of PM among our people will increase practice maturity and ownership of PM outcomes.

To increase the (perceived) value and utility of Performance Management, we must:

ESTABLISH
PM as a **value-adding practice** within the business.

SHIFT
from ‘too much effort’ to investment in a **meaningful and impactful process**.

INSTILL
motivation and drive engagement, transforming PM from a tick-box exercise to a **purposeful, lived experience**.

POSITION
PM to convince line managers of its **benefits and impacts on employee engagement**.

The vision:

a way of being, not a process we execute

- It is **not** a process or a task.
- It is **not** an event or a score.
- We **no longer** talk about it as set steps in an annual cycle.

“We enable performance through **continuous, constructive and clear** conversations.”

Our 5 key principles

- 1

The **employee experience** is pivotal to the design of the practice.
- 2



High-quality dialogue and effective conversation are the crux of the practice.
- 3

Employees receive **performance feedback in a consistent, frequent stream** from their line manager. It is an ongoing experience, not an event.
- 4

There is confidence and comfort in **engaging in uncomfortable conversations** about employee performance.
- 5

The practice is **consistent and fair across a broad spectrum** of teams, divisions and clusters within the Sanlam Group.

From Performance Management to empowering and cultivating growth through continuous connection and conversation

 OUT	 IN
Strictly necessary PM meetings and digital inputs	Fluid, organic and regular one-on-ones
A process that is ‘too much effort’	A process that is ‘meaningful and positively impacts my career’
Just a box-ticking exercise	A purposeful lived experience
Impersonal, obligatory, punitive practice	A practice that leaves employees feeling valued and cared for
Traditional methods, annual rating and goal setting	Continuous growth, open communication and individual development
A process to execute	A way of being

Empower performance. Cultivate growth.