

Promotion Policy – Sanlam Retail Affluent

Content type:	HR Policy
This policy is applicable to:	Sanlam Life and Savings including SGT
Document owner:	Sanlam Retail Affluent Total Rewards: HR
Author:	Sanlam Retail Affluent Total Rewards: HR
Publish date:	14/01/2022

Promotion Policy – Sanlam Retail Affluent

Sanlam Retail Affluent

Contents

1. Purpose	3
2. Scope	3
3. General rules for promotions	3
3.1. Criteria for promotions	3
3.1.1. Important principles	3
3.1.2. Criteria	4
4. Remuneration Guidelines	4
5. Bonus rules	4
6. Annual leave	5
7. Restructuring of package	5
7.1. Travel allowance	5
7.2. Group Life Insurance	5
8. Retirement age	5

Promotion Policy – Sanlam Retail Affluent

Sanlam Retail Affluent

1. Purpose

The purpose of this Promotion policy is

- to provide a clear understanding of how promotions are managed in Sanlam Personal Finance.
- to highlight the benefits that may be affected by a promotion.

2. Scope

This policy applies to permanent employees of Sanlam Life and Savings and SGT employees.

3. General rules for promotions

The following rules/criteria apply:

- Promotions may be granted only in January and July of each year and always from the first of the month.
- All promotions must be approved (signed-off) by an Exco member.
- "Promotion" refers to an employee moving to a larger role within their current business, team or discipline. Where employees apply for larger roles within the Group, the process will not be governed in terms of the Promotion Policy, but in terms of the standard recruitment process. There must be an approved vacant job or change and increase in size and complexity of the role in the organisational structure to promote a person into that specific position.
- The role must be an evaluated job on the level to which the person is being promoted.

3.1. Criteria for promotions

3.1.1. Important principles

- Promotion takes place when it is motivated and evidenced that an employee has shown that he/she can perform or manage more complex work and that the company can therefore entrust greater responsibility to him/her. Factors such as influencing and executing on business strategy are also indicators of greater line of sight and impact attributable to an employee.
- There must be a business need to consider and validate the promotion.
- Promotion is not recognition for performance or long service, although performance is one of the criteria of promotion.
- Promotion is not a way of increasing a staff member's remuneration.
- Factors which should be considered in making a final decision on promotion are:
 - Uncertainty regarding current or future potential, or discernible development areas. These are factors which will indicate that promotion is likely to be premature;
 - Proven performance in the higher position preceding promotion or multi-skilled employees (and evidenced experience across business units/clusters in the Group) are factors which will substantiate promotion. These are particularly important at senior management levels.

Promotion Policy – Sanlam Retail Affluent

Sanlam Retail Affluent

3.1.2. Criteria

- The position's higher job grade must be confirmed by your Human Resources Consultant. The higher job grade must have been confirmed with a formal job evaluation.
- The staff member's career progression to date must indicate promotion potential. Here particular attention is paid to the following:
 - The timeline of career progression.
The relative weight of job grades, through which the person has already been promoted, must be taken into account. Usually, the higher the job grade, the slower promotion will be as the complexities and challenges of the higher level will increase exponentially.
 - Recent performance appraisals must support a promotion.
 - Any academic qualification or industry related experience (where applicable) must be confirmed.
 - The behavioural dimensions relevant to the demands of the higher position, must also be taken into account.
 - Impact and execution of strategy – (elaborate this sentence)
 - The potential of the staff member's ability to perform higher level work than required of his/her present job grade is considered.
 - The staff member's versatility – particularly for senior and specialist posts – and scarcity must be considered with regard to the market value applicable. Management experience and potential, where applicable, must also be acknowledged.

4. Remuneration Guidelines

The Sanlam remuneration philosophy stipulates that guaranteed package is guided by the market pay range for the position on the applicable grade.

Positioning in the range is based on the overall value add of the individual, a proven performance record and scarcity of skills and competencies.

Typically newly promoted employees may not be fully competent in their new role. Such employees are positioned lower than the midpoint and once such newly promoted employees become fully competent in their new role they move towards the midpoint of market.

The minimum market position should be 80% of the new market pay range.

5. Bonus rules

If a staff member in the job grade 1 to 8 range is promoted and the person is at present a member of only the performance bonus scheme, the staff member has an option to convert to the combination bonus scheme i.e. guaranteed bonus plus performance bonus.

If the employee is promoted from job grade 8 to 9 and the employee at present participates to the combination bonus scheme, the employee will automatically be converted to the performance bonus scheme.

Important: In the above cases, pro-rata calculations will be done for the periods that the staff member was on different bonus profiles.

6. Annual leave

The leave benefit may change as a result of a promotion. Please refer to the following categories for annual leave entitlements:

- Job grades 1 to 8: 20 workdays' leave per year.
- Job grades 9 to 10: 22 workdays' leave per year.
- Job grades 11 to 15: 24 workdays' leave per year.
- General management: 26 workdays' leave per year.

7. Restructuring of package

On being promoted, staff members have the opportunity to restructure their total guaranteed package via Package Modeller on MWS ESS. They will be informed of this via e-mail.

Please see the full FlexPay manual for details on the options provided (add a link to the document here).

7.1. Travel allowance

Staff members on job grade 9 and higher can allocate up to a maximum of 24% of TGP to a travel allowance (if it is a requirement of the role to travel for business purposes on a regular monthly basis).

Please refer to the travel allowance policy with regard to the process to be followed (add link to relevant documentation).

7.2. Group Life Insurance

Staff members, who are promoted, have an option to increase their group life insurance if they meet the following conditions:

- A staff member who has been a member of this insurance uninterruptedly since 1 April 1993, at promotion, has the option to increase the group life insurance on his/her own life to maximum three times (3x) TGP.
- The necessary form to be completed can be requested from HRSSEnquiries@sanlam.co.za.
- The completed form must be submitted to HRSSPayrollDocumentation@sanlam.co.za within 3 months of the promotion.

Please note that any increase in Group Life cover is subject to proof of good health.

8. Retirement age

In the terms of the Rules of the SSUF retirement age is as contracted by the employer with the employee.