

Sanlam: Fostering an Inclusive, Equal, and Engaged Workforce Fit for the Future

To achieve its goal of becoming Africa's leading financial services group and build a future-ready workforce, Sanlam wants to attract the best people in the market and **empower them to learn, lead, and live its shared purpose**. By moving to a HR shared services model, Sanlam can deliver a consistent experience to both its permanent employees and contingent workers, capture feedback at key moments throughout the employee lifecycle, and empower its people for continuous learning and growth. Group-wide reporting and advanced analytics capabilities underpin Sanlam's diversity and inclusion strategy, helping the company to foster a diverse workforce – a critical success factor to serve its diverse clients well.



Empowering a Diverse Workforce with SAP® Solutions

Before: Challenges and Opportunities

- Digitalize and transform the HR function to improve effectiveness and efficiency across the group
- Attract, hire, develop, and retain the best talent to address current and future market needs
- Deliver an exceptional experience for both its permanent employees and contingent workforce
- Foster a diverse, inclusive, and agile workplace that drives innovation
- Enhance data accuracy, eliminate inconsistencies, and improve analytics and reporting capabilities

Why SAP

- Close integration of the SAP® SuccessFactors® Human Experience Management Suite, SAP Fieldglass®, SAP Qualtrics®, and SAP Analytics Cloud solutions
- Integration of the SAP SuccessFactors Learning solution with SAP Content Stream by Skillssoft
- Integration between SAP SuccessFactors Recruiting solution and LinkedIn
- Capabilities of SAP Business Technology Platform to connect HR data and processes with the business

After: Value-Driven Results

- Increased efficiency and agility by offering a centralized share-services model for HR
- Bridged the gap between permanent employees and contingent workers by offering all the same services
- Mitigated critical skill loss, and facilitated employee development and retention
- Made it easier for HR, vendors, and recruiters to find, procure, and manage external talent
- Helped meet diversity and inclusion goals with KPIs on race, gender, disability easily available
- Enabled management to listen to employees and discover where they feel underutilized, and to take targeted action to resolve issues in the employee experience
- Increased learning engagement by giving employees easy access to digital training resources
- Enabled group-wide reporting and advanced analytics for HR, finance, and other corporate data



“SAP solutions enable us to build up the skills and the diversity of our total workforce that we need to **stay competitive in a rapidly changing world.**”

Jeanett Modise, Group HR Director, Sanlam Life Insurance Limited

50%

Reduction in manual effort for quarterly business reviews as a result of better analytics

80%

Reduction in time-to-fill high-volume graduate roles

88%

Of performance forms completed in time; zero visibility in the past

SAP SuccessFactors

Sanlam Life Insurance Limited
Bellville, South Africa
www.sanlam.co.za

Industry
Insurance

Products and Services
Life insurance, financial planning, asset and wealth management, stockbroking

Employees
105,000

Revenue
US\$8.41 billion

Featured Solutions
SAP SuccessFactors HXM Suite, SAP Fieldglass, SAP Qualtrics Employee Engagement, SAP Analytics Cloud, and SAP Business Technology Platform

THE BEST RUN





Evolving HR to Support the **Future of Work**

Sanlam Life Insurance Limited is a diversified financial services group with operations in 33 African nations and 43 countries globally.

Already one of the biggest and most respected financial services groups in South Africa, Sanlam's vision is to become the unrivaled industry leader on the continent and to strengthen its position in markets outside of Africa. As a knowledge-based organization, Sanlam relies on the capabilities of its people to realize this vision and to stay competitive in a rapidly changing world.

Jeanett Modise, the group's HR director, states, "Our people are key in enabling the success and sustainability of our business. For this reason, we strive to **understand the needs of our employees** in this new world of work. To meet these expectations and provide meaningful experiences and services for our people, we continuously evolve our HR strategy."

To build an empowered, engaged, and agile workforce, Sanlam decided to transform its HR function to focus on the employee experience. The company's previously decentralized business model resulted in an inconsistent employee experience and limited talent mobility across the group. And with multiple disparate data sources, group reporting and analytics was inconsistent, complex, and time-consuming.

"We wanted to move towards a centralized **shared-services model for HR**, while keeping the decentralized focus on customized services where it makes sense" says Ronel Pfothenauer, SAP SuccessFactors product owner at Sanlam. "This would not only increase efficiency and reduce costs, but ultimately help us to foster a high-performance and agile workplace that drives accountability and an exceptional experience for all workers – both our permanent employees and contingent staff."





Making Work Experiences Better for **All Employees**

A long-time SAP customer, Sanlam selected the SAP® SuccessFactors® Human Experience Management (HXM) Suite as the foundation for its new group-wide HR function.

- With the SAP SuccessFactors Employee Central solution and SAP Analytics Cloud for analytics and KPIs, Sanlam centralized core HR processes and reporting across the group – delivering a **consistent experience** for employees, managers, and executives.
- The SAP SuccessFactors Learning solution, integrated with SAP Content Stream by Skillsoft, enables employees to take advantage of Skillsoft’s expansive digital library of content and intelligent training platform, increasing learning engagement.
- Crucially, the SAP SuccessFactors HXM Suite give Sanlam valuable insight into the skills and competencies of its employees. This has enabled Sanlam to establish which critical skillsets are currently underrepresented within

the organization, so that it can take targeted action **reskill and upskill** its people for the future. For example, the company anticipates that many underwriting tasks will be automated using robotics. In response, it is investing in equipping underwriters with new competencies, such as forecasting and data analytics skills, so that they can take on new roles.

Sanlam is implementing SAP Fieldglass® solutions to manage external employees, who make up 28% of the South African workforce.

- Previously, contingent employees were onboarded and managed on an ad hoc basis. SAP Fieldglass makes it easier and cost-effective for HR, vendors, and contractors to find, procure, and manage external talent.
- Integration with the SAP SuccessFactors Employee Central solution enables Sanlam to manage its **total workforce** from a single point of control, improving efficiency and reducing costs and simplify total workforce analytics and reporting.





Reaping the Rewards

The SAP Qualtrics® Employee Engagement solution enables Sanlam to capture feedback from permanent and contingent employees on a continuous basis.

- Integration with the SAP SuccessFactors HXM Suite enables Sanlam to **capture the voice of the employee** at lifecycle moments that matter.
- Deep insight into the employee experience, enables the company to take targeted action to make improvements. For example, when employees commented on the need for better wellness practices, Sanlam reacted immediately, introducing new programs and policies to support employees' health and wellbeing.

SAP Analytics Cloud enables **group-wide reporting** across lines of businesses and rapid insights via dashboards, empowering leaders make better data-driven decisions. HR and payroll data (imported from Sanlam's on-premise SAP payroll solution) is available in the SAP Analytics Cloud

solution, which is also integrated with Sanlam's finance and BI platforms.

Finally, to drive mobility and give employees to anytime, anywhere access to HR services, Sanlam built a mobile app based on SAP Business Technology Platform and the SAP Fiori® user experience.

The SAP solutions are helping Sanlam to achieve its **diversity and inclusion goals**. "Greater visibility into the total workforce and transparent, improved reporting capabilities have enabled us to set recruitment and succession targets around race, gender, and disability," says Modise.

"We have all the information we need at the drop of a hat," confirms Pfothenhauer. "For instance, we can report on the number of black, African females with five years of experience and an MBA currently at the company as potential candidates for a leadership role, with SAP SuccessFactors acting as a kind of internal recruitment portal."





Continuous Improvement Ahead

The SAP® SuccessFactors®, SAP Fieldglass®, and SAP Qualtrics® solutions will be used by 23,200 employees in South Africa and Namibia, and Sanlam is planning to roll out the solutions to its global workforce in the future.

Sanlam is also looking to use SAP SuccessFactors Employee Central Time Management application, and integrate it with SAP Analytics Cloud to track trends and patterns in holiday leave, for example.

Sanlam plans to take advantage of the SAP SuccessFactors Opportunity Marketplace solution to support the reskilling and upskilling of its workforce. This will provide employees with intelligent, individualized recommendations for learning, and enable Sanlam to **track how employee skillsets change** over time – and ensure it fills any gaps.

The company also plans to align the SAP SuccessFactors Compensation and SAP Performance & Goals solutions, and to integrate them with SAP Analytics Cloud. This will enable the Sanlam to search and compare gender pay gap data, with the aim of ensuring **equal pay for work of equal value** for all employees.

Finally, the company is working to automate the movement of data from the SAP Qualtrics Employee Engagement solution to SAP Analytics Cloud with a live connection, as opposed to importing the data manually.

