



On the pulse

Description

Thank you to everyone who took part in our annual AfroCentric Pulse Survey – your voices matter and help us to make our company even better.

Scores on the annual employee engagement survey remained healthy and your comments have provided us with invaluable information around leadership and management, benefits and compensation, communication, feedback and performance evaluation, and career development.

Themes of Leadership and Management, and Communication, have once again emerged among the top five sentiment categories. These themes have consistently appeared across all three survey rounds since March 2024, highlighting a persistent trend and emphasising the need for a more focused approach to address these recurring themes.

Your feedback tells us that when leaders are present, transparent, and supportive, it makes a real difference. We hear you—and we're committed to making those improvements.

Next steps

We'll be using these insights to guide leadership actions, improve communication channels, and ensure recognition is more consistent and meaningful. You'll also see more opportunities to engage, share feedback, and be part of shaping our culture.

- **Cascading of Results and Action Planning:** With support from the HC Operations team, Pulse III results are currently being disseminated across departments and business units. The introduction of Line Manager Reports enables leaders to engage directly with their teams, fostering collaborative action planning to address immediate concerns.

- **Middle Management involvement:** Middle Management will play a pivotal role in cascading the Pulse III results and driving corrective actions within their respective departments. Their involvement is critical to ensuring that feedback translates into meaningful change at operational levels.
- **Culture Refresh Project:** At the Group level, the Culture Refresh Project—including the rollout of the ACT Leadership Ethos —will serve as a strategic lever to address underlying cultural and leadership challenges identified in the survey.

Roadmap



Additional information:

This was shared at the Leadership Roadshow on 24 June 2025. This survey is not just a check-in; it's a reflection of your voice. It helps us identify what's working and where we need to improve to create a better workplace for all.

Key insights:

- We've seen a **notable 5% improvement** in our overall response rate (78% to 83%).
- In comparison to Sanlam Group (77%), SLS (72%) and Sanlam Corporate (84%), it is a clear indication that our colleagues want their voices to be heard. Thank you!
- Our overall Pulse Score remains positive and healthy at 81% with only a 1% drop from our October 2024 Pulse results.
- From a Variable Questions (Change | Performance & Accountability | Growth & Development) perspective:
- Employees' sentiments remained positive during our transitioning period and shows commitment towards our strategy and vision 2030.
- **eNPS:** Great to see that **38%** of our colleagues **actively promote** AfroCentric as a great place to work with a strong positive eNPS score of 14.

- Overall, Flight Risk **acceptable** at 13% but something we can **improve** to lower this percentage to under 10%.
- From our **Top Themes Perspective**:
 - The results show that we need to improve in areas like leadership and management, communication, and recognition.

What this means:

- Your feedback tells us that when leaders are present, transparent, and supportive, it makes a real difference.
- We hear you—and we're committed to making those improvements.

Next steps:

- We'll be using these insights to guide leadership actions, improve communication channels, and ensure recognition is more consistent and meaningful.
- You'll also see more opportunities to engage, share feedback, and be part of shaping our culture.

Thank you for your honesty, your commitment, and your passion. Together, we're building a workplace where everyone can thrive.

Let's keep the conversation going and continue to grow stronger — together.

Category

1. Our Business