



**Standard Bank**

**Implementation of an  
Effective Employee Benefits  
Framework**

**SARA Employee Benefits  
Workshop**

**16 May 2018**

# Background to Standard Bank



## Our worldwide footprint

Vision - To be the leading financial services organisation in, for and across Africa, delivering exceptional client experiences and superior value

> 150 years



28 countries

> 54,000 employees



# Group benefits philosophy & guiding principles

## *Benefits philosophy*

The Bank aims to provide a range of market competitive benefits to assist in the attraction, motivation and retention of employees

## *Guiding principles*

### **Benefits must be:**

- Seen as an important component of total reward
- Market competitive
- Consistently applied
- Effectively communicated
- Based on sound financial principles and delivered in a cost and administratively efficient manner
- Compliant with all relevant legislation
- Flexible, where possible, in their design and costing
- Fairness and equity across employee groups
- Responsive to changing market conditions



# Group benefit offerings

## *Core Benefits*

- Retirement Fund (Private and / or State);
- Group Life Cover;
- Permanent Incapacity / Income Replacement;
- Temporary Incapacity / Income Replacement;
- Employee Funeral Cover;
- Medical Cover;
- Vacation Leave, Sick Leave, Compassionate Leave, Study Leave;
- Maternity Leave / Parental Leave;
- Professional Subscription Fees; and
- Study reimbursement / Study Assistance / Educational Assistance

**These form the foundation of HC policies and employees conditions of service**

## *Non-Core Benefits*

- Special Leave
- Sabbatical Leave
- Transactional Banking Products
- Home Loans
- Vehicle Loans
- Short-term Loans
- Long Service Awards
- Voluntary Benefits (e.g. Group Life Cover for Spouses, Dread Disease Cover and Funeral Cover for Parents and Parents In-laws)

**These are mainly optional benefits or add-ons to enhance the reward package and may not necessarily form part of HC Policies and Conditions of service**

## *Local Benefits and Allowances*

**Local benefits offered are country specific and aligned to market best practice and country legislation.**

**The aim is to align the benefits that Standard Bank offers to the market best practice in country**

# Purpose of the EBT project



The *Employee Benefits and Tax Project* aimed to develop an optimum Employee Benefits and Tax framework that's aligned with the Group's practices, local market norms and local statutory requirements.

## The objectives of the EBT project were to:

Ensure *optimisation and cost efficiency* of employee benefits across the entire Standard Bank Group

Ensure that all the benefits in country (as a minimum) are in line with *legislation*

Ensure that the benefits that Standard Bank offers are aligned to *market best practice* by country

Ensure that every benefit is *taxed* correctly

Ensure improved benefits *governance*



# Time frames

2014

2016

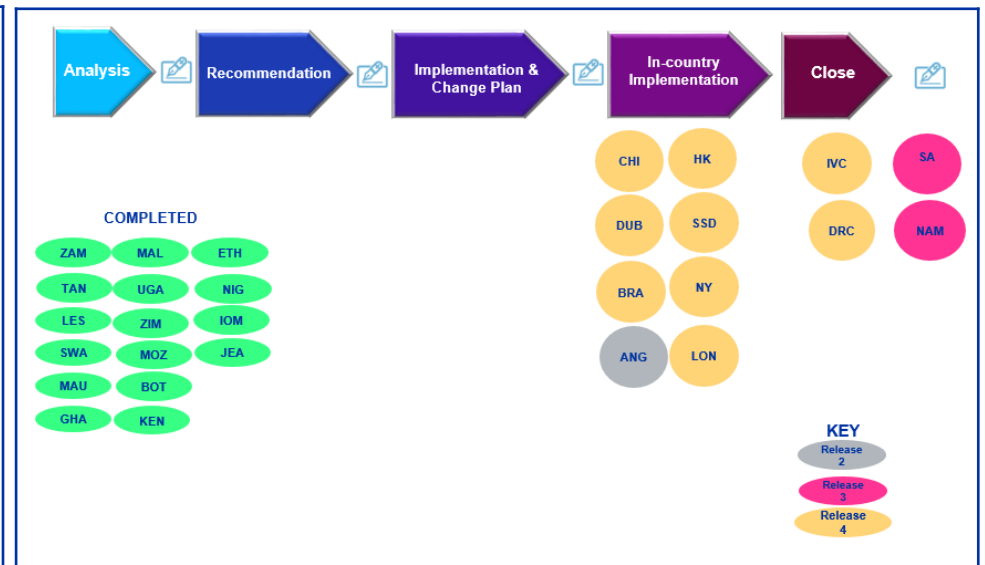
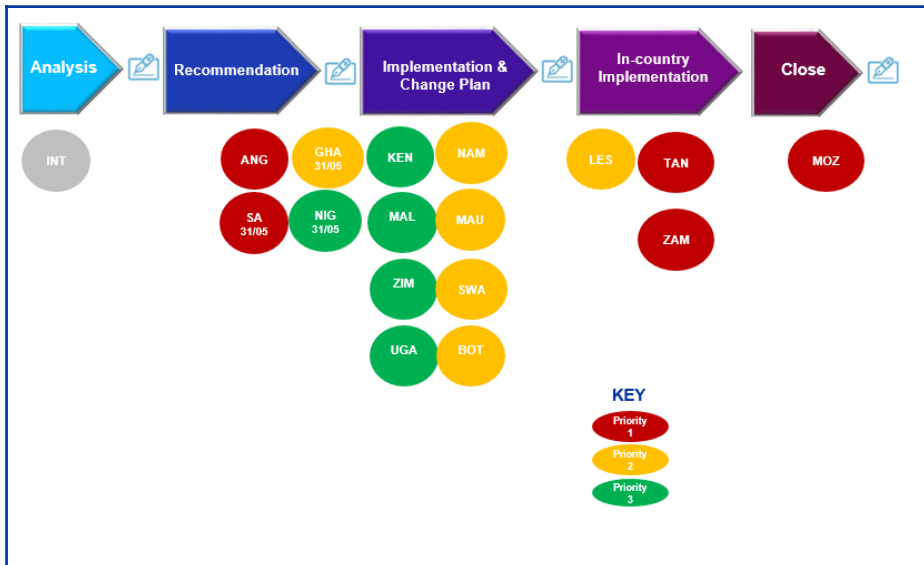
Kenya, Lesotho,  
Angola, Mozambique

Botswana, Ghana, Malawi, Mauritius,  
Namibia, Nigeria, Swaziland, Tanzania,  
Uganda, Zambia, Zimbabwe, South Africa

DRC, Ivory Coast, South Sudan, Ethiopia,  
Isle of Man, Jersey, London, Dubai,  
Hong Kong, New York, Beijing, Brazil

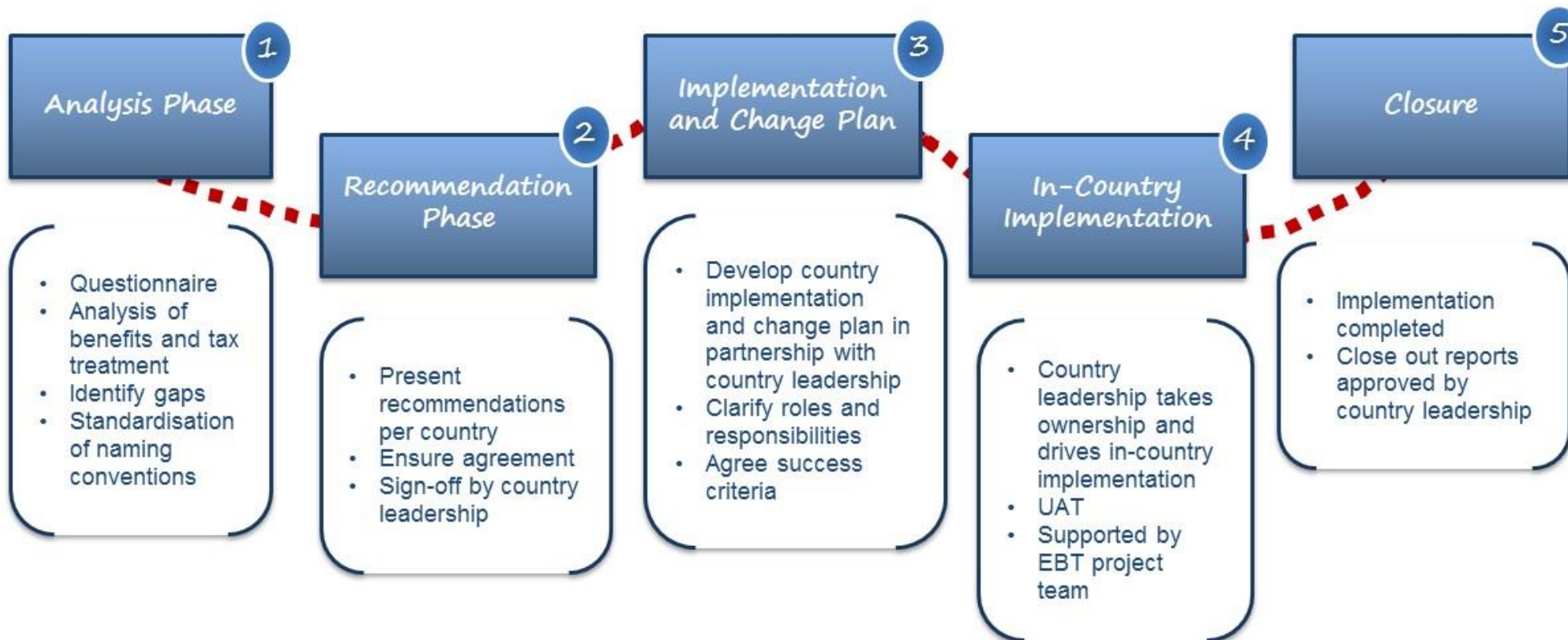
May 2015

July 2016





# Project design phases





# What were the benefits to the Bank?



- **Benefits aligned**
- **Benefits optimised**
- **Improved governance**
- **Benefits competitive**
- **Policies / handbooks developed / updated**
- **Risks reduced**
- **Reporting improved**
- **Tax compliance**
- **Core benefit offering which is uniform across the Group**
- **Created a platform for Total Reward statements**



# Questions

