

# PROVIDING AN ENABLING ENVIRONMENT FOR EMPLOYEES 2024



*Take care of your employees, and  
they'll take care of your business."*

*Richard Branson*

**The group aims to provide its employees with an environment that encourages diverse thinking and innovation, and in which individual wellbeing is managed appropriately.**

**02**

Enabling employees to  
thrive in the workplace

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Leading Light  
programme

# enabling employees to thrive in the workplace

**FirstRand continues to help employees build resilience. The group's BeingWell programme has an integrated approach built on science-based principles that enable employees to perform at their best.**

The employee wellbeing strategy at FirstRand targets key health risks and offers preventative wellbeing and occupational health solutions. It focuses on five areas: physical, mental, financial, occupational and social wellbeing.

Employees are provided with appropriate medical and wellness support, including advice on mitigating health risks. The services that are provided within the employee wellbeing model continue to include medical scheme benefits and the employee assistance programme. Human capital teams and business collectively work together to maximise value for both the employee and the employer.

*Several wellbeing interventions were implemented during the year:*

## **Mental wellbeing**

FirstRand is committed to assisting employees with navigating mental health concerns through awareness, training and support programmes that encourage them to take their wellbeing seriously. On-site counsellors are available at each of the group's wellbeing centres to support employees experiencing mental health challenges.

Employees can take a mental health assessment either during medicals performed at the wellbeing centres or through the personal health assessments provided by medical aid schemes. Where necessary, employees may be referred to the employee assistance programme (EAP) service provider or a relevant healthcare professional.

In 2024, a total of 5 841 employees utilised the services of the group's EAP offering, with mental health representing 28.6% of the issues handled by the EAP service provider.

*Voluntary engagement channels include:*

- 24/7 access to virtual counselling;
- line manager psychological fitness training;
- mental wellbeing talks by affiliated psychologists; and
- mental health screening

## **Financial wellbeing**

FirstRand hosts retirement workshops focused on the importance of saving towards retirement, providing information on investment options to use in preparation for retirement. The workshops also provide important insights into the psychological aspects of retirement, including the emotional impact of transitioning from full-time employment to retirement.

In 2024, a total of 1 335 employees attended the two-day workshop.

## **Physical wellbeing**

FirstRand encourages employees to take their physical health seriously and facilitates health screening at its wellbeing centres and on-site gyms. The resultant health data can enable employees to put in place proactive and personalised interventions that can reduce health risks.

A total of 4 235 employees completed personal health assessments during the past financial year.

The group promotes regular exercise through on-site and off-site gyms and various virtual platforms. It subsidises its on-site campus gyms, improving access for all employees.

Annual campaigns are conducted to inform employees about the importance of knowing their HIV status, how to access screening and how to obtain treatment. As part of the personal health assessments, employees are encouraged to take an HIV test and are informed about available support mechanisms.

enabling employees to thrive in the workplace *continued*

Rewarding healthy behaviour

All group employees have access to various reward programmes aimed at recognising healthier behaviour. These programmes are made available via the respective medical aid schemes as well as through eBucks and nav» Wellness (a tool on the FNB app).

Gender-based violence and harassment

Maintaining a healthy and safe work environment remains a priority and the group has continued to proactively address gender-based violence and harassment (GBVH).

The GBVH team, comprising representatives from various departments, including employee wellbeing, communications, security and rewards and benefits, has developed a robust policy to tackle GBVH in the workplace. This is accompanied by a guide on how employees can seek support for themselves, for a colleague or for a family member. This work leverages existing support and benefits and extends to providing real-time physical and emotional assistance.

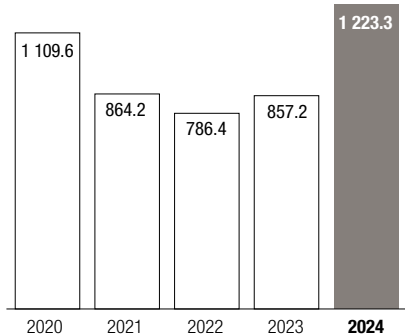
Skills development

Attracting, developing and retaining individuals with the appropriate skills to execute on the group’s strategy is supported by the group’s talent management approach, which encourages and enables employees to acquire competencies to both effectively perform in their current roles and prepare themselves for future growth. A variety of development programmes, such as training and learnerships, is available to employees.

The group continues to invest in its employees, with **R1 223.3 million** spent on skills development in 2024.

For the year ended 30 June:

Skills development spend  
(R million)



# leading light programme

The risk of theft, fraud, corruption and other unethical conduct is continually monitored, with preventative controls in place.

FirstRand relies on its employees to be alert to any potential incidents. The group also takes appropriate action to ensure all parties are safeguarded against associated losses.

Leading Light is an internal reward programme which rewards employees if they detect, prevent or report unethical practices. The programme is managed by the group's ethics office and has a long and successful track record.

Data collected from the programme is applied to create solutions and used to improve systems, protect customers, strengthen internal risk controls, inform employees of fraudsters' methods and train them to respond to these correctly. Where appropriate, key findings are also shared with the financial services industry.

Leading Light submissions increased by 7% compared to the previous financial year. The following awards were made in 2024:

- Leading Light vigilance:** This programme rewards employee vigilance in detecting and preventing unethical conduct. Entries are drawn three times a year, with rewards of between R10 000 and R50 000 allocated. The group also presented annual merit awards worth a total of R1.8 million for the 2024 financial year (R1.7 million in 2023).
- Teller efficiencies:** Tellers with no daily differences for three consecutive months are entered into a draw for a reward of R10 000 three times a year.
- Self-service delivery no differences:** ATM custodians with no daily differences (balancing physical cash with ATM system journals) for three consecutive months are entered into a draw for a reward of R10 000 three times a year.
- Conduct champions:** Employees whose actions influence how the organisation better serves customer interests and delivers good customer outcomes are entered into a quarterly draw for R30 000 and an annual award of R450 000.

For the year ended 30 June:

	2024	2023	2022	2021	2020
Leading Light submissions received	2 397	2 230	1 262	925	987
Rand value of attempted theft, fraud, corruption and other unethical activities reported to Leading Light	R793 million	R723 million	R509 million	R354 million	R301 million
Rand value of attempted theft, fraud, corruption and other unethical activities prevented through Leading Light	R783 million	R708 million	R508 million	R353 million	R298 million

The solutions submitted as a result of the Leading Light programme have meaningful and far-reaching positive consequences that help protect customers and the group.

For example, thanks to solutions submitted in the conduct champions category the group introduced a pricing structure in March 2023 that was designed to protect vulnerable home loan customers from the rising prime interest rate, which had reached 11% at that time.

A communication campaign was initiated to inform customers about the changes, noting that the rate cap would remain in place until the prime interest rate fell below 11%, after which the rate will be re-linked to prime rate adjustments. The initiative has prevented customers from falling into arrears and losing their properties. It was applied to approximately 14 500 accounts, affecting 22 000 customers and R10.8 billion of advances. Since its inception, the solution has saved customers an average of R6 million per month, totalling R86 million to date. In addition, the group has avoided impairments of approximately R42 million per year.



[www.firstrand.co.za](http://www.firstrand.co.za)