

SUSTAINABILITY GOVERNANCE FRAMEWORK - continued



HUMAN CAPITAL

KEY PERFORMANCE INDICATORS

- Retention of critical skills
- Training and development of employees
- Develop critical skills to drive business performance
- Remuneration and employee recognition
- Drive a high-performance culture to ensure delivery of our strategic objectives
- Employee job satisfaction, diversity, productivity and efficiency
- Employee health and safety
- Drive diversity and cultural transformation
- Drive Vision 2020 Vision goals
- Support training institutions (external)

MATERIAL MATTER

- Employee recruitment and retention of key skills

2019 PROGRESS

- Emphasised our employee value proposition
- Offered competitive remuneration – increase in remuneration and bonus paid
- Training conducted after needs analysis was completed and is ongoing
- Invested R7 155 437 on training and development
- Performance reviews updated
- Continued to promote a working environment that allows employees to deliver high performance
- Continued to embed our Vision 2020 Vision
- Continued with the development of critical skills to drive business performance
- Continued to transform our businesses
- Continued with the personal development of junior, middle and senior executives
- Continued building leadership capability to enable productivity, high performance and sustainable growth
- Continued to review succession plans and identify key personnel
- Further identified employee development
- Transformation and equity employment plans rolled out

WHAT ARE THE RISKS RELATED TO OUR MATERIAL MATTERS

- Higher than market-related salary demands
- Developing critical skills
- The inability to retain skills and high-calibre employees
- The inability to find suitable accredited training and development service providers
- The inability to recruit skilled employees
- Low employee attrition
- Labour strikes and demands
- The challenge of training inexperienced employees could take longer than anticipated

WHAT ARE THE OPPORTUNITIES CREATED BY THE MATERIAL MATTERS

- Employee development – bursaries and learnerships
- Identify and offer internships and learnerships in identified disciplines
- Increase capabilities of junior management
- Increase capabilities of middle management
- Employee health and safety
- Wellness programmes
- Create an entrepreneurial culture