



# – OUR PEOPLE –

## *Developing effective leadership and empowered people*

*In uncertain and complex operating environments, we compete for success by being able to take advantage of new ways of thinking and doing business. Our experienced automotive, logistics and vehicle finance professionals provide us with a key differentiator in today's knowledge-based economy. Agile leaders with the right skill enable the group to execute its strategy, they also make decisions that impact our customers and processes, as well as employee motivation.*

51 256

EMPLOYEES MAKING THE GROUP THE 9TH BIGGEST PRIVATE EMPLOYER IN SOUTH AFRICA (2015: 51 361).

74%

OF THE WORKFORCE IS BASED IN SOUTH AFRICA, WITH 8% AND 18% BASED IN THE REST OF AFRICA AND INTERNATIONAL OPERATIONS RESPECTIVELY (2015: SOUTH AFRICA – 73%, REST OF AFRICA – 7% AND INTERNATIONAL – 20%).

99%

OF SENIOR MANAGEMENT IN SOUTH AFRICA, ARE SOUTH AFRICAN CITIZENS (2015: 98%).

Our businesses are heavily reliant on people. Failure to manage our human capital resource in a strategic manner, creates the risk that our people are not working towards a common purpose, and that we lose talent or have insufficient depth of key talent to fill the talent pipeline. Promoting people diversity is another key area of focus which enables diverse thinking at strategic levels.

The integration of divisions under the organisational renewal project has provided us with the opportunity to implement human capital strategies that promote a high-performance culture. The past year has been spent on assessing the group's human resources environment and understanding the human capital-related challenges faced by each division. Concerns raised through this analysis and by employees can be found on page 3 of this section.

Our intention is that divisions independently manage their human capital requirements in line with a group-wide framework of people-related philosophies, practices and processes. Imperial Holdings, at a group level, will act as an active centre that adds value to the divisions and oversees the governance aspects of human capital management. Once this framework is in place, targets will be set to measure our human capital performance and the data will be used to inform proactive decision-making.

## HIGHLIGHTS

### Organisational effectiveness project

Started the organisational effectiveness project through a number of initiatives ranging from leadership assessments to job profiling and the identification of strategically critical positions.

### Employment equity

Divisions increased their overall employment equity statistics however, targets to increase black representation at senior management level were not met.

### Training spend

At June 2016, our training spend amounted to R319 million, an 8% increase compared to the prior year due to higher spend on organisational effectiveness projects (2015: R295 million).

### Recognition

Awarded Top Employers South Africa 2016 certification by the independently rated Top Employers Institute for the third consecutive year, and awarded Top Employer in the Automotive and Logistic sector.



46% Logistics Africa  
15% Logistics International  
15% Vehicle Import, Distribution and Dealerships  
24% Vehicle Retail, Rental and Aftermarket Parts  
2% Financial Services



43% Logistics Africa  
16% Logistics International  
14% Vehicle Import, Distribution and Dealerships  
25% Vehicle Retail, Rental and Aftermarket Parts  
2% Financial Services

2016 graph excludes Regent (Financial Services) which is in the process of being sold.

#### Our risks

- > Slow transformation.
- > Succession.
- > Attracting and retaining key leadership and technical skills.
- > Labour relations.

#### Our opportunities

- > Transparent and fair people practices.
- > An engaged and highly competent workforce motivated by people-focused leadership.
- > Increased capability for strategic thinking that sustains long-term value creation.

#### TRAINING AND DEVELOPMENT SPEND PER EMPLOYEE

**R6 355**

(2015: R5 753)

#### TRAINING HOURS PER EMPLOYEE

**16 hours**

(2015: 16 hours)

