

Employment equity in South Africa

Occupational levels	Male				Female				Foreign nationals		Total	
	A	C	I	W	A	C	I	W	Male	Female	2016	2015
PERMANENT EMPLOYEES												
Top management	4	1	6	74	1	4	4	6	1	2	103	120
Senior management	30	9	45	321	13	5	23	66	2	0	514	529
Professional specialist/ mid-management	246	188	303	1 319	170	115	156	797	12	10	3 316	3 330
Skilled junior management	2 366	967	800	2 398	1 015	417	273	1 319	72	14	9 641	9 627
Semi-skilled	9 909	1 742	599	784	2 685	849	389	1 090	89	15	18 151	17 501
Unskilled	3 828	521	66	57	1 005	118	7	37	34	6	5 679	6 069
Total permanent employees	16 383	3 428	1 819	4 953	4 889	1 508	852	3 315	210	47	37 404	37 176
Non-permanent employees	118	29	19	42	86	18	7	27	0	0	346	478
Total	16 501	3 457	1 838	4 995	4 975	1 526	859	3 342	210	47	37 750	37 654¹

A = African, C = Coloured, I = Indian, W = White

¹ Total number of employees in South Africa.

TRAINING AND DEVELOPMENT

We operate in complex environments which place increasing demands on our employees. In addition, the lack of job opportunities in South Africa means that young people are not able to acquire employable skills, creating a skills shortage. These factors require that we focus on the continuous development of our people to ensure that we are able to meet our business objectives.

OUR APPROACH

EMPLOYEE ASSESSMENTS



As part of the performance management process, employees are assessed by the Imperial Psychometric Assessment Centre for developmental and promotional purposes. The assessment process will be revised going forward to align to the Organisational Effectiveness Framework.

TRAINING FACILITIES AND DEVELOPMENT PROGRAMMES



Together with interactions between our leaders and the human resources function, employee assessments enable us to introduce focused and relevant programmes, and on-the-job training that meets skills gaps in areas ranging from technical training through to executive development. A variety of learning techniques are used to ensure that learning is delivered effectively.

Our Management Development and Dealership Management programmes support the promotion of employees into middle management. Newly appointed middle managers are supported in their new roles through orientation and personal mastery programmes delivered by accredited providers of education. The development of senior managers and executives is delivered through the University of Cape Town’s business school.

The group operates three academies: The Imperial Logistics Academy; and in the Vehicles division, the Imperial Technical Training Academy (the largest provider of automotive technical trades training in South Africa) and the Imperial Retail Academy.

 Training interventions specific to each division are set out in more detail in the Logistics and Vehicles sections.

Our performance

At June 2016, our training spend increased 8% compared to the prior year due to higher spend on organisational effectiveness projects, and the average number of hours of training per employee remained at 16 hours. A total of 628 development assessments were undertaken by the Imperial Psychometric Assessment Centre during the year.

TRAINING	Logistics		Vehicles		Group total
	Africa	International	Import, Distribution and Dealerships	Retail, Rental and Aftermarket Parts	
2016					
Number of employees	23 241	7 437	7 271	12 165	50 212 ¹
Training spend (R'000)	109 299	24 068	59 460	126 249	319 076
Training spend per employee (R)	4 703	3 236	8 178	10 378	6 355
Number of training hours	441 848	4 960	86 842	278 709	812 359
Number of training hours per employee	19	0,7 ²	12	23	16

Note: The group total excludes Regent (Financial Services) which is in the process of being sold.

¹ Includes 98 employees based at head office.

² Logistics International tracks the number of hours for managers and young professionals only.

TRAINING	Logistics		Vehicles			Group total
	Africa	International	Import, Distribution and Dealerships	Retail, Rental and Aftermarket Parts	Financial Services	
2015						
Number of employees	22 037	8 233	7 299	12 606	1 186	51 361
Training spend (R'000)	108 730	21 670	41 742	118 105	5 244	295 492
Training spend per employee (R)	4 934	2 632	5 719	9 369	4 422	5 753
Number of training hours	459 121	3 136	100 542	293 176 ¹	9 847	865 822
Number of training hours per employee	21	0,4 ²	14	23 ¹	8	16

¹ Restated.

² Logistics International tracks the number of hours for managers and young professionals only.

ONLINE CASE STUDIES

CHANGING A DISTRIBUTION CENTRE FROM "I" TO "WE", AND REAPING THE RESULTS

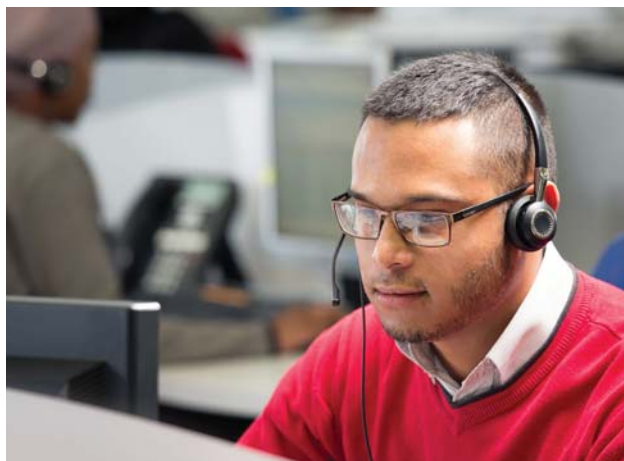
Over the past three years, the Legitimate Leadership and Grow to Care programmes implemented at the parts distribution centre in South Africa have increased productivity.

MONITORING THE PROGRESS OF MIDDLE MANAGERS

DataDot Technology SA implemented a monitoring and evaluation system during the 2016 financial year to track the development of middle managers against specific outcomes.

A NEW TRAINING CENTRE IN POZNA'N FOR FORKLIFT OPERATORS

203 people have received practical and theoretical training at the new centre, positively contributing to the quality standards of Logistics International.



GRI G4-2, G4-10, G4-11, G4-26 to 27, G4-51, EC6, LA9, LA10, LA12