

# HUMAN RESOURCES

The group's sustainability hinges on its human resources and there is significant focus on skills development, succession planning, employment equity and industrial relations. All aspects of employee rewards and incentives are covered in the Remuneration Report which follows on pages 48 to 52.

## PHILOSOPHY

Holdspport seeks to attract, retain and develop skilled and talented staff, and it has a preference for promoting from within the group.

The group has dedicated operational HR professionals who provide day-to-day HR assistance and guidance. The experienced HR team has an intimate knowledge of the business and promotes high standards of customer service through recruiting the right people,

actively training staff and supporting performance management and disciplinary processes.

As a group we are committed to individual growth and development, offering on-the-job coaching and formal in-house training.

Holdspport values the following attributes in its staff:

- Integrity
- Innovation
- Energy and speed to execute
- Expertise and attention to detail

These attributes are emphasised in induction programmes for new employees and in performance management reviews to ensure that employees are actively displaying these attributes.

Holdspport favours a flat structure with an emphasis on personal growth

and lateral development rather than upward promotion.

Employees are rewarded based on their measured contribution and value added to the business, with the emphasis on teamwork. The performance of all employees is assessed at least annually based on definitive measures and they are rated on key deliverables for their specific roles.

The staff turnover for permanent employees reduced to 30.6% (2016: 33.9%). Staff turnover at middle and senior management levels is below 20%, which promotes business continuity and sustained performance. The average age of senior and top management employees is 39, with more than eight years' service in the group.

## WORKFORCE PROFILE

The group's workforce profile is set out below:

Employee statistics	% change	2017	2016
Total number of employees at year-end			
Permanent full-time employees	6.0	1 480	1 396
Flexitime employees	34.4	734	546
Employee turnover % (excluding flexis)	–	30.6	33.9

## EMPLOYMENT EQUITY

The group promotes transformation in the racial composition of the workforce in accordance with its employment equity plan. The current employment equity plan covers the period from 2016 to 2018, with the relevant stakeholders meeting regularly in structured forums before reporting to the board. A review of the group's employment equity performance is provided in the Transformation Report on page 53.

## EMPLOYEE EQUITY STATISTICS\*

Occupational levels	Designated groups						Non-designated groups				Total	
	Male			Female			White		Foreign nationals		2017	2016
	A	C	I	A	C	I	Male	Female	Male	Female		
Non-executive directors	1	–	–	1	–	–	3	–	–	–	5	5
Top management*	–	–	–	–	–	–	10	1	–	–	11	10
Senior management	7	8	5	2	4	2	42	12	–	–	82	81
Professionally qualified/ Middle management	16	10	3	35	28	3	35	28	–	–	158	123
Skilled technical/ Junior management	39	42	4	78	69	2	25	29	–	1	289	263
Semi-skilled	218	118	15	254	241	12	26	28	1	–	913	907
Unskilled	2	1	–	8	11	–	–	–	–	–	22	7
Non-permanent employees	198	89	26	236	91	26	54	14	–	–	734	546
<b>Total 2017</b>	<b>481</b>	<b>268</b>	<b>53</b>	<b>614</b>	<b>444</b>	<b>45</b>	<b>195</b>	<b>112</b>	<b>1</b>	<b>1</b>	<b>2 214</b>	
<b>Total 2016</b>	<b>451</b>	<b>231</b>	<b>68</b>	<b>570</b>	<b>286</b>	<b>41</b>	<b>182</b>	<b>110</b>	<b>1</b>	<b>2</b>		<b>1 942</b>

\* Statistics are for South African employees only, excluding Namibia.

\* Top management includes executive directors.

A = African C = Coloured I = Indian

## TRAINING

Holdspport values its human capital and ensures that staff is developed through in-house programmes and through effective on-the-job experiences. The responsibility for learning is shared and self-development is achieved through the empowerment of staff at all levels.

The group's training programmes develop and retain key employees and are vital for the sustainability of the business in focusing on areas of scarcity such as merchandise buying and planning, and retail management.

Holdspport's in-house training is a key factor in its labour productivity and high levels of customer service and we continue to roll out additional category-specific product training courses each year.

Training statistics	% change	2017	2016
Investment in employee training and development			
Total expenditure (Rm)	42.1	1.20	0.85
Percentage of payroll	29.2	0.54	0.42
Total number of employees trained	26.9	1 011	797
Total number of training incidences <sup>#</sup>	28.2	2 763	2 156

<sup>#</sup> Refers to attendees and not individual employees.