

# Enhancing workforce diversity

Embracing a culture of inclusion is critical to ensuring that our diverse talent is strategically managed and nurtured to deliver successful business outcomes

We are committed to driving employment equity goals and enhancing diversity across the group.

## Leveraging diversity and inclusion for high performance

In our organisation, diversity signifies all aspects of peoples' differences including race, religion, gender, disability, culture, sexual orientation, nationality, thinking and skills.

Our Diversity 10-Point Plan provides a set of qualitative measures for diversity, including the recruitment, development and retention of candidates from under-represented groups, as well as measures to enhance gender equity. In promoting a values-driven high-performance culture, we recognise that diverse teams perform better than homogenous teams.

## Empowering women

We are sharpening our focus on empowering women and improving their representation at all levels of the organisation. This is being realised through our women empowerment strategy and Sasol Women's Network, launched in 2012. All the initiatives implemented were successful and were continued this year. Initiatives included a series of regional personal development seminars to

further develop the skills of women across the organisation and improve access to career advancement opportunities.

Through our Mentorship Circle Programme, Sasol leaders mentor groups of women for a 12-month period. This year, 20 senior leaders within the organisation mentored groups of between 12 and 15 employees. The feedback from employees has been positive, with value delivered exceeding expectations.

The Sasol Women's Network will be launching chapters in Eurasia and Mozambique. Work is underway in these regions to translate the South African successes into meaningful fit-for-purpose programmes with the goal of increasing the representation of women across the group.

Several of our South African business units implemented programmes this year to increase the proportion of women in their workforces:

- Sasol Mining has a programme to train female mineworkers and prepare them for the working environment. Approximately 60 women participated in the training, most of whom have since been permanently appointed.

## Workforce diversity profile for our South African operations (as at 30 June 2014)

|                                      | Male          |               |            |            |            |            |              |              |
|--------------------------------------|---------------|---------------|------------|------------|------------|------------|--------------|--------------|
|                                      | A             |               | C          |            | I          |            | W            |              |
|                                      | 2014          | 2013          | 2014       | 2013       | 2014       | 2013       | 2014         | 2013         |
| Top management                       | 7             | 8             | 2          | 3          | 4          | 4          | 59           | 66           |
| Senior management                    | 37            | 37            | 7          | 8          | 33         | 31         | 187          | 202          |
| Middle management                    | 1 019         | 993           | 122        | 126        | 437        | 425        | 2 314        | 2 349        |
| Junior management                    | 4 400         | 4 236         | 266        | 265        | 314        | 325        | 4 028        | 4 158        |
| Semi-skilled                         | 7 876         | 7 332         | 95         | 72         | 64         | 69         | 958          | 995          |
| Defined decision                     | 901           | 1 002         | 14         | 10         | 3          | 2          | 139          | 175          |
| Total permanent                      | 14 240        | 13 608        | 506        | 484        | 855        | 856        | 7 685        | 7 945        |
| Non-permanent employees <sup>1</sup> | 65            | 27            | 5          | 1          | 3          | 1          | 9            | 7            |
| <b>Total</b>                         | <b>14 305</b> | <b>13 635</b> | <b>511</b> | <b>485</b> | <b>858</b> | <b>857</b> | <b>7 694</b> | <b>7 952</b> |

Workforce Diversity profile as per the South African Department of Labour Guidelines

1 NPEs longer than three months are counted as permanent employees.

2 Expats are counted in our numbers as foreign nationals only if they are paid via the South African payroll.

A – African, C – Coloured, I – Indian, W – White.



- Sasol Shared Services introduced an initiative to provide female matriculants from disadvantaged backgrounds with a six-week work readiness programme on managing materials in the warehouse environment. Successful candidates are then offered a 12-month work experience programme. Sasol provides accommodation, meals and transport for the duration of the programme.
- Eight women successfully completed Sasol Oil's first fuel distribution officer learnership programme for women. After successfully completing the programme, the candidates were offered full-time employment as licenced petroleum tanker drivers.

### Accommodating people with disabilities


The group's recruitment process was revised in 2013 to provide for people with disabilities, both in terms of employment opportunities and appropriate facilities.

Facilities at Sasol Oil were improved to accommodate people in wheelchairs, and sensitisation sessions were conducted to better prepare employees to accommodate colleagues with disabilities.

Sasol Shared Services conducted an awareness campaign with input from existing disabled employees, and made adjustments to sections of the work environment to accommodate those with a disability. As a result of the awareness campaign a total of 15 existing employees, 12 of those women, declared their disability and were verified as being part of the designated group.

### Our 2014 employee diversity performance

Our progress in meeting our employment equity plan for the period 2012 to 2017 is summarised in the table below. Our Diversity 10-Point Plan aims to ensure our steady progress towards meeting our 2017 targets, with a specific focus on areas in which the under-representation of diversity candidates remains a challenge.

 Our online report, which can be found at [www.sasolsdr.com](http://www.sasolsdr.com), includes additional information on our Women Empowerment Strategy, Sasol Oil's People with Disabilities Strategy, and our BBEE scorecard.

|  |  | Female |       |      |      | Foreign National <sup>2</sup> |      |       |       |      |      |        |      |        |        |
|--|--|--------|-------|------|------|-------------------------------|------|-------|-------|------|------|--------|------|--------|--------|
|  |  | A      |       | C    |      | I                             |      | W     |       | Male |      | Female |      | Total  | Total  |
|  |  | 2014   | 2013  | 2014 | 2013 | 2014                          | 2013 | 2014  | 2013  | 2014 | 2013 | 2014   | 2013 | 2014   | 2013   |
|  |  | 4      | 4     | 1    | 1    | 1                             | 2    | 4     | 4     | 3    | 3    | 0      | 0    | 85     | 95     |
|  |  | 12     | 12    | 0    | 2    | 8                             | 8    | 30    | 33    | 8    | 10   | 1      | 1    | 323    | 344    |
|  |  | 389    | 393   | 76   | 72   | 248                           | 250  | 822   | 827   | 103  | 104  | 25     | 22   | 5 555  | 5 561  |
|  |  | 1 115  | 1 084 | 169  | 173  | 188                           | 198  | 1 396 | 1 454 | 83   | 67   | 21     | 19   | 11 980 | 11 979 |
|  |  | 1 356  | 1 133 | 71   | 64   | 50                            | 52   | 522   | 539   | 322  | 339  | 8      | 6    | 11 322 | 10 601 |
|  |  | 258    | 373   | 6    | 7    | 1                             | 0    | 24    | 28    | 22   | 32   | 0      | 2    | 1 368  | 1 631  |
|  |  | 3 134  | 2 999 | 323  | 319  | 496                           | 510  | 2 798 | 2 885 | 541  | 555  | 55     | 50   | 30 633 | 30 211 |
|  |  | 34     | 7     | 1    | 0    | 0                             | 0    | 6     | 4     | 0    | 0    | 0      | 0    | 123    | 47     |
|  |  | 3 168  | 3 006 | 324  | 319  | 496                           | 510  | 2804  | 2 889 | 541  | 555  | 55     | 50   | 30 756 | 30 258 |

Overall **racial diversity** representation of our South African workforce  
**= 63,7%**

Racial diversity representation in our **junior to top** management layers  
**= 49%**