



INVESTING IN OUR PEOPLE



Developing and empowering high-performing people

Developing, empowering and retaining values-driven, high-performing employees with the right skills and experience is critical to maintaining our success in an increasingly competitive market.

Our human resources (HR) strategy seeks to enable effective delivery of the Sasol business strategy. We strive to provide a work environment that attracts and develops the best talent; promotes a values-driven, high-performance culture; encourages diversity and transformation; and fosters sound employee relations.

This year we focused our efforts on driving five priorities:

- Optimising talent sourcing and recruitment across all our operations;
- Delivering fit-for-purpose competency-based learning;
- Improving leadership effectiveness in line with the new operating model and a values-driven high-performance culture;
- Embedding the refined employee value proposition and employer brand; and
- Facilitating effective implementation of the new organisational structure.

Employee statistics

At 30 June 2014, Sasol had 33 049 employees, comprising 28 438 permanent and 1 354 non-permanent employees in our South African companies, and 3 257 permanent and non-permanent employees in our international companies.

Attracting, developing and retaining talent

A specific focus area was our international talent attraction and sourcing framework, which aims to strengthen Sasol's position as an employer of choice and support our new operations in North America.

Attracting talent through appropriate remuneration

In an increasingly competitive global market for limited skills, it is critical that we provide appropriate remuneration to attract, retain and motivate the right calibre of employee. Our annual budget increases, which influence individual increases, are determined in relation to market movements, inflation indicators and company performance. We also take into account the nature of an employee's role, market benchmarks and individual performance. As a significant player in South African industry forums, we partner with other relevant role-players to conclude multi-year wage agreements.

Our structured performance management and appraisal process is aligned to our objective of embedding a values-driven, high-performance culture. While the specifics differ between business units and geographies, as a minimum, every employee's incentive contract provides for safety performance, financial results and employment equity in our South African operations. We also have performance indicators related to environmental and social factors. The design principles and group targets for all incentive schemes are reviewed annually and approved by the remuneration committee.

Nurturing future potential talent

To secure a pipeline of future talent, we have continued to invest significantly in skills development in our primary countries of operation. Initiatives range from basic literacy skills and science and maths education at school level, to skills development initiatives for artisans, engineers, scientists and chartered accountants.



Investment in learning initiatives

Learning programme	Total investment (Rm)
Novice Professional Development Programme (NPDP): candidate engineers, scientist, artisans and technicians	517
Chartered Accountant (CA) trainee programme	11
General Study Aid	29
Leadership Training	44
All other training	300
Total investment (includes salaries and direct training costs)	901

We run one of the largest bursary schemes in Southern Africa. This year, we invested R47 million, with the focus primarily on developing talent in science, technology and engineering disciplines. At present, we have 577 undergraduate and postgraduate bursars. Graduates from this scheme are placed on a structured professional development programme for a specified period of up to three years. In spite of all endeavours, employment at Sasol is not guaranteed for all bursars. Currently, 382 students are being trained through this initiative. In 2014, bursaries were allocated to 60 individuals, of whom 88% are black*. We ensure an approximately even gender ratio.

We recognise the critical importance of establishing partnerships to build a broader pool of skills in the areas in which we operate. In South Africa, we partnered with a tertiary technical college, the Flavius Mareka TVET College, to ensure nationally recognised qualifications for our artisan learnership programmes.

In Mozambique, together with our partners, the International Finance Corporation (IFC) and Companhia Moçambique de Hidrocarbonetos (CMH), we established a three-year learnership programme at the Central Processing Facility (CPF) in Temane, Inhambane province. A group of 18 students have graduated from the programme and have been placed at the CPF in Temane, Inhambane province. This included the first two female candidates. We have also partnered with the Ministry of Mineral Resources and the Eduardo Mondlane University with the aim of building tertiary-level technical skills (see focus story in our web-based report).

* Black employees refer to African, Coloured and Indian people, for the purposes of South African employment equity considerations.

Developing and training existing talent

We have made good progress with our internal development and training programmes aimed at raising basic competency levels, developing technical skills and enhancing leadership effectiveness.

During the year, 2 075 employees participated in our internal learning programmes. This comprised 1 744 learnerships (1 410 black learners; 377 women), 384 graduates and 165 in-service trainees. A total of R653,1 million was invested in developing skills among our black employees, of which R169,6 million was specifically spent on black women.

We emphasise identifying and developing high-potential talent, with the accompanying goal of promoting diversity and transformation across the group. Last year, we piloted the Sasol LEAP (learning, experiencing, accelerating, potential) programme. The initiative is a two- to five-year career development programme that gives high-potential individuals exposure to different roles across business units and geographies, supported by formal learning and mentorship. It is a holistic accelerated skills development approach, introduced to provide business-focused and timely delivery of future talent particularly at strategic leadership level. Nine high-potential employees were selected onto the inaugural programme, with 66% being black.

Through our leadership programmes, we seek to build general business acumen, enhance the ability to nurture and develop employee talent, leverage diversity for high performance, and deepen participants' appreciation of the global context.



Delivering a refined employee value proposition

In return for the skills, capabilities and experience our employees bring to our business, we aim to offer a unique employee value proposition and a great place to work. We have invested in a range of initiatives to ensure that Sasol remains a dynamic, technology-driven company that attracts talented, values-driven, high-performing people.

In 2013, we were voted the employer of choice by the Top Employers Institute. Sasol was recognised based on the following criteria:

- **Our organisation:** a dynamic, technology-driven company that attracts diverse, talented people with a pioneering spirit;
- **Our leaders:** high-performing leaders who create an environment that inspires our people to be the best that they can be;
- **Our culture:** a values-driven high-performing culture characterised by goal clarity and alignment, empowered accountability, teamwork and collaboration, stakeholder focus and inspirational leadership; and
- **Our opportunities and rewards:** various challenging career opportunities for talented and engaged people to grow into high-performing employees who are rewarded competitively.

Maintaining positive employee relations

The industrial action across South Africa, particularly within the mining sector, has highlighted the critical importance of a partnership approach to employee relations.

Sasol promotes an employee relations culture that encourages employees to engage and voice their opinions. We maintain fair, open and constructive relationships with all employees within the legal frameworks of the countries in which we operate. We regularly review and update our employee relations policies in line with business and legislative requirements. Formal contracts are in place with all employees according to local legal requirements and the core conventions of the International Labour Organization.

We recognise the right of employees to collective bargaining and freedom of association. We maintain constructive relationships with all representative unions and works councils that enjoy consultative or negotiating powers on issues of mutual interest. More than 60% of our employees in South Africa are members of trade unions. Trade union representatives are present in our formal joint management-worker Health and Safety Committees. They also serve on the board of our medical scheme and on the boards of retirement funds.

 Our online report, which can be found at www.sasolsdr.com, includes further information on: the Sasol HR strategy, embedding a values-driven, high performance culture and 2015 priorities; additional details on total workforce by employment type and region, turnover rates and retrenchment; and our internal skills development initiatives.



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 ¹	65	27	5	1	3	1	9	7
Total	14 305	13 635	511	485	858	857	7 694	7 952

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, includes additional information on our Women Empowerment Strategy, Sasol Oil's People with Disabilities Strategy, and our BBEE scorecard.

		Female				Foreign National ²									
		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%