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

In 2015 we focused our efforts on driving the following five priorities:

- embedding Sasol’s new operating model;
- strengthening capability through talent acquisition and succession planning;
- driving business performance through delivery of competency-based learning;
- developing leadership capability to drive high performance, accountability and accelerate diversity; and
- enabling sustainable operations performance through stable employee and community relations.

Restructuring to enhance business performance

As part of our Business Performance Enhancement Programme implemented since 2012, we have restructured the organisation and aligned employee placements with our updated operating model. Through this process we have refined our corporate strategy, streamlined our management structures and adapted our systems and processes. In 2015, we signed off on approximately 2,500 employment separations, either through voluntary retrenchments or early retirements. We also implemented a group-wide vacancy freeze and a hiring moratorium, which are delivering benefits to our cost optimisation endeavours. The Business Performance Enhancement Programme consequently impacted on our employee turnover rate, which increased to 14% from 6.1% in 2014.

At financial year-end, Sasol had 30,919 employees, comprising 25,619 permanent and 1,300 non-permanent employees in our South African companies, and 4,000 permanent and non-permanent employees in our international companies.

Embedding our values-driven, high performance culture

To further instil our values-driven, high-performance culture and support the implementation of our new operating model, we are embedding three critical behaviours:

- work to a common game plan
- take a One Sasol, one bottom line approach; and
- embrace empowered accountability.

We have adapted our performance management systems to ensure that the critical behaviours become embedded in our culture, together with agreed accountabilities and our shared values.

Recognising and rewarding high performance

In an increasingly competitive market for limited skills, it is critical that we provide appropriate remuneration to attract, retain and motivate the right calibre of employee. In 2014, we substantially overhauled our performance management and remuneration framework, which rewards our people on the basis of their performance, giving equal emphasis to delivery and behaviour. We determine our annual budget increases, which influence individual increases, on the basis of market movements, inflation indicators and company performance. We also provide for the nature of an employee’s role, market benchmarks and individual performance. From October 2015, a salary freeze for top management roles will be instituted as part of our Response Plan.

Our structured performance management and appraisal process is geared to support a values-driven, high-performance culture. Every business unit’s incentive contract provides as a minimum 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 Remuneration Committee reviews and approves the design principles and Group targets for all incentive schemes annually.

Nurturing talent for the future

To secure a pipeline of future talent, we continue 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, Chartered Accountants and other critical skills.

We run some of the largest bursary, learnership, graduate development and internship schemes in Southern Africa, demonstrating our commitment to nurturing Africa’s bright future by investing in the next generation of high performers. In 2015, we invested R521,25 million in bursaries and learnerships, with the focus primarily on developing talent in science, technology and engineering disciplines.

At present, we have 440 undergraduate and postgraduate bursars. Graduates from this scheme are placed on a structured professional development programme for a period of up to three years. In 2015, bursaries were allocated to 78 individuals, of whom 75% are black*. We ensure an approximately even gender ratio. Sasol Learnerships are learning programmes that involve on-the-job learning supported by structured or institutional learning. In the last year, we sponsored a total of 1 800 learnerships at our South African operations and 94% of these learnerships were awarded to youth. In 2015, we invested R91,01 million on the development programme for graduate professionals.

We forge partnerships to build a broader pool of skills in the areas in which we operate. In South Africa, we have strategic partnerships with Technical and Vocational Education and Training (TVET) Colleges, with the support of the Chemical Industries Education & Training Authority (CHIETA) 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. Graduates from the programme are placed at the CPF. We also partner with the Ministry of Mineral Resources and the Eduardo Mondlane University to develop tertiary-level technical skills. In North America, the Louisiana Economic Development (LED) department is a key stakeholder supporting the talent and learning requirements of our operations. As a member of the Petro-Skills Alliance, Sasol is able to leverage diverse talent and learning solutions from this key industry partner to help it deliver consistent, high quality, learning and development training and programmes to build competent petroleum professionals.

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

<table>
<thead>
<tr>
<th>Learning programme</th>
<th>Total Investment (Rm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Development Programme (GDP), Learnerships and other trainees: candidate engineers, scientist, artisans and technicians</td>
<td>460,49</td>
</tr>
<tr>
<td>Chartered Accountants (CA) trainee programme</td>
<td>8,02</td>
</tr>
<tr>
<td>Bursaries</td>
<td>52,74</td>
</tr>
<tr>
<td>General study aid</td>
<td>14,67</td>
</tr>
<tr>
<td>Leadership training</td>
<td>15,90</td>
</tr>
<tr>
<td>All other training</td>
<td>139,95</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>691,77</strong></td>
</tr>
</tbody>
</table>
Developing diverse high-performing employees

Our internal development and training programmes continue to raise basic competency levels, develop technical skills and enhance leadership effectiveness. We continue to invest significantly in:

• full-time and part-time sponsored study programmes;
• functional/technical learning and development programmes;
• safety and compliance learning and development programmes;
• leadership development programmes; and
• career and succession development programmes.

During the year, 27,422 employees participated in our internal programmes. This comprised 1,800 learnerships (1,400 black learners; 430 women), 260 graduates and 290 in-service trainees. A total of R509,91 million was invested in developing skills among our black employees, of which R157,26 million was specifically spent on black women.

A focus is to identify and develop high-potential talent, in turn promoting diversity and transformation across the Group. The Sasol LEAP (learning, experiencing, accelerating, potential) programme, launched in 2013, is a two- to five-year career development programme that gives high-potential individuals exposure to different roles across our business and geographies, supported by formal learning and mentorship. It is an 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 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 our 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.

Sasol was ranked as one of the most desirable employers by students and professional job seekers in South Africa and was awarded the Industry Best Award within the Energy sector, by Universum, at its Most Attractive Employer Awards for 2015. Sasol was also recognised at the PWC Gender Mainstreaming Awards as a finalist for its progress to date in implementing our Women Empowerment Strategy, in the following four categories: empowerment initiatives; women in the workplace; gender and disability; and gender and poverty alleviation. These accolades pay tribute to the fact that we are creating a caring, inspiring and engaging working environment, which promotes diversity and equal opportunities for all employees.

Maintaining positive 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 our retirement funds.
Enhancing workforce diversity

Leveraging diversity and inclusion for high performance

Embracing a culture of inclusion is critical to enable and motivate our diverse workforce to deliver successful business outcomes. We are committed to driving employment equity and localisation goals and enhancing diversity across the Group.

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 designed to enable the achievement of our diversity objectives, 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

Our Women Empowerment Strategy and Sasol Women’s Network, launched in 2012, facilitated increasing representation and inclusion of women at all levels and core operations of the organisation. In 2015, we piloted a “women in operations framework” – a targeted sourcing and development approach geared to accelerating the representation of women in our core operations.

Accommodating people with disabilities

The Group’s recruitment process specifically addresses people with disabilities, both in terms of providing employment opportunities and appropriate facilities. Our Diversity 10-Point Plan provides defined goals to be achieved by 2017 to increase the representation of people with disabilities and to reasonably accommodate them in our businesses across geographies. We successfully implemented the contact centre learnership for people with disabilities within our Energy business.
Our 2015 employee diversity performance

Our progress in meeting our employment equity plan for the period 2012 to date is summarised in the table below:

Workforce diversity profile\(^1\) for our South African operations (as at 30 June 2015)

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals(^2)</th>
<th>Total employees in category</th>
</tr>
</thead>
<tbody>
<tr>
<td>A C I W</td>
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<td>A C I W</td>
<td>A C I W</td>
</tr>
<tr>
<td>Top management</td>
<td>15,3% 8,3% 1,7% 4,4% 4,7% 10,9% 4,4% 10,4%</td>
<td>14,7% 7,7% 2,7% 2,4% 1,7% 2,6% 1,7% 1,7%</td>
<td>1,7% 10% 0,0% 0,0% 100% 100%</td>
</tr>
<tr>
<td>Senior management</td>
<td>10,0% 12,5% 2,2% 10,5% 10,2% 16,8% 10,9%</td>
<td>13,7% 13,7% 1,0% 0,0% 0,0% 0,0% 1,9% 2,5%</td>
<td>1,6% 15% 0,0% 0,0% 100% 100%</td>
</tr>
<tr>
<td>Middle management</td>
<td>20,0% 18,3% 2,2% 2,2% 6,8% 7,9% 16,1% 24,7%</td>
<td>23,8% 23,8% 1,0% 1,0% 1,4% 1,4% 1,4% 1,4%</td>
<td>1,5% 15% 0,4% 0,4% 100% 100%</td>
</tr>
<tr>
<td>Junior management</td>
<td>36,0% 36,7% 2,1% 2,2% 2,6% 2,6% 32,6% 33,6%</td>
<td>32,0% 32,0% 1,3% 1,3% 1,4% 1,4% 1,4% 1,4%</td>
<td>0,0% 0,0% 0,0% 0,0% 100% 100%</td>
</tr>
<tr>
<td>Semi-skilled</td>
<td>72,4% 60,6% 1,0% 0,0% 0,0% 8,3% 8,0%</td>
<td>12,0% 12,0% 0,4% 0,4% 0,0% 0,0% 1,9% 4,6%</td>
<td>2,0% 4,0% 0,0% 0,0% 100% 100%</td>
</tr>
<tr>
<td>Defined decision</td>
<td>63,6% 65,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%</td>
<td>10,2% 10,2% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%</td>
<td>0,3% 0,3% 0,0% 0,0% 100% 100%</td>
</tr>
<tr>
<td>Total permanent employees(^3)</td>
<td>47,4% 46,5% 1,1% 1,0% 2,0% 2,0% 24,5% 25,1%</td>
<td>38,0% 38,0% 1,0% 1,0% 1,0% 1,0% 8,3% 9,1%</td>
<td>1,7% 1,7% 0,0% 0,0% 100% 100%</td>
</tr>
<tr>
<td>Non-permanent</td>
<td>70,9% 52,9% 0,6% 0,9% 0,0% 2,0% 2,0%</td>
<td>17,7% 17,7% 0,3% 0,6% 0,0% 0,0% 1,0% 2,0%</td>
<td>0,7% 0,7% 0,0% 0,0% 100% 100%</td>
</tr>
<tr>
<td>Total including non-permanent employees</td>
<td>47,7% 46,5% 1,1% 1,0% 2,0% 2,0% 24,5% 25,1%</td>
<td>30,7% 30,7% 1,0% 1,0% 1,0% 1,0% 8,3% 9,1%</td>
<td>1,7% 1,7% 0,0% 0,0% 100% 100%</td>
</tr>
</tbody>
</table>


1  Workforce diversity profile as per the South African Department of Labour Guidelines.

2  Non-permanent employees employed for more than three months are counted as permanent employees.

3  Foreign nationals are employees employed in South Africa that are not South African citizens.