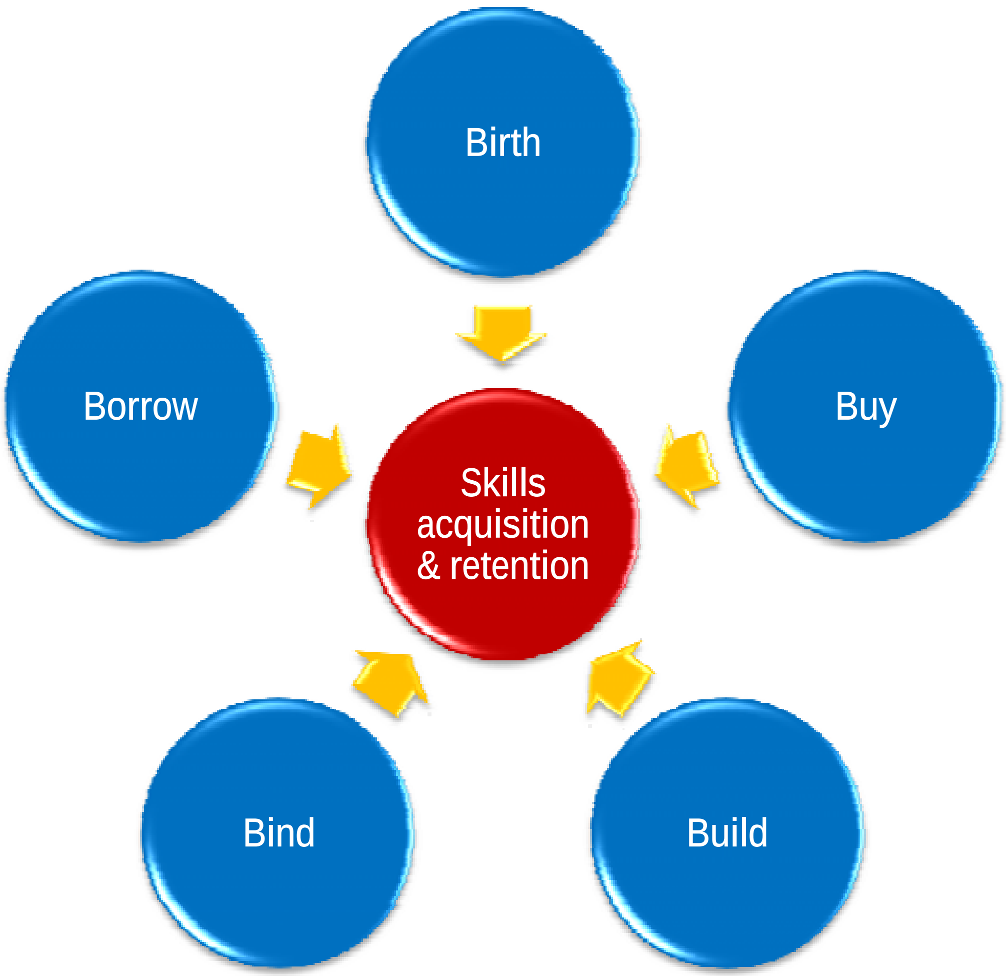
GROUP FIVE

INVESTOR MANAGEMENT DAY – HUMAN RESOURCES

Skills Acquisition and Retention Strategy

Group Five's Five Point approach to resourcing the organisation to cope with budgeted growth over the next 3 to 5 years:



Skills Acquisition and Retention Strategy

- Birth:
  - Achieved via our Learnership and Bursar program
  - Currently 160+ students as bursars
  - An additional 150+ learners on learnerships at any point in time
- Buy:
  - Continue to source skills from the local market but use our experience gained in Africa on the utilization of foreign nationals
  - Skills brought in since 2006, eg:
    - 350 Philippino nationals into Africa
    - 3 500 Indian & Pakistani nationals into Dubai
  - Currently sourcing skills from Europe, India & Philippines into South Africa
  - In South Africa we have approval to hire in an additional 1500 foreign skills
  - We will continue to focus on bringing back South Africans through the Home Coming Revolution program and Careers in Africa

Skills Acquisition and Retention Strategy

- Build:
  - Continue to Build on our current skills base to ensure we keep them engaged and also improve our execution
    - Part of our retention strategy - promoting from with-in the organization and through the Group Five Academy (see Academy slide)
- Bind:
  - We are building on our Employee Value Proposition, making sure that we have a strong enough brand to keep current employees engaged, while also attracting new employees (see Employee Value Proposition)
- Borrow:
  - Continue to build on our alliances with partners and subcontractors
    - Utilization of their skills and intellectual capital
    - As mentioned under Buy, we will utilise teams of foreign skills

Skills Acquisition and Retention Strategy

Key competitive advantage: The G5 Academy model addresses operational and managerial excellence

Pre-Employment

Employment

*Operational Excellence Stream **

Technical Competency development Programme

Construction Skills Programme

*Classic Management Development Stream ***

Bursar Programme

G5 Orientation

Boot Camp

BU Orientation

Management Entry

Management Advancement

Leadership & Executive Development

*Auxiliary Management Development Stream ***

* Programmes available to all managers as part of career progression

** Entrance to programme based on G5 selection criteria

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Skills Acquisition and Retention strategy – Group Five Academy Model

	PRE - EMPLOYMENT	TECHNICAL PIPELINE	ACADEMY WORKSHOPS	MANAGEMENT PIPELINE	EXECUTIVE PIPELINE
Level 6	Induction Prog	ECSA Registration	IOD Finance for Directors (IOD) Mentoring & Coaching Outlook	PMD (GIBS)	Global Executive development Program (GIBS) Executive Coaching
Level 5	Induction Prog Know Your Org	PPM (UP) ECSA Registration	Advanced Contract Law Mentoring & Coaching Outlook	Leadership Development Situational Leadership	
Level 4	Induction Prog "Boot Camp" Know Your Org Bursary students Etc	Site Admin Supervisor	Contract Law NEC FIDIC Mentoring & Coaching Project Stars Disciplinary & Grievances Outlook	Middle Management Succession Planning Crucial Conversations Insights	
Level 3	Induction Prog Know Your Org "Boot Camp" Learnerships Bursary students Etc	Skills Academy: Plastering Shuttering Bricklaying Concrete hands Learnership	Six Sigma Overview Disciplinary & Grievances Health and Safety	Frontline Management Targeted Selection, Coaching for performance Mentoring	
Level 2	People at the Gate Skills Academy: Plastering Shuttering Bricklaying etc Learnership	Skills Academy: Plastering Shuttering Bricklaying Concrete hands etc			
Level 1	People at the Gate Skills Academy: Plastering Shuttering Bricklaying etc	Skills Academy: Plastering Shuttering Bricklaying Concrete hands etc			

GROUP FIVE

Skills Acquisition & Retention Strategy
– Why people want to work for Group Five

OBJECTIVE: MAKE GROUP FIVE 'EMPLOYER OF CHOICE'

Our Value Proposition to employees focuses on three Areas

- Transformational Agenda:
  - People: We value people, encourage and value diversity
  - Culture: One company mind set on implementation
  - Business: Integrated Customer Solution Provider
  - Initiatives:
    - CEO/Top 150 employee engagement, strategy and value alignment session
    - MD's Strategy work-up
- Manager Quality:
  - We strive to ensure that we have competent managers that build and lead effective teams
  - Initiative: Line Management Development through the Academy
- Employee Recognition and Rewards:
  - We ensure that the employees are paid competitively in the market but, very importantly, recognised for the their work and contributions in the success of the organization
  - Initiatives:
    - Employees moved to a flexible benefits program-total cost to company
    - Adjusted or Pay-Mix
    - Sites and business unit based incentives

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