

CASE STUDY
HUMAN CAPITAL
**STORE
MANAGER
PROMOTIONS**



Overall, there is a common approach throughout the group to develop and promote from within, and many opportunities exist for employees. Most of the group's employees are based in stores.

Investment in training provides long-term rewards for employees and the business.

Structured programmes are in place to enable personal growth and career development. Each operating business manages the training and development of their employees based on their strategy and employee priorities, addressing training, career development, succession planning, retention and B-BBEE appointments.

Many internal development programmes and learning initiatives are in place, and have been for many years. These programmes form the basis of the group's training approach to assist employees to gain the required skills to achieve their goals and those of their operating business.

In some cases, the programmes have been developed with external service providers, and are specific to each operating business and discipline. In the retail businesses, training is provided to all sales employees on an ongoing basis through regular sessions. These range from product knowledge to customer service and stock management.

Accredited programmes like learnerships are also provided for employees' growth. Further formal programmes provide management training that supports promotion and succession.

Besides the compliance-related training that all employees receive on appointment and periodically, professional, or job-related training, programmes are also offered to improve employees' life skills. Personal development programmes include: time management, leadership skills, customer service, selling skills, functional retail, buying and planning, communication, business administration, computer literacy across divisional software, Google and Microsoft programmes, finance, communication, merchandising, stock handling, driver training, emotional intelligence, personal wellness and development.

The best example of the group's internal training success resides with the many employees who have developed from part-time employees to full-time sales assistants and store managers.

INPUTS

- ▶ 30 666 employees trained
- ▶ 226 186 hours of training

OUTPUTS

- ▶ Divisional development and relevant training programmes across multiple retail-related disciplines

R37.9 million

spent on training and development

73% black females

as store managers

Management success stories

Sleepmasters

The Bed Experts

MATSATSI SELELO, Sleepmasters, Jabulani Mall

'I started as a sales agent in 2010, and I am now a branch manager. From the start, I was motivated to do more, and with hard work and a willingness to learn, I achieved my dream. I was earmarked to attend the Business Management Programme through our retail academy in 2014, after which I received my certificate. With my experience, the knowledge from the course and the support and encouragement of my managers, I was promoted to my current position in 2014.'

Tekkie Town

PORTIA NKELE SHIBUZA, Tekkie Town, Forest Hill

'I started in 2017 as a sales supervisor and worked hard to be promoted to store manager in 2020. Our internal development tools and material really helped me.'

PEP

PRUDENCE SITHEMBISO, PEP, area manager

'My journey of seven years with PEP took me from when I started as a casual in 2013 to store manager in 2015; to a risk controller in 2019; and to area manager in 2020.'