



Human Capital

What it is

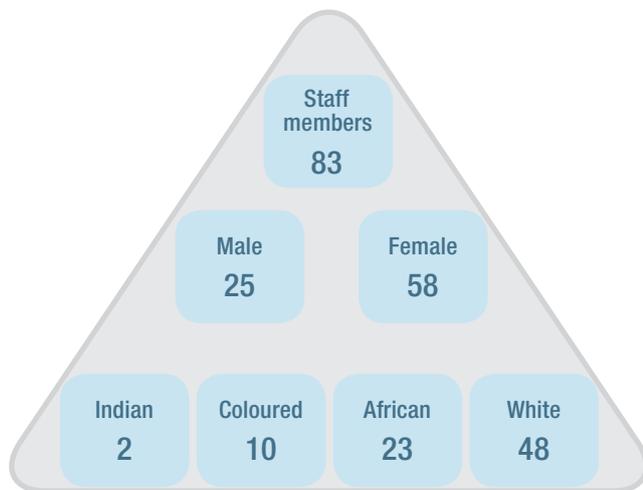
People's competencies, capabilities and experience, and their motivations to innovate, including their:

- alignment with and support for an organisation's governance framework, risk management approach, and ethical values
- ability to understand, develop and implement an organisation's strategy
- loyalties and motivations for improving processes, goods and services, including their ability to lead, manage and collaborate.

3. Human capital

The **Board of Fund**, the Chief Executive Officer and the Principal Officer are ultimately accountable and responsible for the **performance** of the Fund. They uphold this responsibility by providing **strategic direction and leadership**, ensuring good **governance and ethics**, determining policy, agreeing on **performance** criteria and delegating detailed planning and **implementation** of policy to Fund management. The Chief Executive Officer and Executive Committee are responsible for the day-to-day **management** and administration of the Fund and report to the Board.

Human capital statistics



How Sentinel manages human capital

Our goal is to attract and retain the appropriate skills to fulfil the requirements of Sentinel's mission and values.

We believe that skill and talent development supports the Fund's overall business objectives. To this end self-development, training, coaching and exposure are made available to all employees. In particular, we push career paths and talent development for those from previously disadvantaged backgrounds. As a good corporate citizen, Sentinel is committed to the underlying principles of the Employment Equity Act and the Basic Conditions of Employment Act.

Performance

KPI: Strategic organisation and restructuring outcomes

Objective: Ensuring that Sentinel's organisational structure can drive the transformation agenda, while remaining appropriate within the Fund's broader development and growth strategy.

Outcomes – 2017

The following interventions were completed in the year of review:

- The development of two specific roles at middle management level, to support the developing needs of stakeholder groups. The first of these roles is to be filled in the months to come and the second will be developed, along with the business development role, at executive level, which is impacted by the changing legislative landscape.

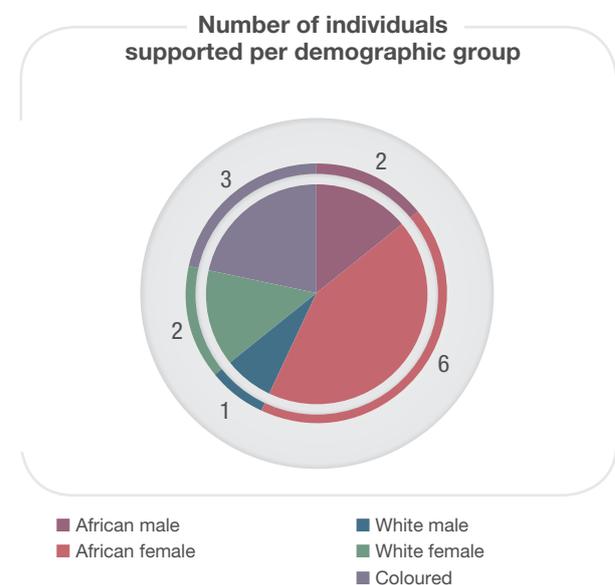
Objective: Ensuring seamless transition for employees into executive management roles, while also developing the capability of the organisation to meet changing demands.

Outcomes – 2017

The following has been achieved towards this objective:

- The medium-term strategy to address succession to key executive roles has been updated.
- The emergency short-term succession plan for executive roles has been confirmed.
- The continued implementation of development plans for potential internal successors.
- The implementation of an organisation-wide technical and skills development strategy to address succession requirements at all levels.
- Employee education and skills development to address ongoing capacity needs.

Study assistance for tertiary academic study: total number of individuals supported per demographic group: July 2016 to June 2017



Objective: To transform Sentinel's Board, management and employee demographics to be more representative of the economically active population of our country.

Outcomes – 2017

The Chairman of the Board, in consultation with constituencies, is in the process of developing a transformation plan for the Board.

The Fund has implemented a transformation plan towards achieving medium and long-term targets for transformation amongst management and employees. This is reflected in the following table:

Progress towards target: Employees from designated groups¹

	Historical		Targets		Total employees per group currently ⁵
	June 2016	June 2017	Interim target 2020	EAP target 2030 ²	
Management (all) ³ :	1	1	8	12	14 ⁶
Top/senior management	1	1	4	6	7
Middle management	0	0	4	6	7
Women managers ⁴	0	0	4	7	14 ⁶
Specialist	29	30	31	31	34
Administrative	37	34	32	32	34
Unskilled	1	1	1	1	1
Overall number	68	66	72	76	83

Progress over the past 12 months

¹ Designated groups include all demographic groupings, except for white males.

² EAP refers to the published statistics on the demographics of South Africa's economically active population.

³ Management is the total of top/senior managers and middle managers.

⁴ The number of women is included in middle and senior managers.

⁵ This represents the maximum number of positions currently available to people in each category.

⁶ Total number of management positions available currently.

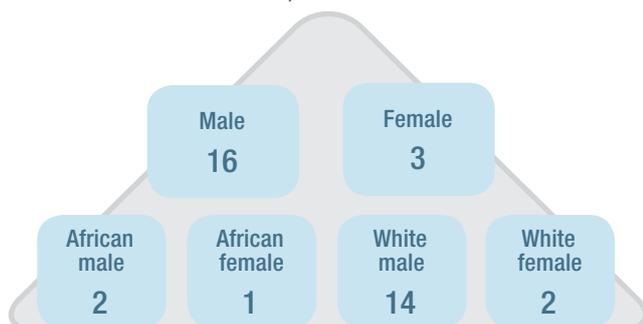
With reference to the table above, the following notable progress has been achieved over the past 12 months:

- African employees increased by three.
- Coloured employees increased by one.
- Indian employees increased by one.
- White employees increased by one.
- Male employees increased by one.
- Female employees increased by three.

Achievement of transformation objectives is dependent upon:

- Maintaining an updated and realistic employment equity strategy and plan;
- Strict adherence to the employment equity strategy and plan.

The current Board composition is as follows:



Objective: To assist unemployed black graduates in gaining meaningful work exposure with the option of retaining them as Sentinel employees.

Outcomes – 2017

Over and above the work exposure gained by the learners, Sentinel has embarked on a partnership with an external training provider to train learners to NQF level 5 qualifications in financial markets and instruments. Internal mentoring from senior management and coaching by an industrial psychologist supplements this training. The following activities took place over the financial year:

- Successful completion of the learnership programme by the second group of two external learners
- Streamlining the programme, based on lessons learned.
- Identifying one new external candidate for the third learnership intake, who is an African female graduate.
- Commencing the third learnership intake programme, supported by a specialist training provider.