

## sustainability report (continued)

### Enterprise development

Blue Label Telecoms, through its major subsidiary TPC, is a funder of ZOK Cellular (Proprietary) Limited (ZOK). ZOK aims to empower budding entrepreneurs from South Africa's previously disadvantaged communities through equipping them with already made FMCG retailing solution in the form of a ZOK container. This container equally offers banking and telephony services as well as a small business centre functionality in the form of print, copy and scan services and internet connectivity. The placement of ZOK containers in previously disadvantaged areas is intended to bridge the gap in telecommunications, ICT and banking services in such areas as well as uplift the communities' resident there.

### Human capital

#### Employment equity

Blue Label Telecoms is committed to achieving equity in the workplace by promoting equal opportunity and fair treatment in employment. The ultimate objective is to create an environment in which all employees are able to compete for job opportunities on the sole criterion of merit and where the demographics at all levels within the workplace are a fair representation of the demographics of the relevant general and regional population.

Since the listing of Blue Label Telecoms in November 2007 focus has been placed on integration and consolidation of the respective group companies. The group has furthermore implemented a standardised consolidated payroll system in order to record accurate group statistics. This process will assist in determining achievable and realistic targets in terms of the employment equity strategy encapsulated in the group transformation strategy yet to be approved. In ensuring compliance with the group strategy in this regard a human resource, skills development and employment equity officer has been appointed to drive the process throughout the group and to assist the group in complying with set targets.

The table below reflects the demographics of the employee base in the group based on the most recent submissions to the Department of Labour.

#### Training

The company has adopted several skills development initiatives relating to core services. All employees have access to this benefit and are encouraged to use this facility through financial assistance for formal training, internal training initiatives and mentoring.

#### Demographics of employee base

	Male				Female				Foreign nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	2	—	—	43	—	—	—	—	—	—	45
Senior management	5	1	—	31	—	—	1	12	—	—	50
Professionally qualified and experienced specialists and mid-management	1	1	4	31	0	3	3	32	2	—	75
Skilled technical and academically qualified workers	12	5	30	58	4	5	11	21	3	—	146
Semi-skilled and discretionary decision making	109	19	100	65	138	43	100	80	4	1	654
Unskilled and defined decision making	27	1	7	17	24	1	6	5	3	—	88
Non-permanent employees	280	35	58	10	137	11	19	8	4	2	558
<b>Total</b>	<b>436</b>	<b>62</b>	<b>199</b>	<b>255</b>	<b>303</b>	<b>63</b>	<b>140</b>	<b>158</b>	<b>16</b>	<b>3</b>	<b>1 616</b>

