



SASOL



INVESTING IN OUR PEOPLE

HUMAN CAPITAL MANAGEMENT



Sasol is a global integrated chemicals and energy company. Through our talented people, we use selected technologies to safely and sustainably source, produce and market chemical and energy products competitively to create superior value for our customers, shareholders and other stakeholders.

We develop and commercialise technologies, and build and operate world-scale facilities to produce a range of high value product streams, including liquid fuels, chemicals and lower-carbon electricity.

About 'INVESTING IN OUR PEOPLE: HUMAN CAPITAL MANAGEMENT'

Sasol's business reporting and stakeholder communication aim to provide a balanced, accurate and accessible account of our business.

This booklet, a supplement to our Sustainability Report, provides a brief overview of investment in our people activities for the financial year 1 July 2017 to 30 June 2018.



“During the year we progressed our culture journey. Living our values, embedding our aspirational culture and realising our vision are vital to enabling value creation for all our stakeholders. Themes contained in our aspirational culture include resilience, collaboration, diversity and inclusion. By collectively embracing and living our aspirational culture we are confident that we are building a resilient organisation.”

**Charlotte Mokoena
Executive Vice President:
Human Resources and
Corporate Affairs**

Realising our aspirational culture

We evolved our culture transformation journey thereby building on the groundwork and strengths that are already in place. Our purpose and values represent who we are as an organisation, and our vision captures our direction.

Our Aspirational Culture will enable the achievement of our value based growth strategy.

VISION

To be a leading integrated global chemical and energy company, proudly rooted in our South African heritage, delivering superior value to our stakeholders.

PURPOSE

To create superior value for our customers, shareholders and other stakeholders. Through our talented people, we use selected technologies to safely and sustainably source, produce and market chemical and energy products competitively.

VALUES



We ensure that **SAFETY, HEALTH AND ENVIRONMENT** is a top priority



We care for **OUR PEOPLE** and support their development



We value and promote **DIVERSITY AND INCLUSION**



We act with **RESPECT AND INTEGRITY** at all times



We **COMPLY** with all applicable legal requirements



We take **OWNERSHIP AND ACCOUNTABILITY** for our individual and team performance



We deliver what we promise to our **CUSTOMERS, SHAREHOLDERS AND OTHER STAKEHOLDERS**

ASPIRATIONAL CULTURE

I am my team and my team is Sasol. I care for people, pursue excellence, drive innovation and embrace a changing world. I am proudly Sasol.

We are team Sasol. We live the Sasol values. We value individual and collective contributions as we work globally and collaboratively.

Our diversity is our strength.

We respect and are respected by our shareholders. Our brand is iconic and admired.

This is Sasol

Watch our Aspirational
Culture video





Human Resources (HR) strategy has been repositioned and aligned with our corporate strategy, vision and purpose – **to create superior value for our customers, shareholders and other stakeholders**. During the year, we clearly articulated our aspirational culture and defined the behaviour descriptors that accompany our refreshed values. We also introduced our desired leadership style supported by leadership competencies as key enablers for our aspirational culture.





REINFORCING SAFETY

Pursuing Zero Harm is a top priority for all at Sasol and it is in line with our value of Safety, Health and Environment.

During the year, the signing of a **Safety Pledge** took place at Sasol Place, where our Joint CEOs and employees committed to our safety focus.

All employees regularly complete mandatory safety training.



Our Senior Vice Presidents, supported by Safety, Health and Environment specialists, have analysed data to better understand our specific challenges, undertaking deep dives in various operational areas and conducting benchmarking. We have identified areas that are critical to reducing safety incidents with potential high severity outcomes.

EXPLAINING OUR VALUE- BASED STRATEGY

In November 2017, our Joint CEOs announced a refined strategy which sets a clear path for sustainable growth. Engagement sessions were carried out with employees to elaborate and explain our value-based growth strategy.



“If you can’t connect with employees, you can’t communicate with them.”

**BONGANI NQWABABA,
JOINT PRESIDENT AND CEO**

To support our integrated approach towards enhancing employee relations, our Joint CEOs continued to engage directly with employees across our operations globally.

EMPLOYEES

We have **31 270** employees globally.

EMPLOYEE PRODUCTIVITY

We have a holistic approach to all aspects of employee relations strategy in order to mitigate risks. The approach entails continued development and implementation of detailed action plans in six focus areas:

Our employee centric engagement strategy

Continued review of the socio-economic dynamics and scenarios to inform our organised labour plans

Internal and external stakeholder management

Enhance and capacitate our security preparedness

Partner with authorities to access effective law enforcement support

Review the legal strategy and robustness of our labour law approaches

SOUTH AFRICA Voluntary employee turnover

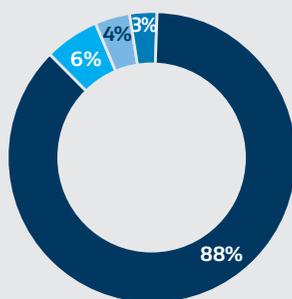


OUR INVESTMENT IN PEOPLE

R1 284 million invested in bursaries, learnerships and employee skills development.

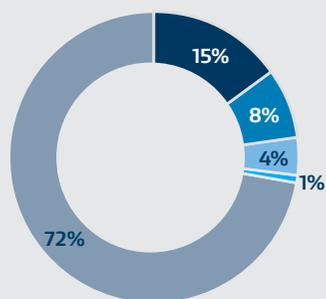
Programme (R million)	Investment in skills development per region (R million)				Total
	South Africa	Mozambique	North America	PC/Eurasia	
Learnerships	195,7	–	–	–	195,7
Graduate Development Programme	101,61	–	–	–	101,61
Bursaries	50,51	–	–	–	50,51
Employee Study Aid	15,19	–	–	–	15,19
Employee Learning & Development	767,24	49,5	71,8	32,8	921,37
Total	1 130,2	49,5	71,8	32,8	1 284,4

Geographic distribution



- South Africa (R1 130,2 million)
- North America (R71,8 million)
- Mozambique (R49,5 million)
- Eurasia (R32,8 million)

Skills investment by category



- Learnerships (R195,7 million)
- Graduate Development Programme (R101,61 million)
- Bursaries (R50,51 million)
- Employee Study Aid (R15,19 million)
- Employee Learning & Development (R921,37 million)

EMPLOYEE VALUE PROPOSITION

We have a well-defined Employee Value Proposition and continue to enhance it by constantly evaluating and **improving our employee experience** to ensure that Sasol remains a great place to work.

Employer of Choice

For the second consecutive year, Sasol secured first place in two different sectors in the South African Graduate Employers Association (SAGEA) award.

The assessment is based on graduates indicating which organisations they consider having the Best Graduate Programmes. The survey is conducted to help SAGEA members review the success of their graduate programmes and help plan their future recruitment programmes.



Chemical and Pharmaceutical
FIRST

Engineering/Industrial
FIRST

sagea | SOUTH AFRICAN GRADUATE EMPLOYERS ASSOCIATION



Top Employers Institute

The Top Employers Institute is a global certification company that recognises **excellence in conditions employees** create for their employees. During the year, Sasol was assessed through a rigorous process facilitated by local Top Employer Institute's (TEI) representatives and received accreditation.



Sasol has been certified **Top Employer** for the **4TH year**





Universum Institute

An annual survey is conducted among 65 000 independent professionals, students and job seekers by Universum Institute to determine the **most attractive employers in South Africa.**



Engineering/Technology
Students **RATED SECOND**

Engineering/Technology
Professionals **RATED SECOND**

LinkedIn

Since 2012 our LinkedIn following has grown from **3 853 to 215 907** followers.

Our industry-leading LinkedIn page is the **fourth** most followed South African brand on the social media platform.



Four Sasol employees

were finalists in the South African Rising Star programme which recognises and celebrates young talented people who have the potential to contribute positively to nation-building.

RAZIA ADAM, OVERALL WINNER IN THE MINING AND MINERAL CATEGORY,

was recognised for establishing an industry-specific Women in Mining forum and a mentorship programme for female graduates in Mining, Engineering and Geology Sciences.





Salient features continued

A photograph of a Sasol refinery at night, illuminated by warm lights. The image shows several tall distillation columns and a complex network of pipes and ladders. A large flare stack is visible in the upper right corner. The sky is a deep blue, suggesting dusk or dawn.

EMPLOYER BRAND

Sasol employer brand promotes our employee value proposition and protects our reputation as a great place to work. Aligned with our corporate brand as well as our vision, purpose and values it supports our aspirational culture and assists in attracting and retaining high performing talent. It is informed by what people think, feel and experience about Sasol as a place of work.

We continuously invest in ensuring that the Sasol employer brand remains relevant and compelling so that we attract and secure the right people who can excel in their careers and add value to our organisation.

Strengthening our employer brand in Europe

Our Hamburg office in Germany hosted post-graduate students from Italy's Bocconi University.

The students participated in a number of interactive workshops and career-opportunity discussions.

15 MASTER'S STUDENTS engaged in our first cross country employer branding activity in Europe.

1

Labour stability and employee productivity

Ensuring labour stability and employee productivity

Sasol recognises the right of employees to collective bargaining and to freedom of association in accordance with all relevant country-labour legislation. We maintain constructive and healthy relationships with all representative trade unions and works councils across our regions namely; South Africa, Mozambique, North America and Eurasia respectively. These stakeholders retain consultative or negotiating powers on issues of mutual interest.

In an endeavour to further embed operations stability and employee productivity improvement, we have focused on the effectiveness of our partnership forums to collaborate on the delivery of our business objectives. Further, we have also delivered multi-year wage agreements across most of our regions. Finally, across our global operations, focused attention has been placed on heightened employee engagement and strengthening the relationship with our employees. In this regard, specific interventions have been rolled out to empower our leaders, with particular emphasis on frontline leadership capability building to improve connectivity with our employees.

More than **60%** of our employees globally are members of trade unions or works councils.



1 Labour stability and employee productivity *continued*

SOUTH AFRICA

In South Africa, focused attention has been placed on the implementation of our employee relations strategy with specific focus on line management capacity development and roll-out of interventions.



Outcomes

During the year, labour stability interventions were rolled out to first-line supervisors in South Africa and Mozambique. The programme comprised **two training modules and ten experiential learning videos** that role-play “how to lead, manage and deal with difficult conversations”.



For the first time in the history of our collective bargaining, we concluded multi-year wage agreements in both the Mining and Chemicals sectors. A three-year wage agreement at Sasol Mining is in place and valid until June 2020. A two year agreement remains valid until June 2019 for the Chemicals sector.

Outcomes

During the year, total person-days of production lost to strike action was **zero**. This can be directly attributed to the effect of our continued focus on employee engagement and revised EE strategy, which includes the **multi-year wage agreements**.

At **Secunda Chemicals Operations**, we concluded and signed a Partnership Charter with our recognised Trade Unions. Its aim is to strengthen relationships by showing support and commitment to mutually beneficial goals.



Outcomes

A training programme for **Shop Stewards** has been implemented to develop and enhance their skills so they can become **better business partners**.



1 Labour stability and employee productivity *continued*

At our **Mining operations**, in agreement with the Trade Unions, we train and empower employees who could possibly be impacted when a mine's lifespan comes to an end.

The training aims to ensure that participants will be able to maintain a reasonable standard of living by offering needed services when no longer employed.

Sasol Mining is partnering with two colleges:

- Gert Sibande TVET College in Secunda area
- Flavius Mareka TVET College in Sasolburg area

Courses offered include:

Welding

Crop farming

Plumbing

Garment making

Hairdressing

Construction carpentry

Basic computer skills

Basic retail/wholesale skills

Early childhood development

Brick laying

Outcomes

To date, **77** employees benefited from these programmes. The programmes also benefit the communities.



NORTH AMERICA

A focused and regular communication approach to address employee concerns has been adopted to promote a healthy working environment with engaged employees. This led to a culture of dialogue, improved employee engagement and strengthened relationships. This approach ensures employees are enabled, engaged and energised to deliver high performance.



2

Leadership capability and capacity

Developing leadership capability and capacity

We have critically reviewed our leadership approach and engaged our leaders to define the leadership style that we believe will be instrumental in bringing our aspirational culture to life. Our refined leadership style comes to life in the way we lead and how we live the values of the organisation. Our multipliers leadership approach supports leaders to encourage growth and creativity.

By inspiring high performance, promoting innovation and becoming multipliers of people performance, we build a resilient organisation.

Through our multiplier leadership approach, we focus on employee strengths and create an environment where employees can apply their best thinking.

GLOBAL LEADERSHIP CAPABILITY ASSESSMENT

We partnered with a global top-tier firm to support us in rolling out a global leadership capability assessment tool. The tool assesses different aspects of leadership including motivation, performance, decision-making, personal style, interpersonal approach and thinking against an international benchmark of successful leaders gathered from 22 000 executives across the globe.

The objective is to advance structured development plans and actions for current and future leaders, and improve their leadership competencies and capabilities.



Outcomes

Assessments are beneficial to both **leaders and Sasol**.

The process is concluded with comprehensive feedback provided to the individual on a one-on-one basis to assist in gaining greater understanding of an employee's leadership strengths, as well as areas of development.

OUR LEADERSHIP STYLE



Leaders play a pivotal role in enabling our aspired culture and leading by example through visible and accessible ways.

Organisations that successfully transform their cultures do not view business, culture and leadership separately. Together, these key components drive high performance and create superior value for all stakeholders.

Our Group Executive Committee (GEC) has critically reviewed our leadership approach and considered the feedback received through our engagement assessment tool – ‘Heartbeat survey’ in 2016, as well as subsequent leadership interviews and workshops. We have engaged with our Senior Vice Presidents (SVPs) to define the leadership style and approach we believe will be instrumental in bringing our aspirational culture to life. The way in which we are perceived as leaders contribute to the value we create for our organisation and our people.

Using our leadership style as a foundation, we also reviewed our leadership competencies and development programmes based on our aspirational culture and values. Our leadership style is aligned to the **multipliers leadership approach** that is being embedded through the LEAD Sasol programme.

Through our leadership programmes, we build leadership capability, enhance the ability to nurture and develop employee talent, leverage diversity and deepen participants' appreciation of our global context. Globally, all leadership programmes are aligned with our vision, purpose, values, aspirational culture and leadership style.

During the year, good progress was also made in driving initiatives to enhance leadership effectiveness mainly through our four cornerstone leadership programmes:

LEAP	Leadership Development programme
LEAD	Leading Self Development programme

PROGRAMME 1

LEARNING, EXPERIENCING, ACCELERATING, POTENTIAL (LEAP)

Our global LEAP programme forms part of our overarching Talent Management framework to address the identification and development of high potential individuals to develop them into senior leadership roles through focused, integrated and accelerated talent development, career planning and mobility.

It is a two- to five-year career development programme that gives exposure to different roles across our business, supported by formal learning and mentorship.

The **LEAP** programme's focus areas are:

Proactive and strategic development of diverse talent to ensure adequate bench strength to meet future global business requirements sustainably.

Focused skills development to build the right employee competence and ensure the right bench strength for anticipated business needs.

Talent retention by offering focused opportunities for employees to build their competence and experience the organisation's employee value proposition in action.

Outcomes

To date 50% of our inaugural LEAP 2013 candidates, have **completed the programme** and have been successfully placed in our operations.

The remaining candidates are all working towards completing their third stretch assignments. The LEAP 2016 group of 11 employees who commenced in May 2016 are currently in or moving to their second placement, **73%** are women.

The LEAP 2018 intake has been finalised with **10 employees** participating. This intake comprises a **100% African, Indian, Coloured (AIC)** group with **50%** of the appointed colleagues being female and most, from an Operations/Technical background.

2 Leadership capability and capacity *continued*

PROGRAMME 2

LEAD

Our LEAD programme is designed to equip Sasol's current and future leaders with the skills and tools they require to lead within the context of our operating model and refined value-based growth strategy while embedding our aspirational culture. The LEAD programme is based on the **multiplier leadership approach**.



Outcomes

2 558 Sasol leaders participated in over 52 programmes which focused on building a high performance culture, partnering with stakeholders, and managing diversity and inclusion. They also learned practical skills on how to identify and nurture talent.

NORTH AMERICA

To embed the required leadership style in North America, all leaders who manage teams are expected to complete Leadership Fundamentals and **“multiplier leadership programme”**.

We focus on building inspiring, authentic leadership rooted in trust, respect and engagement, creating exceptional value.

Outcomes

All Sasol North America Executive Committee members completed both **Leadership Fundamentals programme** and **“multiplier leadership”** sessions.

PROGRAMME 3

LEADERSHIP DEVELOPMENT PROGRAMME

Frontline leaders have the opportunity to participate in focused development through our Leadership Development programme which addresses frontline supervisory skills. The programme offers participants 13 modules to address specific development needs such as POLC*, business acumen, problem solving and decision-making.

Plan

Organise

Lead

Control *

Outcomes

11 Leading Others Development (LOD) programmes and **76 POLC* sessions** were conducted.

EURASIA

Numerous leadership training interventions were implemented. Leadership Development programmes as well as **“multipliers leadership programmes”** were conducted in Singapore, Italy, Germany and United Kingdom. Specific sessions on coaching and intercultural skills development were also run.

Outcomes

More than **250 leaders** participated in these sessions.



PROGRAMME 4

LEADING SELF DEVELOPMENT PROGRAMME

This self-mastery initiative focuses on imparting skills and discipline required to be an efficient and effective individual contributor.

Outcomes

Eleven programmes were conducted during the year attended by **181 employees**.



IMPLEMENTATION OF LEADERSHIP PROGRAMMES

SOUTH AFRICA

At **Secunda Chemicals Operations** enhancing the capability and attributes of managers and potential managers with improved leadership skills and theoretical development was supported by a mentoring programme carried out by experienced leaders.

At **Secunda Synfuels Operations** the Senior Vice President actively participated in the leadership development programme to drive the following key objectives:

- Understand how to lead within the context of Sasol's aspirational culture and operating model
- Build inspirational leadership competence
- Build high performance in individuals and teams
- Leverage diversity and inclusion
- Build collaborative partnerships with stakeholders internally and externally
- Acquire practical tools to enhance personal leadership skills and enable effective leadership

Outcomes

439 leaders participated in leadership skills training.

85 managers and employees were mentored by Executives and Senior Managers.



Outcomes

263 Exco members, senior managers and area leaders, **194** area managers participated in the various leadership programmes and **347** employees attended the **Leader as Coach** training.

3

Organisational culture and diversity

Promoting organisational culture and diversity

In order to support our vision, purpose and values, we clearly articulated our aspirational culture and refined the leadership style. These building blocks pave the way for the exciting next phase in our organisation's culture transformation journey. Integral to our aspirational culture is that we value and promote diversity and inclusion.

LEVERAGING DIVERSITY AND INCLUSION

SOUTH AFRICA

Our **Diversity 10-Point Plan** provides a set of qualitative measures to enable the achievement of our diversity objectives, including the recruitment, development and retention of candidates from the under-represented groups, as well as measures to enhance gender equity. In South Africa, persons with disabilities have been included as a measurement in our scorecard.

Diversity 10-Point Plan

- 1 Leadership and culture
- 2 Diversity and inclusion
- 3 Recruitment
- 4 Persons with disability
- 5 Gender equality
- 6 Retention of designated groups
- 7 Remuneration and benefits
- 8 Coaching and mentorship
- 9 Growth opportunities
- 10 Succession



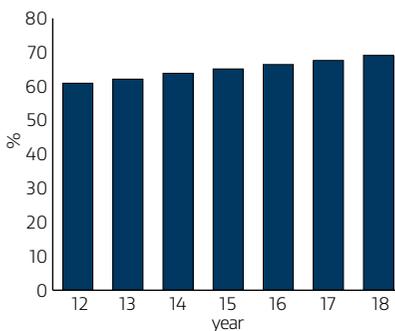
3 Organisational culture and diversity *continued*



In South Africa, good progress has been made towards the achievement of employment equity targets aligned to the economically active population. The gaps in the under-represented groups are being addressed through our employment equity plan supported by the effective implementation of the Diversity 10-Point Plan.

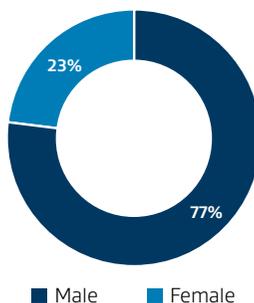
Employee Diversity

Ethnic diversity in South Africa



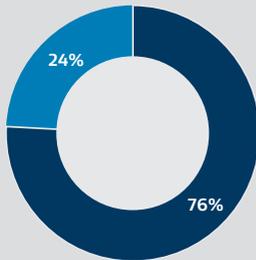
% African, Coloured and Indian

Global gender diversity

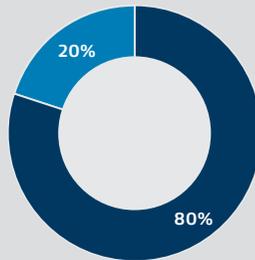


Employee Gender Diversity

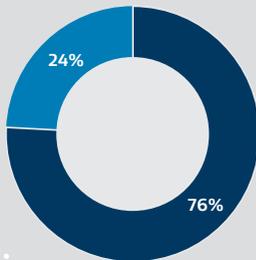
Eurasian Operations



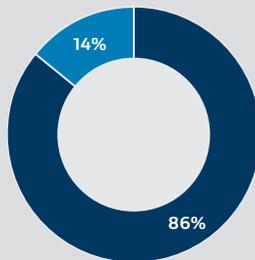
North America Operations



South Africa Operations



Mozambique Operations



■ Male ■ Female

EMPOWERING WOMEN

Women empowerment

Our women empowerment programme – Sasol Women’s Network, launched in 2013, places strong focus on a mentorship circle programme, where senior leaders take the responsibility of mentoring others. In 2015, the women in operations framework was developed to provide a customised development approach, particularly for core operations.

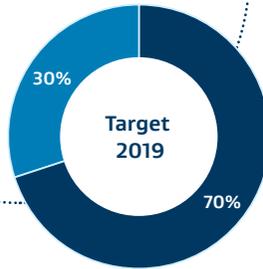
Outcomes

We launched "Let's talk about women in Sasol", to encourage female and male employees to talk openly and honestly about how we can accelerate progress on gender equity.

A panel discussion on women empowerment and gender equity was held to promote sincere dialogue to bring about meaningful change in the gender landscape.



The Board determined a target of **30% women representation** on the Board by 30 June 2019



The Sasol Limited Board of Directors (the Board) recognises and embraces the benefits of diversity at board level to enhance and broaden the range of perspectives. The Board appreciates that its diversity is an essential component for sustaining a competitive advantage.

■ Male ■ Female

We have doubled our female workforce in our North American Operations through a programme that encompasses every development entry point, including university partnership and scholarship funding, a public education plan and elementary science, technology, engineering and mathematics programme.



3 Organisational culture and diversity *continued*



Secunda Chemicals Operations

The women empowerment programme was launched to address self-development and engagement. Regular mentorship circles covering relevant topics were conducted and included graduate engineers and learners.

Outcomes

A two-day women empowerment event was attended by approximately **230 women**.

At **Sasolburg Operations**, the Women in Operations Programme was launched to address barriers encountered by women working in operations. This has seen eager participation and open discussions in mentorship circles attended by leaders and employees.





3 Organisational culture and diversity *continued*

Secunda Synfuels Operations

The Women In Synfuels (WIS) Programme was launched as part of the WIS journey, interventions include quarterly seminars, mentorship circles and dedicated work streams. Although the target audience is female employees, male employees are included in co-creating development opportunities for their female counterparts.

We enable women through fit-for-purpose programmes and enable them to take charge of their own professional, personal growth and development. An inclusive high performance culture that recognises and enhance female employees' potential, talent, skills and opportunities in the operations environment.

Outcomes

Two seminars were held focusing on work-life balance, personal branding and professional presence and were well attended by a cross-section of the employees from our operations.



Eurasia

We continued to focus on gender diversity and driving women empowerment strategies. Female focus group discussions were facilitated in order to promote dialogue regarding diversity and gender equality. Change and improvement are being implemented where feasible.

Outcomes

16 focus groups with about **100 female contributors** across all Eurasia operations provided constructive input into how we can improve the working environment to be more attractive for women.

PERSONS WITH DISABILITIES

SOUTH AFRICA

There has been a concerted focus on recruiting of and creating awareness of the benefits of voluntary declarations for Persons with Disabilities (PwD). Roadshows were held on defining disabilities and articulating reasonable accommodation.

Recruitment practices were further aligned to target specific positions that could reasonably accommodate persons with disabilities and provide appropriate facilities. Sasol utilises occupational medical practitioners for advice and to provide ongoing reasonable accommodation support to employees.

The process of raising awareness around voluntary declaration of employees with disabilities and recruitment of employees with a disability will continue.



Outcomes

Awareness and engagement sessions were held across our operations to improve voluntary declarations.

Marked increase of **94% in declaration of disabilities.**



Our energy business has a **Definitely Abled People:** a learnership programme for persons with disabilities that provided learners the opportunity of work experience in business practices for a 12-month cycle.

3 Organisational culture and diversity *continued*

QATAR

Sasol Energy, Qatar conducted a programme as part of their Persons with Disabilities awareness drive.

Since 2012, the initiative has made continuous achievements in raising awareness and addressing issues of inclusion and empowerment for Qatar's disabled community.

In Qatar, with partners Qatar Financial Centre, we launched 'A Ball for All' project to promote access to football for the blind and visually impaired people.

This year our Joint CEOs visited the participating schools.

Outcomes

More than **150 children** from the Alnoor Institute for the Blind, Al-Yarmouk Preparatory School, Khalifa Secondary School, Alkoan International School, Olive Indian School and Almaha School were involved and some of our employees adopted this initiative.



DIVERSITY

To promote better understanding about disabilities and increase awareness of the benefits of integrating persons with disabilities in the workplace and society we partnered with the United Nations Media and the Albinism Society of South Africa to raise awareness relating to albinism and impairments associated with the disability.



Outcomes

During National Disability Rights Awareness Month we sponsored a two-day workshop presented by the United Nations to national representatives of Albinism Society of South Africa (ASSA).

30 ASSA representatives conducted awareness sessions, including dealing with the stigma of albinism, in **our operations**.

Independent Counselling and Advisory Services (ICAS) has co-created training modules with Sasol for line managers and HR, to prepare them for the recruitment and sensitisation for working with PwDs.

3 Organisational culture and diversity *continued*

Workforce diversity profile¹ for our South African operations (as at 30 June 2018 vs June 2017)

Percentage	Male							
	A		C		I		W	
	2018	2017	2018	2017	2018	2017	2018	2017
%	6	6	2	1	3	2	18	21
Top management	14,6%	15,4%	4,9%	2,6%	7,3%	5,1%	43,9%	53,8%
Senior management	116	110	19	17	108	107	508	511
Middle management	21,6%	21,0%	3,0%	2,8%	6,3%	6,6%	32,2%	33,5%
Junior management	5 284	5 205	259	243	288	292	3 337	3 434
Semi-skilled	42,7%	42,5%	2,1%	2,0%	2,3%	2,4%	27,0%	28,0%
Defined decision-making	6 478	6 379	128	99	86	71	731	744
	71,0%	72,0%	1,4%	1,1%	0,9%	0,8%	8,0%	8,4%
	611	596	9	13	4	4	94	93
	64,9%	63,1%	1,0%	1,4%	0,4%	0,4%	10,0%	9,9%
Total permanent employees	13 468	13 240	553	497	773	771	6 141	6 307
	48,2%	48,0%	2,0%	1,8%	2,8%	2,8%	22,0%	22,9%
Non-permanent ²	26	64	1	0	0	2	5	3
	44,8%	58,3%	1,7%	0,0%	0,0%	1,8%	8,6%	2,7%
Total including non-permanent employees	13 494	13 304	554	497	773	773	6 146	6 310
	48,2%	48,1%	2,0%	1,8%	2,8%	2,8%	21,9%	22,7%

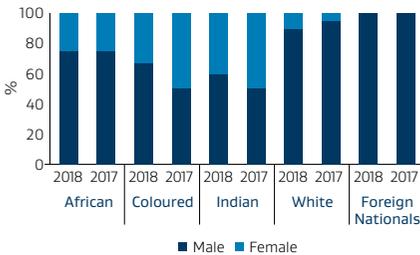
A – African, C – Coloured, I – Indian, W – White.

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

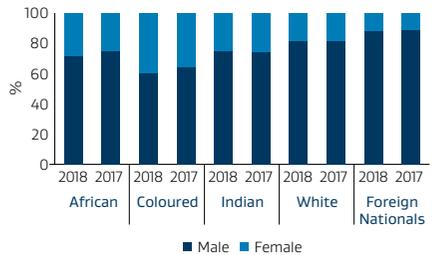
² Non-permanent employees employed for more than three months are counted as permanent employees.

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

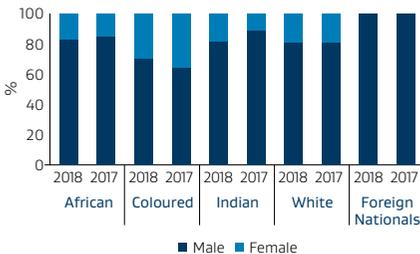
Top management



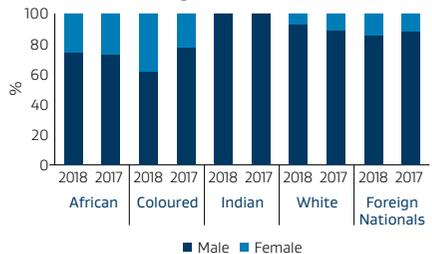
Senior management



Semi-skilled

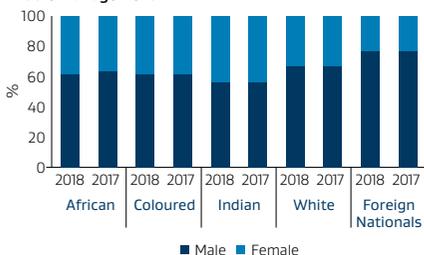


Defined decision-making

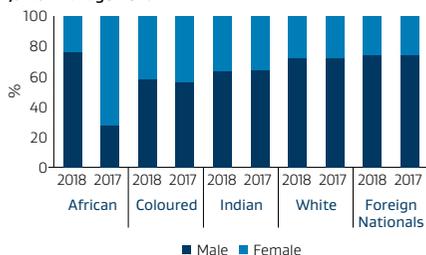


	Female								Foreign Nationals ³				Total employees in category	
	A		C		I		W		Male		Female			
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
	2	2	1	1	2	2	2	1	5	3	0	0	41	39
	4,9%	5,1%	2,4%	2,6%	4,9%	5,1%	4,9%	2,6%	12,2%	7,7%	0,0%	0,0%	100,0%	100,0%
	45	42	13	11	35	36	112	114	15	15	2	2	973	965
	4,6%	4,4%	1,3%	1,1%	3,6%	3,7%	11,5%	11,8%	1,6%	1,6%	0,2%	0,2%	100,0%	100,0%
	586	524	80	76	215	225	700	714	65	61	20	17	4 512	4 484
	13,0%	11,7%	1,8%	1,7%	4,8%	5,0%	15,5%	15,9%	1,4%	1,4%	0,4%	0,4%	100,0%	100,0%
	1 590	1 447	190	179	163	159	1 206	1 242	37	41	12	13	12 366	12 255
	12,9%	11,8%	1,5%	1,5%	1,3%	1,3%	9,8%	10,1%	0,3%	0,3%	0,1%	0,1%	100,0%	200,0%
	1 263	1 129	57	54	15	10	171	174	195	200	2	3	9 126	8 863
	13,9%	12,7%	0,6%	0,6%	0,2%	0,1%	1,9%	2,0%	2,1%	2,3%	0,0%	0,0%	100,0%	100,0%
	204	215	6	4	0	0	7	10	6	8	1	1	942	944
	21,7%	22,8%	0,6%	0,4%	0,0%	0,0%	0,7%	1,1%	0,6%	0,8%	0,1%	0,1%	100,0%	100,0%
	3 690	3 359	347	325	430	432	2 198	2 255	323	328	37	36	27 960	27 550
	13,2%	12,2%	1,2%	1,2%	1,5%	1,6%	7,9%	8,2%	1,1%	1,2%	0,1%	0,1%	100,0%	100,0%
	21	38	2	0	0	1	2	2	1	0	0	0	58	110
	36,2%	34,5%	3,5%	0,0%	0,0%	0,9%	3,5%	1,8%	1,7%	0,0%	0,0%	0,0%	100,0%	100,0%
	3 711	3 397	349	325	430	433	2 200	2 257	324	328	37	36	28 018	27 660
	13,2%	12,3%	1,2%	1,2%	1,5%	1,6%	7,9%	8,2%	1,2%	1,2%	0,1%	0,1%	100,0%	100,0%

Middle management



Junior management



4

Global talent development

Our talent forums are being well embedded into the organisation, providing oversight of key and critical talent and integrating our Global Talent development programmes. Special focus has been on Young Professionals Rotations/Mobility programmes, additional development opportunities for our Young Engineers and LEAD programme.

NURTURING FUTURE TALENT

We continued to invest in sponsored study and technical learning programmes, as well as leadership, career and succession development plans. To secure a pipeline of future talent, we invested significantly in skills development, ranging from basic literacy and school level programmes to technical training for professionals through some of the largest bursary, graduate development and internship programmes in Southern Africa and other parts of the world.

Outcomes



26 757 employees participated globally in our internal learning and development programmes.

In South Africa, **R811 million** was invested in developing skills among our black employees – of which **R207 million** was spent **specifically** on **black women**.



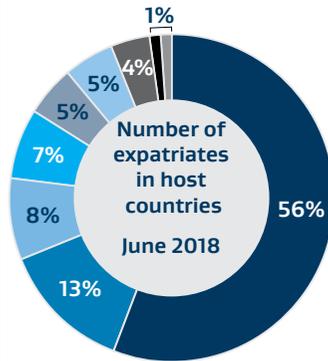
Mobility

As a global organisation with presence in 32 countries worldwide, it is important that we maximise the benefits of skills transfer and cross-pollination of ideas and thinking. Employee-mobility offers the opportunity for consolidating our corporate values and culture, improving local market knowledge and aligning with local business practices as well as transferring of specialised expertise and knowledge. Furthermore, expatriate assignments are a key contributor to talent development.



Outcomes

- Leadership and career development for employees have been implemented across our global operations.
- Improved understanding of local market conditions and geographies through development of management skills and collaboration with multicultural teams.



- United States of America
- South Africa
- Qatar
- Germany
- China
- Mozambique
- Singapore
- Nigeria
- Uzbekistan



Young talent development

To support building and retaining critical skills we created an opportunity for young professionals from various locations to work on a short-term development assignment in North America (Lake Charles). This programme delivered successful results and will be further expanded in FY19.

Internal training

Operational activities within Sasol are high-risk and technical in nature. As a result, internal technical training remains the largest learning delivery mechanism in Southern Africa.

We also deliver on statutory training through e-learning modules available to participants.

Increasingly, we are moving our training towards online/e-learning vs classroom training. This means that training is always readily available.

Outcomes

47 402 statutory and technical training interventions delivered.

Leadership training

Through our leadership programmes, we seek to build business acumen, leverage diversity for high performance, and deepen participants' appreciation of global business context.

Outcomes

R24 million was invested in leadership training globally for **9 898** leaders.

Talent development NORTH AMERICA

As Lake Charles Chemicals Projects advances, the need for skilled employees increases. A needs analysis was conducted to determine and project future regional talent needs. In addition, talent development for North American Operations was carried out.

Outcomes

Our new hire development programme is well placed for understanding our aspirational culture and practices. We employed **300 new recruits** in this period.

2 000 e-learning assets were made available to all North American Operations' employees for professional development.

Study aid

SOUTHERN AFRICA

Current employees have an opportunity to further their qualifications on a part-time basis with financial assistance from the organisation.

Our support to our employees' part-time studies and professional development extend across various disciplines and fields of studies.

Currently we support 4 987 employees with study aid.

Outcomes

R15 million on study aid and **R102 million** on Graduate Development Programme (Engineers, Scientists and Chemists in Training).

	Female	Male	Total
Certificate courses	220	307	527
Diploma and Adv Diploma	356	900	1 256
BTech	197	339	536
Chartered Accounting	7	2	9
Undergraduate Degree	810	447	1 257
Honours	120	82	202
Masters	280	581	861
Doctorate	7	6	13
MBA	1	4	5
Post Grad Dip	111	150	261
Other	27	34	61
Grand total	2 136	2 851	4 987

MENTORING

SOUTHERN AFRICA

Mentorship circles have been established where experienced mentors and senior employees or subject matter experts share experience and knowledge as part of an individual's development.

Our mentorship circles are theme-based and comprise eight to ten people mentored by a qualified mentor. Senior Leadership is often selected and trained to facilitate these sessions.

In addition, we embarked on specific mentorship circles in our learner and graduate engineer training programmes. This focuses on business imperatives such as business acumen, personal mastery and leadership which broaden learners' growth beyond technical aspects of their training, and facilitate opportunities to develop technical and professional skills.

Outcomes

To date, **71 mentorships circles** provide opportunities for dialogue, engagement, discussion and networking exchange.

Outcomes

Three international employees trained as facilitators to extend the initiative to Eurasia and North America.

Using standardised training material, process, templates and practices across the globe, ensures we develop a unified mentorship culture.



5

Growing critical skills

We have invested in a range of initiatives to ensure that Sasol remains a dynamic, high performing company that attracts talented, values-driven, high-performing people. We continue to invest in full-time and part-time sponsored study programmes, which include functional/technical, safety and compliance learning and development programmes, as well as leadership development, career and succession development programmes.

Across the globe we build and sustain a talent pipeline through our bursary and occupational learning programmes while we actively monitor turnover to enable a sufficient flow of critical skills for our business operations.

In South Africa, Sasol has pledged commitment to the national Youth Employment Service (YES) programme which is a partnership between government and corporates to drive capacity to shift our country's narrative towards one of growth and optimism.

Nearly four years since we launched a programme to develop women in North America we are proud to have doubled our female workforce in our North American Operations. The programme has been designed to touch each workforce development pipeline entry point and includes university partnerships and scholarship funding, a public education programme and elementary Science, Technology, Engineering and Mathematics (STEM) education programmes.



SASOL CORPORATE BURSARY

SOUTHERN AFRICA

For the past 30 years we have been awarding comprehensive bursaries to top performing mathematics and science learners. The bursaries cover tuition fees as well as a broad range of day-to-day student expenses. Bursars have an opportunity to do vacation work at our facilities and also be part of our graduate development programme once they complete their studies.

University bursaries are offered for Bachelor of Engineering and Bachelor of Science degrees. University of Technology bursaries are offered for Electrical/Mechanical/ Chemical Engineering, Process Instrumentation and Mine Surveying prospective students.

Outcomes

For the 2018 academic year **462 students** are enrolled in the Sasol bursary programme. These include undergraduates, postgraduates and University of Technology students.

191 students were placed for December vacation work.



VOCATIONAL TRAINING

We have strategic partnerships with local Technical and Vocational Education and Training (TVET) Colleges which provide vocational training for chemical operations processes and maintenance trades qualification (mechanical, instrumentation, electrical, boiler making, welding and turning) aligned to the certification guidelines of the Chemical Industries Education & Training Authority.

Outcomes

In the 2017 calendar year **874 learners enrolled** in Apprenticeship programmes in the above disciplines. Approximately **80%** of our artisans trained through the Skills Academies, are permanently appointed within Sasol.

A prime example of our learnership programmes has seen **27 learners** successfully enrolled in Firefighters and Hazard Material Inspectors in training programme.

Our Secunda Mining operations also offers Adult Education learnership programmes in Literacy and Numeracy to employees and the community. By the end of 2017, **100 persons** completed the programme.

Committed to South African President's YES programme

Sasol is one of ten early adopters of the programme. It aims to effectively tackle youth unemployment through a collaborative approach with communities.



Riaan Rademan Training Academy and Mock Mine Training Centre

The Riaan Rademan Training Academy together with the Mock Mine Training Centre was inaugurated during the year. This training academy provides experiential, real-time, underground learning and assessment platforms. This centre of excellence for learning and development has become an industry benchmark. The Mock Mine Training Centre forms an integral part of the academy and focuses on ensuring that our Mining employees are trained to identify and manage underground hazards.

Our investment in the centre is indicative of our commitment to the safety, health and development of our employees, contractors and service providers. Part of the Training Centre also provides up-skilling in a hi-tech simulated environment.

Outcomes

The Mock Mine has provided training for approximately **12 000 employees** in the past year, in various learning interventions critical to the mining industry.

The Mock Mine assists in achieving compliance to the Mines Health and Safety Act with all underground employees and service providers being exposed to the area during the annual induction.

Technology is utilised in the Mock Mine in the form of tablets to save costs and improve engagement.



MOZAMBIQUE

Sasol has designed and is implementing a long-term skills development strategy in Mozambique. The strategy aims to develop skills for the industry, communities and the country and is based on three fundamental pillars:

Basic education

Vocational education

Professional education

Since 2015, Sasol has invested in vocational education through its programmes at the Inhassoro Training Centre in partnership with IFPELAC (Public Vocational Training Institution managed by the Ministry of Labour). The vocational training is complemented by practical internship training at Sasol Temane Operations.

Outcomes

Our goal is to produce **460 Mozambican** artisans across ten different trades by 2020 through the Inhassoro Training Centre. We have been able to absorb a total of 70 into our permanent employment. At least 24 young Mozambican nationals were recently introduced to the labour market after three years of training in mechanics and electricians at the Inhassoro Training Centre.

Field	Number of trainees		Total
	Female	Male	
Electrical	12	15	27
Mechanical	7	19	26
Production	16	22	38
Welding	9	30	39
Boilermaker	30	30	60
Scaffolding	35	24	59
Painting	20	20	40
Procurement	1	1	2
Total	130	161	291



UNITED STATES



In **Louisiana**, we continue to build our US\$11 billion petrochemical complex next to our existing facility at Lake Charles. Construction began in 2015, and start-up of the first units forecast in the second half of 2018 calendar year.

Outcomes

We hired about **400** of the more than 500 new, full-time jobs anticipated. **87%** of those hires are **Louisiana residents** – the majority from Calcasieu Parish. These jobs are in addition to the **450+ full-time positions** that support Sasol's existing operations in North America.

The **Louisiana Economic Development (LED) department** is a key stakeholder in supporting the talent and learning requirements of our operations. As a member of the PetroSkills Alliance, we are able to leverage diverse talent and learning solutions from this key industry partner to help us deliver consistent, high quality learning and development programmes to develop competent professionals.

A successful partnership was concluded with the **Southwest Louisiana Technical Community College (SOWELA)** where a regional training facility began construction in 2015 and now facilitates our training needs. SOWELA also seeks workforce development input from us to refine their curricula in order to develop qualified candidates who then need minimal Sasol-specific training.

Outcomes

We also partnered with **SOWELA** to establish a scholarship fund that provides financial support to cover tuition, training costs, support services and technical support for financially disadvantaged women and minorities.

The training centre focuses on chemical process technology, instrumentation technology, lab technology and other specific training for students from the Lake Charles area.

Since inception, **44%** of **scholarship funding** for underemployed residents was awarded to women. **75% of past beneficiaries** have successfully graduated from their respective programmes and secured jobs in support of the local industry.

INTERNSHIP PROGRAMME

In 2014, our internship programme consisted of three interns and has since expanded to 14 students – one Finance and 13 Engineering Majors. Six of the students were women. Most are in their junior year of college. Students complete business projects and present their results individually. We typically hire three or four of the students when they complete their degree.

Outcomes

14 interns: 72% are minority, 57% are women and 22% are military veterans.

New recruits are provided classroom and hands-on instruction:

- to Operators and Processors on unit overviews, SHE, process overview, equipment, controls, chemistry, and auxiliary systems to support each production unit.
- to Maintenance personnel (technicians, crafts persons, engineers, supervisors and superintendents) to support new equipment, technology and software support for each production unit.
- to Laboratory Technicians for four areas identified as critical for the successful start-up and operation of the quality control laboratories. These are polymers physical testing, gas chromatography, water chemistry, and other wet/bench chemistry testing.

Outcomes

Qualified operators, processors and laboratory technicians that can safely commission, start-up and operate the units. The Ethylene II & EO/EG units have training simulators for training console personnel. Simulator training is used for additional hands-on qualification, to verify start-up sequences and console personnel's knowledge of the same.

Each operator, processor and laboratory technician will be qualified on a minimum of two jobs prior to Ready for Commissioning (RFC). All maintenance personnel will be trained prior to applicable RFC.



APPRENTICESHIP PROGRAMME

EURASIA

In a partnership between publicly funded vocational schools and business, our Eurasian Operations in Germany participates in an apprenticeship programme in eight disciplines.

Chemical Production Technician

Chemical Laboratory Technician

Electronics Technician

Electronics Technician for Automation Technology

Plant Mechanic

Industrial Mechanic

Mechatronics Technician

Industrial Management Assistant

The apprenticeships are two to three and a half years, either as part-time training at our operations or at vocational schools, and programme is recognised for successful combination of theory and practical application.

Outcomes

We trained **69 male** and **25 female** candidates as part of the programme.

In the past five years, an average of **94%** of Sasol's apprentices in Germany had been offered a working contract with Sasol after completing apprenticeship programme.

94 apprentices take part in the ongoing apprenticeship programme at our German sites.



GRADUATE NETWORK PROGRAMME

EURASIA

A graduate network programme has been established to foster networking rotation and collaboration between our operational sites in Germany. The programme runs for a two-month period during which the various teams collaborate.

Graduates have been given the challenge to “pitch” their ideas for improvements at Germany’s operational units.

Outcomes

25 graduates participated at the network’s final event. Two teams have been awarded a sponsorship for implementation of their proposals.



GRADUATE DEVELOPMENT

SOUTHERN AFRICA

In South Africa the Supply Chain function recruited African female graduates for a 12-month development programme, and our Information Management (IM) function provided eight Business Administration graduates from disadvantaged backgrounds the opportunity to gain work experience. Skills training in various disciplines of IM was provided as well as support and coaching from managers.



Outcomes

19 participants successfully completed the programme.

16 Candidates were selected as part of the new intake for FY19.

Outcomes

Graduates were upskilled in project management, software testing, SAP consulting, IM security, business support processes and e-learning.

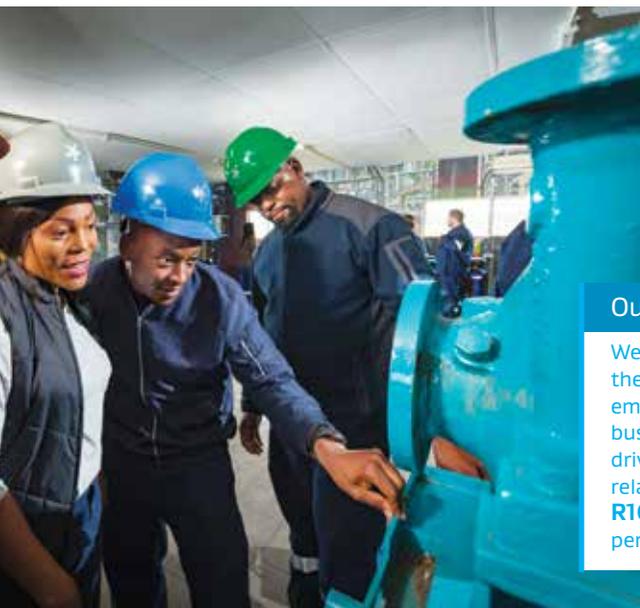


REWARDING AND RECOGNISING HIGH PERFORMANCE

The Sasol Limited Remuneration Committee annually approves the remuneration policy, which includes the design principles and Group targets for all incentive schemes. The Committee ensures that Sasol acts responsibly in terms of the salaries and benefits offered to employees.

Key policy design principles include:

- Providing strong stimuli for employee attraction, motivation and retention;
- Establishing a strong relationship between pay and performance;
- Reinforcing performance targets at individual, team and operating model entities;
- Embracing reasonable differentiation in remuneration for purposes of rewarding high performing employees, attracting and retaining scarce skills and promoting individual diversity;
- Positioning Sasol as a preferred employer in the markets within which it operates by strengthening the employee value proposition; and
- Equal pay for work of equal value is recognised and adhered to.



The Global Remuneration policy is applied regionally using Group aligned minimum reward standards to ensure “Global consistency with Local relevance” of Sasol’s reward offering. All permanent employees globally are covered by health insurance, death and disability insurance.

Outcomes

We reward our people on the basis of their performance, placing equal emphasis on the achievement of the business objectives and values-driven behaviour. The total employee-related expenditure was **R16.03 billion**, inclusive of performance-related incentives.

2018 QUALITY OF LIFE SURVEY

SOUTHERN AFRICA

This survey was launched to all South African based employees to collect data around the following topics:

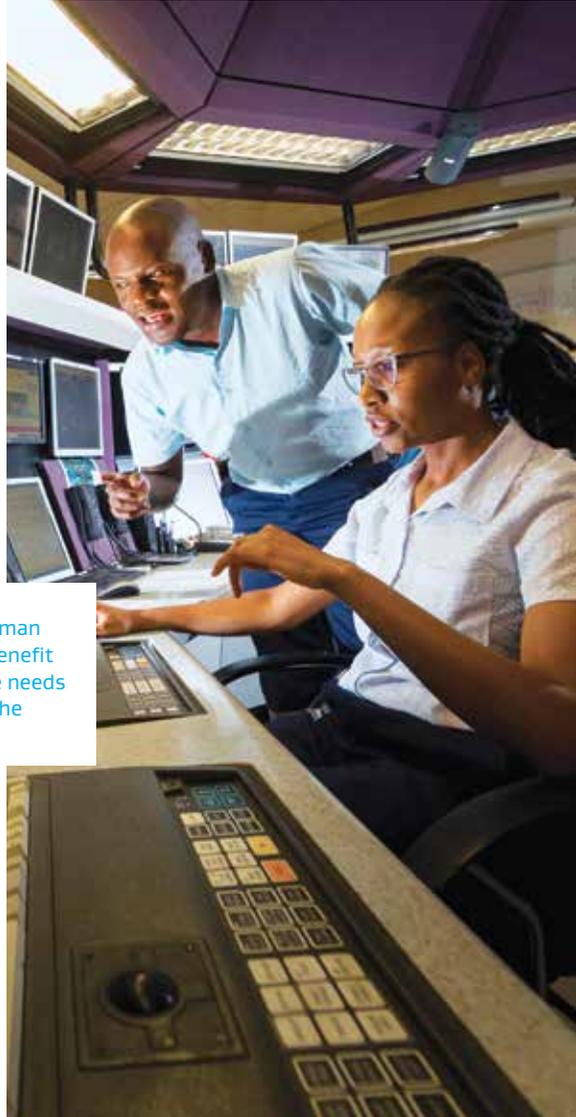
Current living conditions and housing needs of employees

Benefits that are most and least valued by employees

General questions about our current Employee Value Proposition (EVP)

Outcomes

Survey outcomes will enable Human Resources to review and align benefit structures to better address the needs of our employees and improve the employee experience of Sasol.



EMPLOYEE REWARDS

Rewards road shows

A road show was held across all operating hubs in South Africa to build greater understanding of the employee rewards and benefits structures specifically looking at:

Sasol and my
future finances

Sasol and my
wellbeing

Sasol and my
transformation journey

Outcomes

The roadshows allows us to highlight our benefits and engage with our employees to assist them in understanding Sasol's benefit offering.



EMPLOYEE WELLNESS

Sasol's wellness approach is to provide an infrastructure for wellness-related benefits that supports our Employee Value Proposition.

We aim to support a high performance culture through optimising the wellness of employees with a multidimensional approach, including information sharing, education and empowerment of employees to ultimately take responsibility for their own wellness.

The three wellness focus areas with underlying components:

Disease management	Psychosocial wellness	Risk management
HIV/Aids	Employee Assistance Programme	Absenteeism management
Lifestyle disease management	Financial wellbeing	Death benefits
Health plans		Disability benefits
		Retirement plans

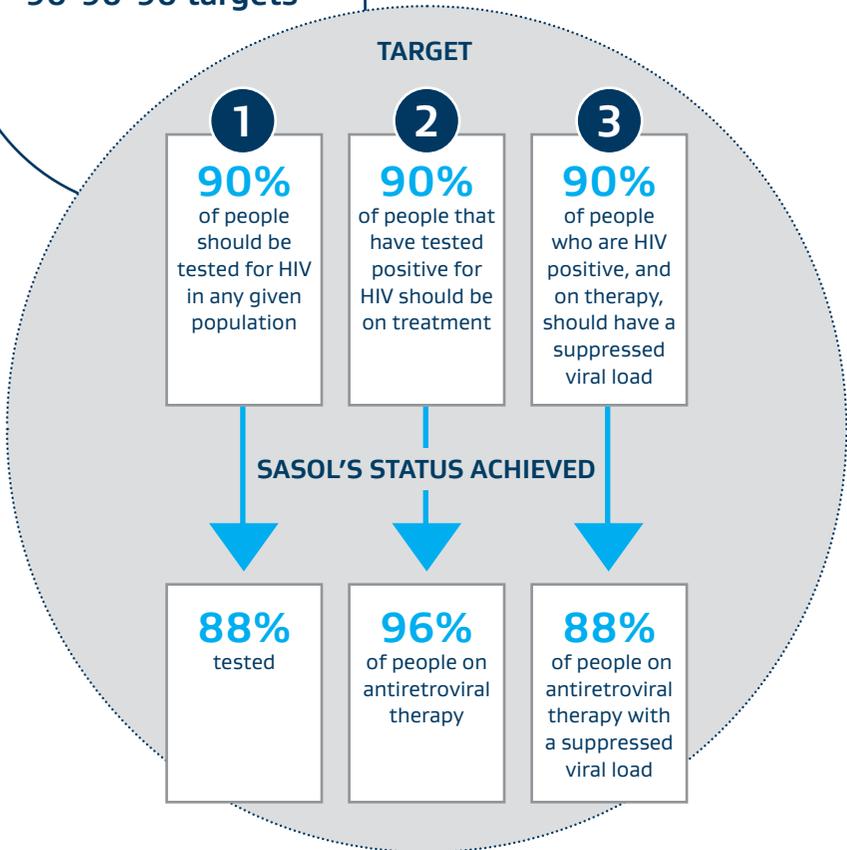


SOUTHERN AFRICA HIV/AIDS

The United Nations Programme for HIV and AIDS (UNAIDS) implemented an ambitious treatment target, known as 90-90-90, to help end the AIDS epidemic. Its aim is that by 2020, 90% of all people living with HIV will know their status, 90% of all people with diagnosed HIV infection will receive sustained anti-retroviral therapy and 90% of all people receiving antiretroviral therapy will have viral suppression.

Sasol has used these targets to measure its own progress on reducing the impact of AIDS on its workforce. Our HIV/AIDS programme is based on prevention through awareness, education (World Aids Day campaign), access to testing, counselling and treatment. We also provide support services to HIV positive employees, service providers, and their families.

How Sasol meets the UNAIDS 90-90-90 targets



Screening of employees and contractors for lifestyle diseases and HIV/AIDS is carried out daily by our external service providers, Dis-Chem and Aid for Aids (AfA) at Sasol, Secunda, Sasol Place and remote sites. During the year, 8 196 employees and contractors were screened through our onsite clinics. When an employee is tested positive for HIV, he/she is registered onto the AfA management programme. Enrolment in AfA has continued to increase steadily, with 528 patients registered. Overall, there are 4 003 beneficiaries currently registered on AfA of whom 96% are on antiretroviral therapy and 7 Mother-to-Child transmission prophylaxis (MTCTP) were recorded for this reporting period.

5 Growing critical skills *continued*

During the past financial year, the Wellness Peer Education programme was reintroduced in a number of our OMEs. A total of 98 employees were trained in Satellite Operations (25), Mining (47), Supply Chain (13) and in Sasol Place (13). The aim of this programme is to drive the wellness mandate within the company and facilitate solutions to wellness challenges, including HIV/AIDS and other psychosocial challenges such as substance abuse, financial pressure and strained relationships. Peer educators fulfil a critical role of creating awareness and extending wellness support to their peers by enabling them to access available resources to address challenges.

The management of HIV is important for Sasol as it directly affects productivity and does not end at the employer's borders – the community is equally affected and therefore our Corporate Affairs team extensively supports the communities within which we operate with the programmes to support people who have tested positively for HIV/AIDS and through general awareness to reduce the risk of infection.



Lifestyle diseases

Employees and service providers are also regularly screened for hypertension, cholesterol, and diabetes. Where employees are diagnosed with more than one of the above chronic diseases, they are enrolled on the high-risk beneficiary programme run by Sasolmed. This programme aims to manage high-risk employees effectively to ensure that hospitalisation is avoided where possible, or limited to help ensure that employees to be are at work and make a positive contribution to Sasol.

The number of employees who were screened during the FY18 is depicted in the below table:

Hypertension 18 903	Cholesterol 17 464	Diabetes 18 166
----------------------------	---------------------------	------------------------

Psychosocial wellness

This focus area includes:

Employee Assistance Programme

As part of our holistic approach to wellness, we offer short term counselling sessions to assist employees on managing strained relationships, conflict, mental health, finances, addictive behaviours and trauma.

It was with great sadness that we unfortunately lost 4 Sasol colleagues during the past financial year in fatal accidents. In all cases, the relatives of the deceased employees were supported by Sasol both in terms of emotional support through our employee assistance programme, as well as financial pay-outs under the insurance plans.

Financial wellbeing programme

Sasol's financial wellbeing programme offers employees the opportunity to access classroom training, financial advice and/or debt counselling empowering them to make informed financial decisions. During the past financial year, 9 160 employees attended financial wellbeing sessions and 7 821 employees made use of financial advice and debt counselling sessions.

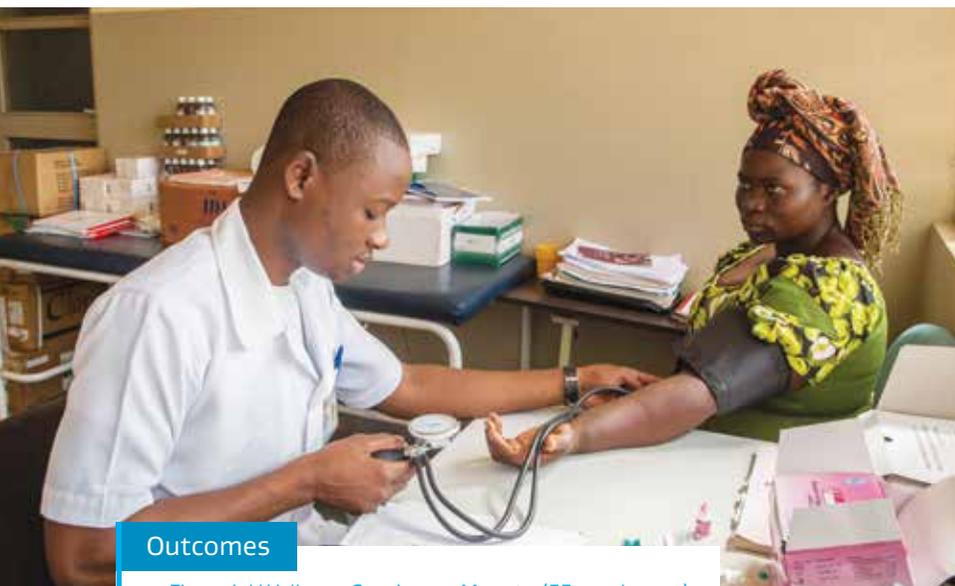
An affordability study was conducted by Chartwell for the majority of the Operating Model Entities in South Africa which provided us with a high-level overview of the affordability of housing loans for our unionised employees. The study indicated that 31% of our total employees qualify for a home loan, with 15% qualifying for a loan of R300 000. The average loan affordability is R265 000. The study supported the importance of continuation of current interventions pertaining to financial literacy training, debt consolidation and other financial wellbeing interventions.

Benefit management

Our OME HR and Line Managers are trained to manage sick leave and absence without leave (AWOL) to an acceptable level, compared to an internationally accepted benchmark, by monitoring trends and identifying employees that need to be managed through implementation of the Sasol Work Incapacity Management Procedure. The absenteeism rate for FY18 was 3,7% in comparison to 3,3% during FY17.

MOZAMBIQUE

A new Wellness service provider was appointed in 2017 and in partnership with the HR teams finalised a Wellness strategy and implemented a 2018 Annual Programme with health and wellness standards.



Outcomes

- Financial Wellness Sessions – Maputo (55 employees) and Temane (120 employees)
- 24 hour support line to employees and their families – 1 December 2017
- Free from cell phones: Vodacom & M-Cell lines
- Mental Health Awareness and Education Sessions in Temane and Maputo – 2018
- Homeownership programme

Contact information

Sasol Limited
PO Box 5486
Johannesburg 2000
Republic of South Africa

For more information visit www.sasol.com

©Sasol Limited

Copyright subsists in this work. No part of this work may be reproduced in any form or by any means without Sasol Limited's written permission. Any unauthorised reproduction of this work will constitute a copyright infringement and render the doer liable under both civil and criminal law.

Sasol is a registered trademark.

