

# Succession is success

**Succession planning and development of people is part of the DNA of our business. Hundreds of store managers are promoted each year. This commitment to development extends to all levels of leadership.**

A number of programmes are in place, with a focus on leadership development at group level, to create an ‘incubator’ of future leaders from which the group can draw talent and experience. Partnerships with business schools and leadership development specialists have been established, and programmes have been tailored to specific business needs.

Senior leader development programmes across our businesses have proven to be invaluable.

Our leadership programmes aim to develop high-potential individuals who display the qualities to become senior leaders in their respective businesses. Candidates from across the group, covering all disciplines throughout the retail supply chain, represent their operational businesses during this 18-month structured programme.

Participants are nominated by their management and undergo predetermined assessments to qualify for this programme.



‘The leadership programme has led me to the next level: I can now confidently converse on issues I am facing, not only about the brand I work for, but also about Pepkor as a group.’

**Lazarus Makena, regional operations manager, Shoe City**



‘LEAD (Learn, Engage, Adapt, Develop) brings together a group of people from various backgrounds, with different skills across the Pepkor business, creating the opportunity for us to learn and inspire one another. It has provided me with an extended landscape for critical and creative thinking; constructive criticism and introspection. It has challenged me beyond my perceived limits, but at the same time, it is encouraging to know that you can succeed way beyond your comfort zone.’

**Zulfa Ebrahim, Pepkor IT audit manager**

INPUTS → OUTPUTS →

- Employment
- Learnerships, internships, on-the-job training, bursaries
- Management succession programmes

- Personal development
- Employee advancement and skills retention
- Succession planning

**R57 million**  
SPENT ON TRAINING AND DEVELOPMENT DURING FY19

**24 300**  
EMPLOYEES TRAINED DURING FY19

**231 000**  
HOURS INVESTED IN TRAINING