CONTENTS

1 Overview 04
2 Talent development 04
3 Talent acquisition 04
4 Secondments 05
5 Transfers 05
6 Exit interviews 05
7 Orientation and induction 06
8 Position management – job description and organisational structure 06
9 Position management – job evaluation 06
10 Position management – grading committee 06
### DOCUMENT APPROVAL

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compiled</td>
<td>Thabo Moabi</td>
<td>Group Human Resources Manager</td>
</tr>
<tr>
<td>Reviewed</td>
<td>HR Forum</td>
<td></td>
</tr>
</tbody>
</table>

### DISTRIBUTION

<table>
<thead>
<tr>
<th>Designation</th>
<th>Controlled copy number</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Employees</td>
<td>01</td>
</tr>
</tbody>
</table>

### REVISED RECORD

<table>
<thead>
<tr>
<th>Revised number</th>
<th>Date of change</th>
<th>Page number</th>
<th>Description of change</th>
</tr>
</thead>
<tbody>
<tr>
<td>03</td>
<td>2017</td>
<td>All</td>
<td>Reviewed</td>
</tr>
</tbody>
</table>
1 Overview

Grindrod recognises that in order to prevail in a globally competitive environment, the attraction, development and retention of employee talent is a critical business imperative. This Policy therefore sets out various avenues and processes through which the above could take place.

2 Talent development

2.1 Education and study assistance

- Please reference the Study Assistance Policy and Bursary Policy.

2.2 Determining development needs

- Grindrod strives to ensure that each employee has and maintains an Individual Development Plan (IDP) which identifies interventions to address the gap in fit between the incumbent in his/her current role and possible future career growth.

- Grindrod shall, through its employment equity plan and skills development initiatives, take all reasonable steps to provide for the preferential development of previously disadvantaged employees.

2.3 Learnerships

- Grindrod shall take all reasonable steps to prepare its workplace for learners and to ensure that experiential learning and skills transfer takes place.

- Grindrod shall make all reasonable and cost-effective efforts to offer relevant learnership opportunities to pre-employed or unemployed youth.

2.4 Intervention standards

- Grindrod shall give preference to learning programmes that are based on unit standards that lead to credits on the National Qualifications Framework (NQF).

- Thorough planning, skills audits, training needs analysis and consultation shall precede any significant decisions on training, learning or development interventions.

- Employees attending any learning programme offered by Grindrod shall agree that the intervention is relevant, shall commit to implementing the new or improved skills and knowledge on the job and shall agree to any terms and conditions prior to attending such learning programme.

2.5 Assessment of learning

- In respect of job-related and approved skills programmes and learnerships, reasonable time to complete workplace assignments shall be granted at the discretion of management.

- Reasonable time off work to prepare for and/or carry out the requirements for formative or summative assessments shall be granted up to the maximum allowed for study leave. Any additional time required may be dealt with according to the annual leave and/or unpaid leave procedures as appropriate.

- Costs (such as photocopying, stationery, Internet usage, courier services, etc.) related to assessment shall be carried by Grindrod. The full costs of assessment against unit standards at or below NQF 4 shall be borne by Grindrod.

- All confidentiality, copyright and property ownership policies and rights that apply to material, documents, products, etc., developed by employees while at work, also apply to workplace assignments, portfolios and any other development and/or collation of evidence for assessment. The written approval of management is required for the use of such material, documents, products, etc., as evidence in an assessment.

3 Talent acquisition

3.1 Acquisition shall differentiate fairly between applicants based upon the suitability of the selected incumbent to the inherent requirements of the role.

3.2 Core requirements to fill a position include the successful completion of job profiles, job evaluation, grading and authorisation prior to acquisition being undertaken.
3.3 Dependent upon the nature of the role and capability profile required, an internal advertisement may be placed and, as needed, external advertisements.

3.4 Internal and external acquisition may be done simultaneously. However, no external appointment may be made before all internal applicants have been screened, and where suitable, given priority. This shall not be done at the expense of quality.

3.5 Remuneration shall not be mentioned in advertisements except in anonymous advertising. Anonymous advertising will generally only be used where several previous acquisition attempts have failed or remuneration needs to be mentioned.

3.6 Acquisition advertisements shall not contain any requirements which could result in direct or indirect unfair discrimination.

3.7 Grindrod-preferred acquisition consultants and services are to be use in consultation with Human Resource Department.

4 Secondments

Grindrod reserves the right to temporarily second an employee to perform a specific job or project within the Grindrod Group. Secondments may not be seen as formal preparation for career advancement but rather as opportunities for employees to increase their experience and competency without expectation of advancement. If a secondment position is to be made permanent, then the position must be advertised as per this Policy.

Grindrod will recognise the following types of secondments:

4.1 Developmental secondments

Employees are placed in positions in which they have the opportunity to enhance their understanding of the workings of Grindrod; gain experience in new areas of work; improve competence and/or gain administrative or managerial experience.

4.2 Project-based secondments

A project-based secondment may involve an arrangement where someone is appointed to work in a temporary workplace for a limited number of days per week/month on a project.

4.3 Fixed-term secondments

This is a placement that may occur for a maximum period of two (2) years. It is expected that the employee will return to their original workplace after the fixed-term period expires.

Secondments may not be seen as formal preparation of career advancement but rather as opportunities for employees to increase their experience and competency without expectation of advancement.

If a secondment position is to be made permanent, then the position must be advertised as per this policy.

5 Transfers

Grindrod reserves the right to permanently transfer an employee to perform a specific job or project within the Grindrod Group. Alternatively, employees may initiate the request for a transfer themselves.

5.1 Conditions of transfer

- The talent acquisition provisions under this Policy must be followed.
- If the transfer request is initiated by the employee, then Grindrod reserves the right not to apply the Relocation Policy.
- Employees are required to remain in a job for a minimum period of one (1) year before requesting a transfer.

6 Exit interviews

The Divisional Human Resources Department is responsible for conducting the exit interview with the outgoing employee in order to understand the requirements of the job vacated and underlying reasons for the exit.
7 Orientation and induction

7.1 In order to maximise value, Grindrod supports a structured induction programme.

7.2 Scheduling and completion of Divisional/Business Unit Induction is mandatory for all new Grindrod employees within three (3) months of joining, and will be driven by the Divisional Human Resources Department.

8 Position management – job description and organisational structure

8.1 The Divisional Human Resources Department is responsible for managing the standardisation of job descriptions and developing organisational structures across Grindrod through the support of the relevant divisions.

8.2 Management is responsible for all the jobs under their control and therefore responsible for providing input into job content.

9 Position management – job evaluation

9.1 In order to ensure fairness and equity in establishing the relative value of a position for determining compensation, the TASK© Job Evaluation System will be used, in line with the job evaluation SOP.

9.2 The job description for the jobs being evaluated shall be the reference point in conducting the evaluation. This shall be supplemented by inputs from the responsible Manager/supervisor and, where necessary, the job incumbent.

9.3 After the evaluation of a job, re-evaluation will only be considered if there is a significant change in job content.

10 Position management – grading committee

The respective Divisional Grading Committee shall be responsible for conducting and/or validating job evaluation, in line with the job evaluation SOP.