



Empowering women in the workplace is a priority for Massmart

From first-time employees to experienced executives, women are finding rewarding, career-building opportunities at Massmart. The group offers bursaries to young women interested in obtaining retail-related degrees, it helps launch the careers of recent university graduates and it promotes women through the retail ranks.

Massmart's bursary programme

There are many young women who may be interested in pursuing a career in retail, but don't have the funds to further their studies.

It's for this reason that Massmart sponsors a bursary programme for promising young school leavers. Each year, five bursaries are awarded to young people, all of whom are female, who have been accepted by the University of Pretoria to earn a B.Com degree. Massmart's bursary pays for these five students' full tuition, their accommodation in a university residence, their textbooks, stationery, basic medical insurance and a small monthly stipend for personal expenses. Besides this, Massmart also provides casual employment during the holidays, so these students have the chance to earn extra money by working in and around Massmart's stores. This helps bring the workplace to life for these young people.

Thabiso Setshedi, university student

One recent bursary recipient, Thabiso Setshedi, grew up in the small rural settlement of Moretele in North West. Today she is in her final year of study for a B.Com financial management degree. "I worked hard at high school in the hopes of achieving my goal



Thabiso Setshedi

of one day working in the finance department of a big company," she says. "It was a dream come true when I was accepted to the University of Pretoria to study financial management. At the end of first year my good results landed me on the dean's list and it was then that my lecturer told me about the Massmart bursary. Before I had access to this bursary, it had been extremely difficult for my mother, who is a single parent and supports two kids, to afford my tuition. The bursary means I can fulfil my dream and have the peace of mind that my family is making ends meet."

Helping launch the careers of recent graduates

Besides the bursary opportunities, young women are also able to enter Massmart's business via the group's Graduate Development Programme.

This initiative affords university graduates the chance to find gainful employment at Massmart, but not just in a single area or one department. The programme is designed with flexibility in mind, so young graduates can work in a variety of departments and gain a wider knowledge of the different retail brands, the group's distinct operating divisions and even the holding company. Today, this unique exposure has been offered to no fewer than 184 graduates, the majority of whom are women. The aim is to reserve a minimum of 60% of all graduate trainee spaces for women.

Amanda Dlamini, graduate programme participant

A recent graduate from Massmart's Graduate Development Programme, Amanda Dlamini, says: "Massmart encourages a broad scope of learning. I've seen a number of women filling positions that



Amanda Dlamini

I would like to hold in the future, so it's good to see that roles in this company are not assigned by gender."

Phumzile Sibozza, corporate accountability and market research manager

Phumzile Sibozza also joined Massmart through the group's Graduate Development Programme. Today she is based at Massmart head office and was recently promoted to a management position. "Growing up, I travelled a lot and went to nine schools between primary and high school. I graduated from university with a B.Com and first heard of Massmart through a career development fair. I joined the programme in 2010



Phumzile Sibozza

and was placed in Builders Trade Depot as an advertising coordinator, then I worked as a communications officer working for Massbuild's corporate social investment projects. I worked in this portfolio for just under a year and when the Massmart corporate affairs analyst opportunity came up, I grabbed it." Today Sibozza is corporate accountability and market research manager.

Ongoing training and development of women

Once employed by Massmart, continuous training and development opportunities can help fast-track women to the point where their skills and experience make them role models for others.

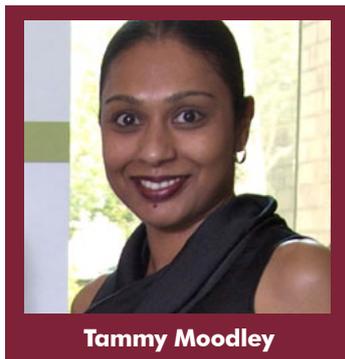
Massmart offers a tailored Leadership Development Programme, a

"The development course I just completed is opening up even more opportunities for me to advance in my career."

Management Development Programme and various other courses in buying, merchandising and retail skills. These programmes create equal opportunities, but women are especially encouraged to take advantage.

Tammy Moodley, executive store manager

Tammy Moodley, a Massmart employee who graduated from the 2012 Management Development Programme, started her career with Massmart 17 years ago as a casual at Makro Springfield. She moved on to become a salesperson, then a trainee sales manager and after that, a sales manager. She is now an executive manager at Makro Woodmead and leads a team of 19 staff. "The development course I just completed is opening



Tammy Moodley

up even more opportunities for me to advance in my career," Moodley says. "I'm looking forward to optimising my productivity because I have an obligation to lead my team."

Promoting women in the workplace

In addition to the training that's available, there are many female

employees across operations who entered the business as professionals and over the years have exemplified how hard work is recognised and rewarded.

Marie Domoney, Makro regional manager

Marie Domoney, who started as a receiving manager at Makro Crown Mines in 1998, has steadily grown her career within the business. Domoney moved from receiving manager to administration manager, and then was promoted to general manager at the old Pretoria West Makro store. In October 2004 she oversaw the closing of the Pretoria West store, the opening of Makro Wonderboom and the relocation of the staff to the new facility. She was awarded the CEO Citation for Excellence in 2011 and has recently moved into the position of regional administration manager. "People at Massmart encourage you to grow," says Domoney. "They notice when you are working hard and give you an opportunity to explore your potential."

Diane Hoffman, Massbuild supply chain executive

Like Domoney, Diane Hoffman, Massbuild's supply chain executive, worked her way through the business. Hoffman started out as IT client service executive for Makro, Massmart head office and Builders Warehouse, but in 2004 she took on the role of IT executive for the Massbuild division.

"From the start, it was exciting and challenging to be part of a division that had such aggressive growth targets and it was a steep learning curve," she says. "In 2010, I joined the supply chain department to expand my operational knowledge, and it has been a great learning experience. I am pleased to have encountered many other women working in logistics within the industry, and amongst our trading partners. There are vital interdependencies between supply chain and the rest of the retail business and I believe that women can contribute towards an efficient logistics strategy. Women can contribute through interpersonal competen-

cies, such as relationship-building capacity, interpersonal sensitivity, networking capabilities and women generally feel comfortable in a diverse environment."

Hoffman says she sees opportunities for growth for the women of Massmart in the future. "There are women I admire in this business and there are others who look to me for guidance and encouragement," she says. "I think we'll see even more global opportunities for women, now that we're part of Walmart's international business."

Shelley Kreinacke, Massdiscounters public relations manager

Teamwork is empowering for all employees, says Massdiscounters public relations manager Shelley Kreinacke. "The division I work in has inspired numerous opportunities for me to grow," Kreinacke says. "The leaders I work with value



Shelley Kreinacke

each individual's drive to achieve and commitment to meeting expectations. This is why I consider my focus on getting the best out of my team members as a significant indicator of my own success." Kreinacke says there's a lot of room for improvement for local businesses: "In general South African business and society have not fully harnessed the power of its diverse workforce. Any organisation that can leverage this strength within its corporate culture will attract talent".

"The balance between being a wife, mother and good corporate citizen is not without its obstacles. It is important to ensure that you maximise those aspects that are within

your span of influence. Of course ensuring that you have a team of inspired colleagues pulling in the same direction to ease the stress of the corporate world goes a long way," says Kreinacke.

Tamsyn Snyman, General merchandise planning manager, Makro

Another Massmart employee leader who enjoys empowering her team is Makro planner Tamsyn Snyman. Tamsyn and her team are responsible for allocating funding to the purchase of merchandise in the right quantities, at the right time and at the right price. "I guess in a way I've been in retail my whole life," says Snyman, who has been with Massmart since 2006, first working at the Game chain as a planner for the Africa stores, then being promoted to planning manager and finally moving over to Makro to head up the planning team. Even in Snyman's earliest years, she was retail-minded, helping out in her grandmother's country general dealer store and running her own farm stall with her sister while still in primary school.

"Don't wait for your boss to offer you a chance to grow, find the opportunity yourself and take it to your boss."

Today Snyman remains focused on retail and in her field accuracy is everything. "The best planners understand that you'll always be wrong to some extent," she says. "But it's your resilience and the speed with which you can correct mistakes, or take advantage of unexpected opportunities, that sets you apart. I ask my team to spend every cent they trade on behalf of the business as though it's their own pocket they were reaching into. This is our focus and thanks to it, we're optimising our accuracy."



Tamsyn Snyman

About 80% of Snyman's team is female, "and they are here as a result of having the best skills for the job," she says. "In retail, you can't have a person occupying a role at work because of her gender, it has to be skill-based. I believe each of us owes it to ourselves to take control of our careers. Don't wait for your boss to offer you a chance to grow, find the opportunity yourself and take it to your boss."

Dr Adelle van Schalkwyk, Masscash business governance/legal services executive

Dr Adelle van Schalkwyk, business governance/legal services executive at Masscash, who started her career with the group in 1997 says: "I had to win the trust of my colleagues, some of whom weren't convinced that a young female legal advisor was going to be tough enough for the wholesale business." Van Schalkwyk's position does not only require a proper and thorough understanding of various



Adelle van Schalkwyk

aspects of the law, but also how the corporate and commercial environments interact within the strict legal rules and principles of the law.

"This clearly distinguishes my role from that of a legal practitioner based in a law firm."

No stranger to hard work, Van Schalkwyk completed 15 years of postgraduate legal studies, of which four years entailed a micro-study in one of the neighbouring countries to establish the nature of contracts in indigenous communities.

"This research is found very useful and applicable in understanding and executing my duties within a multi-cultural environment within our company. I am of the view that I am academically and practically equipped to execute the responsibilities that has been entrusted to me within my role."

Van Schalkwyk runs an all-female team and is assisted by two female lawyers, but their gender is a coincidence, she says. "The most valuable legacy I would want to leave behind is that I always cherished the principles of honesty and integrity of my company." In 2004 Massmart recognised Van Schalkwyk for her integrity by appointing her as one of the group's first ethics officers.

Ann Hanson, Massdiscounters financial director

Challenging old stereotypes is something Ann Hanson, Massdiscounters financial director, says she found, "necessary from the early days of my career. As a black South African woman qualifying as a chartered accountant and entering the male dominated world of finance, one has to constantly change perceptions and show local businesses that we can do it and be successful."



Ann Hanson

Hansen leads a team of 170 and together they manage the financial functions of Massdiscounters, which includes 125 Game and DionWired stores in 10 countries. "I have been in the position of financial director since I started here in 2007 and I ensure that equal opportunities are given to women in the finance division, including during the recruitment process". Hansen says she has, "a number of well experienced and qualified women in her team especially in the finance manager and accountant positions."

Hansen attributes her successes to being, "a well-balanced and happy individual. It is important to maintain a healthy balance between home and work life to ensure that both areas get the priority and focus it deserves". Hansen's pillars of strength are "my spiritual beliefs and faith and the support of my family. This is made easier these days as a family works like a partnership, where each member shares in the family responsibilities and supports each other."

"While there are women role models in the business world, there is unfortunately not a long legacy of women that we can look up to. So women just like me are at forefront and are showing the business world that we can do it. In 20 to 30 years, we should be seeing many more women business leaders creating a stronger legacy, but today we are creating our own legacy".

Hansen says she has remained true to herself and her core beliefs. "I hope to continue to mentor and inspire young people and women both in my personal and work capacity. I hope I have conducted myself as a role model and as a leader with the greatest possible sincerity."

Nokubonga Ngidi, Massmart internal audit manager

Being true to oneself is something that Nokubonga Ngidi, Massmart internal audit manager, feels strongly about, too. Ngidi's job is to provide independent assurance that the group's financial processes and controls are operating effectively and the risks are mitigated, a task

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she takes on whole-heartedly. "I am at the point in my life where I know exactly what I can and can't do," she says. "I'm inspired and driven to positively influence and add value to the business." Ngidi joined Massmart as a finance auditor in 2005, in 2007 was promoted to manage Massmart services and all finance audits across the group.



Nokubonga Ngidi

Ngidi says she's had the opportunity to work with women who she believes are excellent role models for others. "We are all driven by different things," she says, "and when you take the time to understand what drives others, you can get the best from them. In my career I have been offered good support and given opportunities to demonstrate my capabilities. I've shared over seven and half years of my working life with Massmart and I can see my fingerprint on the work I have done."

Dhanisha Naidoo, Massbuild merchandise buyer

Dhanisha Naidoo, buyer: kitchen, decor and housewares at Massbuild, can relate to the feeling of sharing herself with her job. She moved from Durban to Johannesburg nine years ago and began working as a buyer at Builders Warehouse in 2007. Her background in fashion and design made her a valuable asset in the department, and today she is responsible for creating an in-store lifestyle in Builders Warehouse stores with her team of assistants.

"I work with the kind of merchandise that enables me to create something special in our stores. I look at my own kitchen at home and I have a million ideas I'd love to try out, but for now all that passion goes into merchandising for the stores, and it's a lot of fun and a lot of hard work," says Naidoo. She leads a team of three females and is responsible for buying a large range of merchandise for her chains. Working closely with others



Dhanisha Naidoo

is something she enjoys, she says, "but it's very important to me that I'm able to work in an environment where I trust the people I work with. In my job, I have that every day and it's what allows me to get a lot done."

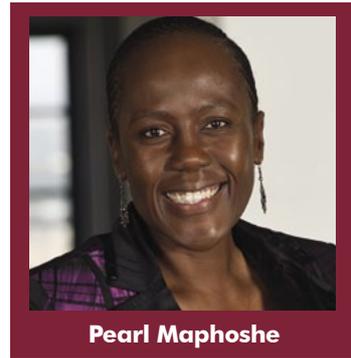
Pearl Maphoshe, Massmart human capital executive

The most senior female executive at Massmart, human capital executive Pearl Maphoshe, says these women are great examples of the depth of talent to be found in Massmart's female employees. "People are most empowered in environments where performance is recognised above all else," says Maphoshe, "In my experience, Massmart is truly an equal opportunity employer. It can be extremely difficult for young

"We understand that we have work to do in helping more women reach the upper echelons of our business. It's a strong focus for us."

women to launch their careers in any industry, so we try to facilitate this wherever possible. One way that we do this is by trying to be as flexible as we can. Flexibility was a key component for me when I started at Massmart and I've seen it with other women, as well."

When it comes to career growth, the nature of the industry largely defines the challenges. "Retail can be a difficult industry. But when an organisation goes out of its way to develop women, they grow as a result. We understand that we have work to do in helping more women reach the upper echelons of our business. It's a strong focus for us and it's a top priority for Walmart, so I think that this mutual focus will strengthen the resolve to develop women leaders at Massmart. The structural inhibiting factors are all



Pearl Maphoshe

gone; now it's up to us to strengthen the pull that attracts and retains more talented women in our business. Over the next 10 years, we're looking forward to seeing a lot more senior women making their way up the ranks at Massmart."

As of 31 March 2012, only 33% of all managers at Massmart were female, a portion that falls short of what the group aims to achieve, particularly as one moves up the executive hierarchy. Massmart would like to achieve a 50 percent ratio of female to male managers, with particular attention paid to having a more balanced senior management employee profile.

To better understand the obstacles women may be facing within their careers at Massmart, the group has launched a focused study to identify and unblock opportunities for women that will lead to a more balanced and inclusive workforce that encompasses the most diverse possible range of talents. ■