

# DIVISIONAL REVIEW: RESOURCING

## BRAND OVERVIEW

BRAND	DESCRIPTION	NO OF SITES	EST	LOCATION	ASSOCIATIONS
	<b>Network Recruitment</b> comprises three specialist areas: Network engineering, Network finance and Network IT recruitment, and has over 30 years' experience in offering optimum permanent staffing solutions to clients and candidates in these industry sectors.  <a href="http://www.networkrecruitment.co.za">www.networkrecruitment.co.za</a>	3	1987	Gauteng	Association of Chartered Certified Accountants (ACCA) The Federation of African Professional Staffing Organisations (APSO) The Confederation of Associations in the Private Employment Sector (CAPES) The Chartered Institute of Management Accountants (CIMA)
	<b>Communicate Recruitment</b> is a specialist recruitment company with more than three decades of experience, connecting great people in the engineering, finance, IT and supply chain/freight industries throughout Africa. We partner with our clients and candidates and introduce them to exceptional people and opportunities on a permanent, contract or temporary basis.  <a href="http://www.communicate.co.za">www.communicate.co.za</a>	5	1982	Gauteng, KwaZulu-Natal and Western Cape	College of Chartered Accountants Information Technology Association (ITA) South African Institute of Professional Accountants (SAIPA)
	<b>Cassel &amp; Company</b> has a track record of service excellence that spans 28 years and offers premier permanent, temporary and contract staffing solutions in accounting and finance.  <a href="http://www.cassel.co.za">www.cassel.co.za</a>	1	1989	Gauteng	The Association for Operations Management of Southern Africa (SAPICS)
	<b>CA Financial Appointments</b> has earned a reputation as the preferred recruiter in the accounting field. Striving to deliver on quality, the brand delivers within client expectations with each unique placement.  <a href="http://www.ca.co.za">www.ca.co.za</a>	1	1997	Western Cape	SmartProcurement
	<b>Tech-Pro Personnel</b> is the unrivalled leader in supply chain management recruitment and is actively involved in the development of this profession in South Africa. The brand offers permanent staffing solutions in logistics, planning, procurement and technology.  <a href="http://www.tech-pro.co.za">www.tech-pro.co.za</a>	1	1997	Gauteng	
	<b>Insource.ICT</b> specialises in permanent and contract information communication technology (ICT) staffing solutions, placing candidates at all levels within organisations nationwide.  <a href="http://www.insource.co.za">www.insource.co.za</a>	1	2000	Gauteng	
	<b>The Working Earth</b> is South Africa's only recruitment advertising specialist that links advertising to electronic response handling using the power of the internet. The brand offers the following recruitment methodologies: advertising response handling, electronic recruitment, in-company recruitment and recruitment advertising.  <a href="http://www.theworkingearth.co.za">www.theworkingearth.co.za</a>	1	2000	Gauteng	

## Our brands in the rest of Africa

	<b>Africa HR Solutions</b> offers payroll and compliance solutions across the African continent. Africa HR is based in Mauritius, with a network that has been expanded through years of hard work to cover various African countries. Africa HR offers local and expat outsourcing solutions.  <a href="http://www.africa-hr.com">www.africa-hr.com</a>	3	2015	Mauritius	Professional Employer Organisation (PEO)
	<b>CA Global (Pty) Ltd</b> is the holding company of CA Mining, CA Engineering, CA Oil & Gas and CA Finance & Banking. The team and directors have extensive recruitment knowledge on the African continent, providing clients with the talent required for their business success.  <a href="http://www.caglobalint.com">www.caglobalint.com</a>	2	2007	Western Cape	

Please refer to our website [www.advtech.co.za](http://www.advtech.co.za) for an interactive map of our site locations.



 For a quick overview please refer to our performance against objectives on pages 10 and 15.

**PERFORMANCE HIGHLIGHTS**

Results in the South African market remained flat, attributed to the uncertain socio-political environment which affected a volatile job market experiencing high unemployment rates.

Despite the challenging economic conditions, the division maintained similar volumes of candidate placements (permanent and temporary) to those of 2016, maintaining its position as market leader in temporary and permanent placements in South Africa.

To counter the effect of low economic activity in the domestic market, we continued to broaden our prospects and services in different market segments in the wider African market.

The division showed significant growth in the African market, taking advantage of a positive economic climate and recovery in the market, particularly in the mining industry. Most notably, Africa HR Solutions, which operates in the contracting space, saw an increased number of placements in various African countries.

The recruitment process outsourcing function, launched in 2016 through The Working Earth, saw some initial successes and business operations have been scaled up to enable further growth. Roll-out will be extended to other clients, including ADvTECH head office and tertiary division brands.

Improved efficiency and cost saving efforts saw the Brent Personnel and Inkokheli brands being successfully incorporated into the Cassel and The Working Earth brands, resulting in stronger operational structures and support systems.

We were able to speed up the placement process through optimising the use of technology and systems, as well as streamlining processes and improving database management and extraction. This led to the speeding up of the process to identify the best candidates and placing them with clients requiring scarce skills, resulting in increased customer satisfaction.

**LOOKING AHEAD**

We will continue to seek opportunities to extend and strengthen our position across the African continent in both temporary and permanent placements, though we expect a continued tough market within the South African economy.

Finding innovative ways to streamline the recruitment process while upholding the high levels of professionalism in each of the niche sectors of specialisation is an ongoing objective.

 For more insight please refer to the CEO's report on pages 18 to 21.

**STRATEGY**

**Attracting and retaining the best people remains our priority.**

**We realise that we would not be able to achieve success without the enthusiasm, commitment and hard work of all staff members across the division.**

We therefore continually invest in our people and strive to offer optimum working conditions to sustain our market-leading position in the recruitment industry. Over the past three years, our consultant retention and development strategies, together with standardising employment benefits, have proven effective.

Having numerous brands in one division creates a healthy level of competition while at the same time all can benefit from shared expertise and well-documented best practice principles. The resourcing brands all have distinct personalities, but they have one thing in common: commitment to providing the highest levels of service to their candidates and clients.

Resourcing services include an in-depth analysis of specific needs, personalised advice on market trends and available opportunities in a given market sector. Each client deals with a single recruiter who takes care of their specialist needs.

The transformation of our workforce demographics to better represent the communities in which we operate remains an ongoing focus for the division.

A proprietary learnership programme, arranged through the Federation of African Professional Staffing Organisations (APSO), is in place to enable the development of critical scarce skills in the South African employment sector. It equips talented individuals with the skills they need to find employment.

**A FOCUS ON QUALITY**

Barriers to enter the recruitment industry are minimal because there are few legislative or other requirements. For this reason, it is vital that the division retains its solid reputation as a leading provider of quality candidates. All our brands are accredited members of a number of professional bodies including APSO, the Institute of Personnel Service Consultants (IPSC), the Confederation of Associations in the Private Employment Sector (CAPES) and the Information Technology Association (ITA).

Leveraging off LinkedIn's unique global social media positioning to source candidates, the division further increased its LinkedIn recruiter subscriptions in 2017.

To ensure the continued excellence in quality and superior service, the division conducts annual independent, client-focused market research activities. The findings of these studies help to identify areas for improvement. There is also a rigorous internal quality auditing process to ensure that the placement of quality candidates, best suited to client requirements, is consistently efficient.

 Please read more about our relationship with key stakeholders on pages 42 and 43.

 In the CEO's report on pages 18 to 21 please read more about our strategic objectives and our improved BB-BEE transaction.