

INTERVIEWER: Okay Stuart thanks. Thanks for joining me for a quick interview, so basically Stu just to give you a bit of background on the research, we have sorry, I have just lost the document. Long story short the title of my research is the effects of immigration on small medium enterprises in South Africa. Basically, sort of having a look at what some of the differences potentially would be between the corporate space, and the small medium space, and whether the trends align in terms of immigration. Because there is definitely a bit of a brain drain going on in South Africa, and seeing what you know what some of those effects are, and if it is affecting the small medium space. So, the idea is that I am going to be doing, I am going to be interviewing a couple of people in the small medium space obviously varying in size of organisation, and obviously skill set, and then seeing what presents itself at the end. So, Stu if you would not mind just giving me a quick sort of background of the business, and what the sort of makeup of your workforce is?

INTERVIEWEE: Okay, sure, we are in the chemical space, we manufacture a broad range of products for different industries, we are about 75% export the facing and yes, we have a local market, but it is a little bit quiet, due to Covid. We have about 45 people in the organisation in total, of which 30 are low skilled, 5 are supervisors who I will call medium skilled, and then another 10 that are upper management with a range of skills, there are 6 directors all who are fairly well educated, and yes, I suppose you could call them highly skilled. Yes, what else do you need to know?

INTERVIEWER: That is okay, do you guys have a problem with staff turnover at all?

INTERVIEWEE: No, we are in quite a specialised industry, and we do not have, yes, most of our staff are long serving, in fact of the 10 upper management, I think there are four that have been there for over 20 years.

INTERVIEWER: Okay.

5 INTERVIEWEE: So, no, staff turnover is not a problem.

INTERVIEWER: Okay, is it safe to assume that immigration, have you had any of your staff in the recent years that you have lost to immigration?

INTERVIEWEE: No, the only person that we are losing to immigration is an external sales consultant that works for us, he is going to the UK, he has been  
10 retired for a few years and he is going to go and live out his days in the UK. He will be doing some consulting for us from there as well, so it is yes, that is yes, we have not really been affected by immigration.

INTERVIEWER: Okay, so then Stu what do you think are some of the reasons for your sort of top tier, your highly skilled workers, what are some of the  
15 reasons keeping them back, do you guys have, put it this way, is it a part of your organisational strategy at all to keep those highly skilled individuals either through different remuneration structures, or shareholding or profit sharing that sort of stuff, is it, has immigration ever entered your sort of thinking around keeping your staff at all?

20 INTERVIEWEE: No. The reason we are able to keep our staff is because we sold them, you know the 6 directors all have equity firstly, and we sold them the story of growth and prosperity in South Africa, using a South African resource mainly which is Sasol Wax, and using Sasol Wax as sort of based commodities. We improve the products or functionize them or make them into products that

are worldwide demand. So, that we kind of sold them on the story that this needs to be a South African business, and although we have plans to set up off shore operations, yes, that is basically been the strategy that is that we selling our story as a South African business, and you know it could have a sales  
5 function overseas, but it will always be, the products will always be manufactured locally. So, yes that mainly giving them equity or not giving them equity, they bought equity that was one of the main reasons I suppose to keep them from going for now.

INTERVIEWER: Stu has immigration ever entered your mind?

10 INTERVIEWEE: Not no not really because I have kind of thrown the kitchen sink in making a business here, and yes, I have invested too much time, effort and you know money, I have not all of my own put into the business, but I borrowed money and put it into the business. So, I have got to make this work here now, so immigration has not entered my mind yet.

15 INTERVIEWER: Okay, great. Look I think that answers a few of the questions just some feedback for you, is you know, the people that I have interviewed in the small medium space, quite a few of them have come back and said, and have not been subject to losing staff to immigration. A lot of the research is pointing to more of a corporate space and the use of corporate entities, or  
20 global entities as vehicles to move around the globe you know, and obviously to transfer you wherever you need to go seems to be a bit of a trend that is emerging. But yes, thanks Stu, I appreciate your insights and I will keep you posted on anything that comes out.

INTERVIEWEE: Well thanks.

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