**Participant 8 Transcript**

| Demographic Information | |
| --- | --- |
| Age Group | (4) 36 - 45 |
| Gender | (2) Female |
| Organisational Level | (2) Employee in managerial |
| Familiar with retrenchments | (2) Yes |
| Currently a survivor of retrenchments | (1) Yes - Position was safe. Initially on the list but the position became safe. |
| Aware of company wellness programme | (2) Yes |

| Time | Interviewer/Participant | Question/Response |
| --- | --- | --- |
| 0:0:0.0 --> 0:0:0.960 | Interviewer | Hi there. |
| 0:0:2.290 --> 0:0:4.120 | Participant | Good morning. How are you? |
| 0:0:4.820 --> 0:0:6.90 | Interviewer | Good, thanks and yourself? |
| 0:0:7.300 --> 0:0:8.310 | Participant | I'm good. Thank you. |
| 0:0:9.30 --> 0:0:26.810 | Interviewer | Great. Perfect. Alright. You will see that I have started the recording. And yeah, the interview is also being transcribed automatically, so that's just for easier reference. I just want to get your consent that it is okay for me to continue the recording? |
| 0:0:27.300 --> 0:0:28.350 | Participant | Sure, no problem. |
| 0:0:28.920 --> 0:2:34.120 | Interviewer | Great. Perfect. Alright. So thank you so much for sharing your willingness to participate in my study. I have shared the letter of informed consent with you, so that would give you an understanding of what my study is about. But to give you a very brief breakdown of it, is that my study is based on the recent retrenchments that have taken place at the company that you work for. And what we find in literature or according to literature, the main focus of retrenchments is usually for or aimed at the victims, and those are the people that are leaving the company. So ultimately meaning those people that were retrenched and minimal attention is typically given to those individuals who remain within the company and those individuals are classified as the survivors of retrenchments. So that is where my main focus will be for my research paper is on the survivors of the retrenchments within your specific company that you work at. So, yeah, the interview's going to take approximately 30 minutes, 45 minutes. It depends on how quickly you answer, how in depth you go, I suppose. And then I also just want to mention that you know obviously given the sensitive nature of the topic, you are more than welcome to at any point withdraw from the interview or you are also welcome to not answer a specific question if you feel like you just don't want to touch on that. Alright, so I am going to quickly ask some demographic questions before I go into the main questions, so I'm going to ask for your age and I'm going to read out the age categories so you can maybe stop me when I get to your specific age category. So I've got 18 or younger, 19 to 25, 26 to 35, 36 to 45, 46 to 55, 56… |
| 0:2:33.340 --> 0:2:34.850 | Participant | 46 to 55. |
| 0:2:35.550 --> 0:2:41.320 | Interviewer | Perfect, alright. And then tell me what gender you classify yourself as? |
| 0:2:41.800 --> 0:2:42.350 | Participant | Male. |
| 0:2:43.380 --> 0:2:52.50 | Interviewer | Right. And then tell me in terms of your organisational level, are you considered an employee in a non managerial role or in a managerial role? |
| 0:2:52.490 --> 0:2:53.340 | Participant | Managerial. |
| 0:2:54.160 --> 0:3:3.190 | Interviewer | Alright, perfect. Thank you so much. So now into the questions. So are you familiar with retrenchments? |
| 0:3:3.650 --> 0:3:4.160 | Participant | Yes. |
| 0:3:4.990 --> 0:3:10.960 | Interviewer | All right. And then tell me, are you currently a survivor of these recent retrenchments that have taken place? |
| 0:3:11.720 --> 0:3:12.210 | Participant | Yes. |
| 0:3:11.930 --> 0:3:16.620 | Interviewer | Great. So you were never initially on the retrenchment list? |
| 0:3:17.610 --> 0:3:18.280 | Participant | I was. |
| 0:3:19.0 → 0:3:29.830 | Interviewer | You were, all right. Okay, that's fine. We'll get into that now. Tell me, are you aware of the employee wellness program that the company offers you? |
| 0:3:30.500 --> 0:3:31.60 | Participant | Yes. |
| 0:3:32.490 --> 0:3:43.120 | Interviewer | Right. So tell me a bit about being initially on the retrenchment list and then tell me what was done in order for you to remain within the company? |
| 0:3:44.830 --> 0:5:16.740 | Participant | So let's maybe call it a section 189, because that's how it starts. Everybody that was part of what they, with a certain, let's say, organisational code, were issued a letter to say that the company is going to go through some retrenchments, and that we all may be impacted and the way that they will assess it is to look at the roles that can be done from a central hub versus the roles that needs to stay locally due to legislative requirements or proximity. Meaning you have to be here to execute a certain part of your job. You can't be in another country. And so what ensured my retention was that after the job analysis, 70% of the work that I do remained locally to then further ensure my stay. The other 30% was combined with additional roles that couldn't be transferred, but it was from another function. So it changed from pure health and safety to being health and safety combined with the facility management and that's how I was retained. |
| 0:5:17.610 --> 0:5:44.670 | Interviewer | Okay, that's great. At least that's some good news. So, tell me, what else did the company do in your opinion to alleviate the impact of the retrenchments? So, you managed to remain within the company and actually just want to find out is, is your current role an entirely new role or is it just like you said, you are still in the same role? It's just the combination of those two functions. |
| 0:5:44.310 --> 0:5:53.910 | Participant | It’s a combination. So it's a 70-30 split, 70% EHS (health and safety) and 30% facility management. Yeah. |
| 0:5:52.780 --> 0:6:15.650 | Interviewer | Alright. Okay. No, that's good. And then tell me what other sort of reasonable accommodation did the company make for you to cope with some of the personal experiences that you went through during these retrenchments, just witnessing some other things happening, the people leaving, what were some of those coping mechanisms? |
| 0:6:17.90 --> 0:10:32.240 | Participant | Sure. I think the first thing for me is at the point of the announcement or the issuing of the letters, the company obviously had in-depth meetings to explain the purpose behind the retrenchment. It wasn't just like, you know what we retrenching and that's it. You know, they really took us through the process of analysis and you could see the reason. So obviously it made sense because that's normally what we look for. I think the other thing that for me was the biggest or one of the biggest if you want to say reasonable accommodations. It wasn't announced today and retrenched in six months time. It actually happened over a one and a half to a two year period, which means that if you knew you were impacted, whether that was the final decision or not, you had the opportunity to look for another job in a country where we have such limited vacancies. There was at least 18 months for you to look for a new role. Which kind of gave me, so I didn't like really, I wasn't, how can I say, I didn't want to leave the company when I got the letter, but I did not feel thrown into the bush. You know where I'm like. Oh, my God. What am I going to do? I’m going to lose my job in six months time. I didn't have that anxiety because I was like, okay, cool. If this is going to happen, I will have two years before I'm impacted so I can, you felt like you had a sense of control over your life and as well, obviously, they follow legislation. In fact, they went over and above legislation when it comes out to the retrenchment packages right on top of that. They had sessions with external providers to kind of help people cope and manage, and with the news also using the call it, what does it, employee? Like employee wellness company that provides support that you could phone and say, you know what? I'm afraid I don't know what to do. They gave us financial guidance. They gave us or at least the option to get financial guidance in terms of how to manage your package or how to manage your finances if you find yourself in a state of not having an income. We got training from coaches in terms of CV writing as well as interview skills combined with updating your LinkedIn profile. So really somebody coaching you and how to get a job and how to make you more marketable to get a job more quicker and then what they also did was they gave all internal employees, whenever they were vacancies in, because remember we from one organisational part from the other like within the sales teams and research teams, labs, production sites and those type of things that weren't part of the restructuring. Any vacancies there, preference was given to impacted employees meaning though I mean, I even applied in Berlin. I applied for a global role that could be done from South Africa. So these type of opportunities. In the past where you, if you didn't meet like let's say 90% of the requirements, you wouldn't be interviewed now even if you had 50% they said you know what because we want to make sure that you have a job and if the hiring manager has the time to kind of train you and make up that gap that you have, we are willing to to do that. So I think quite a lot was done to make sure impacted employees were given the best opportunity to either find a new job or to be retained, but in another job within the company. |
| 0:10:33.440 --> 0:11:12.870 | Interviewer | Alright. And then tell me, other than the impacted people, what was done for those that are still within the company? So that being the victims, is there any support that is currently being given to them in terms of being able to cope without the rest of the other like the survivors not being around anymore in terms of how to manage workload, how to develop a better culture. I'm not too sure what the culture is currently looking like, but we will get into that. But yeah, is there anything in terms of uplifting the current, the present? |
| 0:11:13.400 --> 0:13:23.680 | Participant | Yeah. Those are the, I mean, again, the employee wellness company that's there in terms like counseling, coaching and those type of things. A lot of one on one meetings with employees to kind of explain why people were impacted, I mean and not just that like once people are gone. Remember a lot of the tasks that the people who were impacted were transferred to a central hub. So it's not like all the tasks stayed and people had to just take it up. Yes, there are, let's say areas where the process maybe weren't as successful, where they feel like, okay, maybe some of these tasks need to come back to the country. They're not just dumping that on people, they actually getting FTE approvals for that. But also digitalisation was a big drive or part of the process to help people to cope. So bringing in digital measures to make things faster for the survivors that has been implemented and then what they've also done where they've identified hotspots, you know post once the process was over, but they realised, okay, there's some areas where the time wasn't sufficient or the training or like the hub. It's still not meeting the local demand. What they've done is that those colleagues who already now impacted and no longer in the company they were, if they didn't have any other employment, they were called back to come and support the survivors, so to speak, meaning that the survivors didn't have to kind of work unnecessary hours and whatever. They were like, okay, we will give six month contracts or nine month contracts just to help with the transition. Because remember, as much as you can do the analysis, you're not necessarily going to anticipate every risk. So where they were not able to identify risks they brought in additional support to help people cope. |
| 0:13:24.540 --> 0:13:33.310 | Interviewer | Perfect. Alright. And then just for the sake of the transcription, can you please just confirm the FDE approvals? What is the FDE? |
| 0:13:34.370 --> 0:13:40.730 | Participant | Fixed-term employment. Yeah. Okay, cool. |
| 0:13:36.480 --> 0:14:7.100 | Interviewer | Oh FTE, sorry, I thought you meant FDE. That's all good. Okay. No that's fine. Alright. So thank you so much for that. And then tell me in your personal capacity, what do you do to cope with some of your experience that or yeah, these experiences that you were feeling and what were those experiences and feelings and emotions? Or I mean especially now currently in the present, but also towards you know those people that were leaving? |
| 0:14:8.570 --> 0:16:29.940 | Participant | Yeah. No, I mean, I think the one thing I did was obviously always offer being a senior manager. I always offered, let's say, people to come and talk if they needed to for either advice or just to kind of let off some steam. Those who maybe are afraid to ask questions in the formal meetings came through and maybe ask questions that they were scared to ask. I think people are able to be comfortable in coming to me, so the door was always open from my side because in my team I also have people that were impacted. I definitely had a lot of regular meetings and check in meetings with people to see where they are emotionally and also like just from let's say, a day-to-day type of work experience because we obviously, in some instances we did see a demotivation or loss of let's say energy within teams and what we, instead of obviously saying let's say you put a person on performance or whatever it was really counseling and coaching and understanding and supporting the individual to say we know what you're going through and we understand why you are probably not performing. So it was really very motivational that saying as on a behavioural level, I mean a lot of the things you can't solve with the with the, I don't know, at training or something like that. So I think what we were equipped with as senior managers is the ability to engage with the employees and this was driven a lot to say are you having regular meetings, are you sitting and talking? And if you can't, a lot of the people did go to Human Resources to also to go and like you know just talk about certain things and get it off their chest. So there were many avenues for people to kind of express how they feel. It wasn't found upon to say I don't feel like working or I'm afraid of the future. The culture at the time was to say, however, you're feeling, we have to support. Yeah. |
| 0:16:29.420 --> 0:16:35.70 | Interviewer | Okay, so you know there were definitely good communication channels and they were definitely open for everyone? |
| 0:16:35.720 --> 0:16:36.430 | Participant | Absolutely. |
| 0:16:37.20 --> 0:16:57.980 | Interviewer | Okay. No, that's good. And then tell me, just your general feeling, if you sit there and reflect on it now, what is your general feeling about being in the company and witnessing the people leave and or witnessing even your own team members leave? What are your current emotions and feelings towards that? |
| 0:16:59.370 --> 0:18:58.480 | Participant | I mean, to be honest with you, I think I'm a very pragmatic person. I mean, I'm honest. I won't say that I wasn't sad for the employees and I really, I think what I tried to do is whenever I saw opportunities, I shared it with them to kind of show them that there is hope or whatever you want to call it. So for me, it's not that I'm not emotional, but I'm not very I think, I'm maybe a bit optimistic as a person and because of how the process was managed. I think I always looked at the positives more than the fact that this retrenchments, because I think it would have been completely different if we had that, you know, what it's in three months time. This is the restructuring. I think the two year period made it much more easier to manage given that some people also felt like it was too long because someone like you waiting for something bad to happen and that became emotionally difficult for people. But myself, yeah, for me, I was just like, I think maybe also my flexibility from a home perspective, allowed me to say you know what? If something comes up in Berlin, if something comes up in Australia, within the company, I will take it and I'll go. But I think a lot of people didn't have that. If you have children, if you have spouses or family members here that needs to be taken care of. People don't have that flexibility. You've given that we had, I think about 10 or more employees that received opportunities to go work in Berlin and they did. So I think even from that perspective, if you had the flexibility, it was good to know that you could even get an opportunity elsewhere within the company in the world that is. |
| 0:18:58.350 --> 0:19:31.800 | Interviewer | Yeah, no that is good. Or right. You did mention that the communication channels were open. So did you ever have an opportunity where you could go and speak to maybe someone that you've reported into to or even Human Resources and just lose little steam because as much as you take on the responsibility as a senior manager by having people let loose steam in your office, you also probably would need to do the same for yourself as well. Or was that not really the case? |
| 0:19:33.20 --> 0:21:31.210 | Participant | If I needed to, there were avenues for me to use, but ike I said, I'm quite pragmatic and I didn't get to the point where I was worried about my future. Let's put it like that. But that's purely the way that I think, it's got actually nothing to do with not being afraid of losing my job. I think, I mean other things give you security. Like your level of qualification and level of experience. I mean, I'll put it out there as well. You're the type of faith that you have and whether you serve God or not. In my case, I do believe that there's a God. I believe in Jesus. So I don't mean to throw your interview, but I'm saying coping mechanisms. It's different for different people, you know. And so I found solace in that. And to be honest, I think maybe even I would say age and maturity has a role to play as well. Having been through other experiences in my life, maybe they were worse than the retrenchment. You know, so comparatively speaking, that helped me cope and I really didn't, I wasn't actually not really too stressed about it. I felt like I had multiple avenues to cope and multiple avenues to explore if I did not get a letter. Because remember after the first letter of notification you have to get a second letter to say that after the review, your role is now secured and you will no longer be impacted. So at that time of that uncertainty where you didn't have the letter. Yeah, I was. I was good today. |
| 0:21:17.930 --> 0:21:32.630 | Interviewer | Okay, no that's good. And you know it's absolutely correct that you say you know everyone deals with certain things in their own way and there's a lot of factors that actually come into play that might not necessarily break you down as much as people think it would. |
| 0:21:33.110 --> 0:22:32.460 | Participant | Yeah. And to be honest, If I had children, I think I would have had. I would have been much more nervous because even at the time or during that time, my wife was also impacted by retrenchments. It's easy for two adults to say, you know what we, do what we want to do. But the moment you bring in, for example, children, I think my perspective would have been different because now you have that paternal and maternal instinct and to say like, how am I going to take care of these children? Because they didn't ask for it. Right. So I think my emotional response would have been different if maybe I had shown in the play. But once you grown adult and you know, you have to rough it out, it's easy to say let's do it because you're speaking for yourself. But when you have to speak on behalf of other people like children and parents and grandparents and things like that, so different story. So I think like you said, it's different factors that drive your, how you feel emotionally. |
| 0:22:33.320 -->  0:23:1.240 | Interviewer | Yeah, no, absolutely, absolutely. So thank you so much for that. So yeah, I've already touched on how you feel about colleagues, but what were your relationships like? I mean, obviously some people were part of your team as you mentioned, but were there other people that were also that you developed relationships with that were also impacted by these retrenchments and how strong were those relationships with these people? |
| 0:23:2.460 --> 0:24:55.270 | Participant | I actually, I'm quite relational as a leader, so I do have a lot of, let's say, work relations with other, or cross functionally and cross departmentally. A lot of the people, actually, were there because of the type, the time frame again. People were actually very hope hopeful that they would have something within the company would come up. So those were the types of conversations that we really had where people would come and say nothing in the health and safety or have you not heard of anything in one of the other departments. Can I use you as a reference? Those type of things. But then also like asking people questions like, so if you cannot be retained, what is your plan? You know, like kind of the people that I have relations with trying to understand. And they are just allowing this to happen to them or do they really have a structured way approach and some people had a structured approach other people didn't and this is where we tried to make an impact to say, listen, looking at the current market, maybe you should start if you know six months before you have to go, maybe start looking for a job or you know those type of things or do you want me to look at your CV again or do you want me to? I know this well ahead of this job in this one. Would you like me to add at church or social circles? I've heard of these vacancies. Do you want me to take your CV and go give it in? So trying to show people that we are there not just saying, you know that we care and that we are concerned. But showing them that through actions that we are really concerned for their well-being, so those type of things. |
| 0:24:57.60 --> 0:25:4.460 | Interviewer | And tell me, some of the people that have left, by any chance are you still in contact with any of these people? |
| 0:25:5.350 → 0:25:11.650 | Participant | I'm in contact with a few, not necessarily my team members, but with cross functional, yeah. |
| 0:25:11.900 --> 0:25:37.70 | Interviewer | Yeah. Aright. Okay, that's fine. So tell me, you did touch on this a bit earlier in terms of workload and getting in some of the people that were initially impacted on fixed term contracts to come and assist, but what was the general aftermath of these retrenchments? Like there was greater workload, you know what was it? What was it like? |
| 0:25:40.50 --> 0:25:41.520 | Participant | You mean in terms of workload? |
| 0:25:43.450 --> 0:26:9.570 | Interviewer | Yeah. Was there a greater workload, if you can maybe just reconfirm that, would you say everything was a little bit more streamlined? Processes are now better? You know the impact of this retrenchment is actually benefiting or more beneficial to the company or, that is in terms of the processes or financially or it's not beneficial because of so and so. |
| 0:26:10.770 --> 0:29:8.220 | Participant | Yeah, to be honest, I think when we, let's say when we had the go live the first few months during that, there were some teething problems. And if you'd asked me then I would have said, yeah, I know the process efficiency is not that great, but I think now that we are almost a year into the transition, I actually can see the benefit of it. I do see process optimisation at least in the areas I work. So from like a finance perspective, I can see some optimisations, but definitely I do think it's, I would say that there's more process optimisation, but there's also tell parts that are not working, so I wouldn't say it's a clear cut. Yes, it's working now. It's not working type of thing for me from a workload perspective, it's a bit hard to say purely from the point that I've taken on. Obviously facility management together with the new team and having to get to know exactly what everyone's doing and what is expected, I would say I felt an increase in workload. I wouldn't say in work pressure because it's not that it was more pressure, it was more a volume related thing. But I think it's because it's most often than not, senior managers have a single, let's say specialisation. So either Human Resources or supply chain or communications or whatever and having tool which is the Health and Safety and facility management, I could feel that there's definitely like a workload and even think like a topic load. If I could use that word so i.e. The topics are much more because now you're dealing with two streams of I wouldn't say specialisation, but two streams of services. So you kind of from a knowledge perspective, you have to be able to answer much more questions even though yeah. So for me, I feel it's that the work feels like it's increased, but still manageable. Though, I'm going to assume for, I like, at least at assume it, but I can see from other people, is that the workload has increased also. I mean we cannot deny that. But I think as time is going, people are realising what to let the people who are supposed to do, do. Because I think it's also in letting go. Sometimes. We're so used to South Africans like no, no, no, I'll do it. No, no, no, I'll do it. But we're letting people who are supposed to do certain things do it and you focus on what you are supposed to do. So that work life synergy is starting to get better. |
| 0:29:8.940 --> 0:29:45.950 | Interviewer | That's good. And then tell me the entity as a whole and I know you mentioned that for example, from your teams perspective, when the retrenchment was confirmed and the work or yeah, the morale was a little bit down, but just looking at the entity as a whole and if you're looking at it as like today for example, what are some of those observable after effects. So in terms of like any emotional changes like morale, the general culture of the company, well-being. What is that looking like now? |
| 0:29:44.840 --> 0:30:47.680 | Participant | No, to be honest, I think, we rolled out a culture program last year with employees to address that was, even pre retrenchment topics that came up. But I think it obviously resolved that pre retrenchment and with end within retrenchment concerns and the morale of the companies actually quite good. I'm not going to lie. Obviously people, well, people are happy. People are happy. Yeah. Look, I'm going to have to stop there because I actually have another meeting which is set up an hour. So if you want to continue for the next 15 minutes or 20 minutes, you welcome to schedule another one. Let's just quickly have a look tomorrow morning at 8:30 if you are available. Yeah. |
| 0:30:45.110 --> 0:30:51.740 | Interviewer | Yeah, that should be fine. I'm so sorry that it has taken long the way. At least not too far from the end. So it's fine. |
|  | Participant |  |
| 0:2:34.180 --> 0:2:52.230 | Interviewer | So the last question that I asked you was around the company culture and what that looks like at this point and you did give me a sufficient answer with that. So I'm just going to hop into the next question, which is around to what extent you are familiar with the labour legislation that speaks to retrenchments. |
| 0:2:53.950 --> 0:3:14.130 | Participant | I mean, I got much more familiar with it when we were in the process. That's basically how I learned about it, but prior to that I didn't know about it because I never experienced it and up until now I didn't kind of have to engage in that again. |
| 0:3:19.40 --> 0:3:28.190 | Interviewer | No, that's great. And then tell me, do you think that this recent retrenchment process, do you believe that it was procedurally fair? |
| 0:3:29.570 --> 0:3:30.50 | Participant | Yes, I do. |
| 0:3:31.50 --> 0:3:33.40 | Interviewer | Alright, and what makes you think that? |
| 0:3:35.140 --> 0:4:50.180 | Participant | It's about the process, having been part of the process, how it was executed. It was really done also in consultation with experts in the field, so our Human Resources department consulted with people that specialise in this part of the Human Resources legislation, so they followed the steps. But I think what also made it fair as is, that the communication was quite clear and that also the different, let's say the drivers of the process. We're always available for discussion.So nothing, it was transparent. Nothing was hidden and the process itself was clear, so the concept in terms of how the retrenchments were planned were very clear in terms of technical criteria. So it's not, it wasn't based on feeling. It's not like oh my word. I feel like you know you shouldn't be here anymore. There were clear guidelines in terms of what the criteria were and also that the criteria were fair. Yeah, they were not, how do you say, they weren't like fluffy. They were very clear, yeah. |
| 0:4:49.190 --> 0:5:8.880 | Interviewer | Alright. And then tell me, do you think that management offered sufficient support to those people who remained inside the company after retrenchments have taken place? Or do you think that management could have actually have done better to help the people still move forward after the retrenchments have taken place in the company? |
| 0:5:9.950 --> 0:5:35.780 | Participant | No, I mean, we rolled out a company wide program around company culture, which I think was a good thing to help people. I still see the true culture of the organisation and that the retrenchment is not the new way of working. So I don't think there was a need to do anything more from my perspective. |
| 0:5:36.740 --> 0:5:43.630 | Interviewer | Alright. And then tell me, how would you describe your current level of commitment to the company now that these retrenchments have taken place? |
| 0:5:46.550 --> 0:6:12.100 | Participant | I'm still committed. I mean, we are also big people, so we know how life is. We know the landscape in South Africa when it comes to work. These things happen. It's not something that was isolated to the company, especially with COVID. A whole lot of companies have been through this. So without sounding insensitive. Yeah, it’s not a foreign concept. |
| 0:6:12.990 --> 0:7:4.730 | Interviewer | Okay, and then tell me looking at the psychological contract. Based on literature, what is found with these retrenchments that take place, particularly in those people that have remained within the company, what happens or what usually happens is that there's a break in the psychological contract and that obviously being the expectations and obligations between the employer and the employee. And that's not like a written rule. It's just like, that it's there in your head. Just what you expect of each other. So what would you say? Was the psychological contract broken? Was there a breakdown in level of trust in management or would you say that you still fully trust the company in terms of your job, in terms of upholding those expectations and obligations? |
| 0:7:6.740 --> 0:8:19.490 | Participant | Not for me. I don’t think there was a break. I think that we know that nothing in life is ever guaranteed. So from a psychological perspective, I was not like oh my word. I always said I was going to work for the company until the day I retire and how dare they do this to me and said no, we've grown we mature and we know even still even post the structural change or the retrenchment process, nothing is stopping the company from saying you know what, in two years time that we need to get further reductions. It's driven by sales, it's driven by the company internal well being, or it's sometimes even just driven by our company growths and changes so we always have to be prepared for these type of things as far as possible you know. So no, I don't think and even if it had to happen again and even if I'm impacted again to the point of losing my job I will still feel that the company was a good company to work for and recommended for people. |
| 0:8:20.900 --> 0:8:38.10 | Interviewer | Okay. Yeah, that’s good. Alright. So that’s all the questions that I have. Is there anything else that you want to add relating to the retrenchments? Perhaps that you want to include that I haven’t touched on? Or are you happy to end it there? |
| 0:8:39.0 --> 0:8:39.960 | Participant | I am happy to end it here. |
| 0:8:40.930 --> 0:8:42.220 | Interviewer | Alright, perfect. I just want to once again thank you so much for your time. |