

Human capital overview

Providing integrated, purpose-led and fit-for-future human capital solutions to drive value creation has meant offering local focused but globally relevant strategies that align human capital practices with the overarching strategic objectives of Aspen. By integrating various aspects of human capital management – such as talent acquisition, development, performance management, employee experience, and succession planning – we ensure that our employees are equipped, motivated, and supported to achieve the Group's strategic objectives. These solutions are designed to enhance efficiency, foster innovation, unlock the potential of our employees, and contribute to Aspen's long-term success.

Human capital strategic pillars

Talent management

Leadership development

Equity, diversity and inclusion

Rewards and performance

Business partnership

Technology platform

We focused on the following

- Continuation of our Group Mobility framework to facilitate the movement of talent across the Group.
- Continuation of our Group succession planning framework, where we identified mission-critical and scarce-skill roles at senior levels as well as high-potential individuals to enable us to mitigate talent risks in these critical areas.
- Launching of the Group Well-being framework and well connect programme.



14%

Group turnover rate (2023: 14%).

- Launching our leadership competency framework, Leadership 2.0, with competencies that drive performance excellence.
- Designing core foundational leadership programme for our first-time leaders.
- Developing and implementing mentoring and coaching programmes that foster a culture of growth through meaningful relationships and collaboration.

Leadership training (employees)

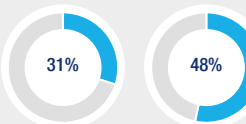


Future-ready leadership	187
Mentorship and personal growth	81
Diversity and Inclusion	53

- Implementing inclusion programmes that created awareness around leading diverse, high performing teams.
- Facilitating awareness sessions around the Aspen Equity, Diversity and Inclusion framework and related policies.
- Implementing a Women in Leadership programme to upskill and reskill women leaders across the organisation.

Female representation

Leadership teams Total workforce



(2023: 35%) (2023: 48%)

- Rolling out the Group grading system within commercial business segments.
- Rolling out of the Group job architecture to ensure fairness and consistency in evaluating the value of people's roles, together with the Group performance management process.
- Implementation of a Group-wide performance management process and performance scorecards.



95%

Performance appraisals completed for permanent employees

- Launching critical commercial projects focused on aligning Group grading structures with Group reward principles.
- Conducting a comprehensive review of employment terms and conditions across the Group operations to promote fairness and consistency.
- Standardisation of recruitment processes for senior and executive roles across all business segments.

Total employees by region (9 350 employees) (%)



Africa Middle East	47
Europe CIS	25
Asia	12
Americas	10
Australasia	6

- Implementation of a Group Human Capital technology roadmap
- Initiation of the Job Profile Builder platform on Success Factors. This platform will assist in the standardisation of job families and role profiles across the business.
- Development of the Learning Management System. reassessment tool was initiated in line with the Group's efforts to build a technology-enabled learning culture.



22

Number of sites uploaded on Success Factors