PIM CAPITAL

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# FUNDamental

A MONTHLY UPDATE FROM PIM CAPITAL

**When diversity is an outcome, not an objective**

The real work of building a diverse organisation does not begin and end with Women's Month or Heritage Month. It happens every day, often quietly through the decisions businesses make about who they recruit, who they promote, which voices are heard and where opportunities are created.

But there are moments when the calendar gives us reason to take stock. At PIM Capital's parent company, Prime Investments, that moment came last week almost by chance. A colleague suggested to Head of Human Capital Dean Long that the business had grown enough to begin interrogating the make-up of its workforce more closely, adding that he suspected the exercise might reveal something interesting.

It did. The exercise revealed a business that is more diverse than it had consciously recognised. Across the group's 195 employees, 115, or 59%, are women, compared with 80 men, or 41%. Importantly, that representation does not disappear as people move through the organisation. Women are well represented across management.

The data tells another interesting story about the Prime workforce, too. Across its different businesses and jurisdictions, average employee ages range from 31 to 37. It is a relatively young workforce operating across different disciplines, businesses and markets – another dimension of diversity that matters in an industry navigating rapid technological, regulatory and generational change.

The analysis did not produce universally flattering numbers. At board level, female representation is notably weaker. That matters. Diversity is not served by celebrating the statistics that look good and quietly overlooking those that do not. If anything, the gaps make the exercise more useful: they point to where there is room for improvement.

There is something particularly powerful about considering these numbers in August, when South Africa marks Women's Month and remembers 9 August 1956, when more than 20,000 women marched on the Union Buildings in Pretoria to protest against the extension of pass laws to women.

Seventy years later, much has changed. Yet questions of who has access, who has opportunity, who progresses and who ultimately has a seat at the table remain relevant.

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What makes Prime's numbers particularly interesting is that there was no programme designed to increase the ratio of women on the payroll. The approach has been more fundamental: recruit for ability and fit, try to remove bias from the process by including different perspectives in recruitment decisions and creating an environment where everyone can progress.

Our recent article on the HR data, A diverse business for a diverse world, raises the interesting question: What happens when you remove barriers rather than engineer outcomes?

In Prime's case, one result is a workforce in which women form the majority and have meaningful representation in management. Another is data that shows clearly where the organisation still has work to do. Both are worth talking about.

If we want more diverse businesses, stronger leaders and a wider range of voices around the table tomorrow, we need to think about where those future leaders come from. That is one reason PIM Capital is proud to support Columba Leadership's Cook, Connect & Contribute 2026.

On 16 September, business leaders, sponsors and supporters will gather at The Cooking Kitchen in Johannesburg for an evening of food, conversation and fundraising in support of youth leadership development.

Columba Leadership is a non-profit organisation that empowers young people through leadership programmes focused on self-awareness, resilience, responsibility and positive social change. Through partnerships with schools and communities across South Africa, Columba helps young people build confidence and skills to lead and contribute positively within their communities.

As a proud sponsor of Cook, Connect & Contribute, PIM Capital is supporting the idea that creating opportunity today helps to shape the leaders, workplaces and communities of tomorrow.

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