

FACT SHEET | EMPLOYEE DATA FOR SPAR SOUTH AFRICA

We track a range of indicators to ensure that the group is adequately resourced, teams are diverse, employees are equipped to do their work and we maintain a healthy relationship with this material stakeholder group.

EMPLOYEE DEMOGRAPHICS

The table below provides data regarding SPAR's black employees as a percentage of our employees and the split between male and female across all race groups, as at 30 September 2019:

Occupational levels	SPAR categories	2019	2018	Male employees	Female employees
		%*	%*	2019 %**	2019 %**
Board of directors	Executives and non-executives Paterson Grades EU and F	40	40.0	20	20
Senior management	Group Exco (excluding executive directors), divisional executives and specialised group functions E band	33	17.0	25.2	8
Professionally qualified and experienced specialists and mid-management	Middle management Paterson Grades DL and DU	54.5	55.0	38.2	16.2
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Supervisory and technical positions Paterson Grades CL and CU	81.4	80.6	47.1	34.3
Semi-skilled and discretionary decision- making Unskilled and defined decision- making	Operators and clerical employees Defined decision-making positions	97.2	96.8	79.4	17.7
	Paterson Grade 1	97.1	96.2	80.2	16.8
Total permanent black employees as a percentage of total employees		86.2	84.8	67.4	18.74

* Black employees as defined in the Broad-based Black Economic Empowerment Act.

** Employees are split between male and female.

NEW EMPLOYEE HIRES AND TURNOVER RATE

The table below reflects new employee hires and employee turnover according to age group, gender and percentage of black employees:

	2019	2018	Male employees 2019 %	Female employees 2019 %	Black employees 2019 %
New employees	815	91	82.5	17.5	81
Employee exits	379	242	75.5	24.5	87.6
Group employee turnover rate (%)	8.5%	6.9	6.4	2.1	7.4

BROAD-BASED BLACK ECONOMIC EMPOWERMENT

Scorecard element	Weighting	2019	2018
Ownership	25	18.59	17.00
Management control	19	8.65	9.16
Skills development	20	22.31	24.95
Enterprise and supplier development	40	20.84	20.43
Socioeconomic development	5	5.00	5.00

EMPLOYEE DEVELOPMENT

The group's internal employee development programmes, run through the SPAR Academy of Learning, are crucial to attracting, retaining and developing a diverse talent pool. In line with the group's transformation imperative, our skills development programmes, such as Adult Basic Education and Training, Sector Education and Training Authority and management training, are focused primarily on upskilling previously disadvantaged candidates.

The table below reflects the average hours of training received by SPAR's employees according to gender and employee category:

SPAR categories	2019	2018	Male employees 2019	Female employees 2019
Executives and non-executives	904	111 360	904	0
Group divisional executives and specialised group functions	1 096	3 504	928	168
Middle management	17 304	24 512	9 016	8 288
Supervisory and technical positions	182 240	42 256	7 672	10 568
Operators and clerical employees	258 296	167 216	237 064	21 232
Defined decision-making positions	18 400	28 016	9 944	8 456

HEALTH AND SAFETY

The table below indicates our health and safety performance for the year:

Incident	2019	2018
Disabling injuries	18	13
Non-disabling injuries	140	172
Deaths on duty	0	0
Employee visits to on-site clinic	8 808	10 865