



HUMAN CAPITAL

SPAR is built on strong relationships with stakeholders, which hinge on our employees and their ability to forge, maintain and serve these relationships. We track a range of indicators to ensure that SPAR is adequately resourced, teams are diverse, employees are equipped to do their work and we maintain a healthy relationship with this material stakeholder group.

THE SPAR GROUP

	South Africa		Ireland		South West England		Switzerland		Poland	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Total number of permanent employees	4 476	4 527	1 496	1 449	1 755	1 677	1 712	1 432	842	1 083
Female employees as % of total of employees	25	25	33	32	64	68	57	52	63	72
Male employees as % of total employees	75	75	67	68	36	32	43	48	37	28
Average age of employees	39	39	42	42	40	39	40	40	43	41

SOUTH AFRICA: EMPLOYEE DEMOGRAPHICS

The table below provides data regarding SPAR's black employees as a percentage of our employees as at 30 September 2021:

Occupational levels	SPAR categories	2021 %*	2020 %*
Board of directors	Executives and non-executives Paterson Grades EU and F	40	50
Top management	Group Exco (excluding executive directors)	25	20
Senior management	Divisional executives and specialised group functions E band	27	23
Professionally qualified and experienced specialists and mid-management	Middle management Paterson Grades DL and DU	53	50
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Supervisory and technical positions Paterson Grades CL and CU	77	76
Semi-skilled and discretionary decision-making	Operators and clerical employees Defined decision-making positions	83	98
Unskilled and defined decision-making	Paterson Grade 1	99	100
Total permanent black employees as a percentage of total employees		87	87

* Black employees as defined in the Broad-based Black Economic Empowerment Act, No. 53 of 2003.

**SOUTH AFRICA: BROAD-BASED BLACK ECONOMIC EMPOWERMENT (BBBEE) SCORECARD**

The SPAR Group Ltd's annual BBBEE rating process was concluded during early December 2021. Our BBBEE score is measured as a group in South Africa and includes the central office and eight distribution centres. The group is a level seven contributor (2020: level six), with a 50% procurement recognition level.

Scorecard element	Weighting	2021	2020
Ownership	25.00	22.31	20.19
Management control	19.00	8.83	10.90
Skills development	20.00	15.45	18.31
Enterprise and supplier development	42.00	19.78	23.17
Socioeconomic development	5.00	5.00	5.00