



# 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 Polish business is new to the group for 2020.

## THE SPAR GROUP

	South Africa		Ireland		South West England		Switzerland		Poland
	2020	2019	2020	2019	2020	2019	2020	2019	2020
Total number of permanent employees	<b>4 527</b>	4 609	<b>1 449</b>	1 441	<b>1 677</b>	1 191	<b>1 432</b>	1 357	<b>1 083</b>
Female employees as % of total of employees	<b>25</b>	25	<b>32</b>	33	<b>68</b>	68	<b>52</b>	54	<b>72</b>
Male employees as % of total employees	<b>75</b>	75	<b>68</b>	67	<b>32</b>	32	<b>48</b>	46	<b>28</b>
Average age of employees	<b>39</b>	42	<b>42</b>	42	<b>39</b>	39	<b>40</b>	40	<b>41</b>

## EMPLOYEE DEVELOPMENT AND TRAINING

Our internal employee development programmes are crucial to attracting, retaining and developing a diverse talent pool. In line with SPAR's transformation imperative in South Africa, our skills development programmes, such as Adult Basic Education and Training, Sector Education and Training Authority programmes 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:

South African categories	2020	2019
Executives and non-executives	<b>6 290</b>	904
Group divisional executives and specialised group functions	<b>2 879</b>	1 096
Middle management	<b>7 325</b>	17 304
Supervisory and technical positions	<b>16 600</b>	182 240
Operators and clerical employees	<b>98 669</b>	258 296
Defined decision-making positions	<b>10 960</b>	18 400

## SOUTH AFRICA: EMPLOYEE DEMOGRAPHICS

The table below provides data regarding SPAR's black employees as a percentage of our employees as at 30 September 2020:

Occupational levels	SPAR categories	2020%*	2019%*
Board of Directors	Executives and non-executives		
	Paterson Grades EU and F	<b>50</b>	40
Top management	Group Exco (excluding executive directors)	<b>20</b>	20
Senior management	Divisional executives and specialised group functions E band	<b>23</b>	20
Professionally qualified and experienced specialists and mid-management	Middle management		
	Paterson Grades DL and DU	<b>50</b>	55
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Supervisory and technical positions		
	Paterson Grades CL and CU	<b>76</b>	81
Semi-skilled and discretionary decision-making	Operators and clerical employees		
	Defined decision-making positions	<b>98</b>	97
Unskilled and defined decision-making	Paterson Grade 1	<b>100</b>	97
Total permanent black employees as a percentage of total employees		<b>87</b>	86

\* 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 2020. 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 six contributor (2019: level five), with a 60% procurement recognition level.

SPAR has shown an improvement in its BBBEE performance as compared to 2019, which is evident in the total number of points achieved of 77.56 (2019: 75.39). SPAR has dropped from a level five to level six in 2020, because it did not participate in the YES programme in 2020. It entered the YES programme in October 2019, which is relevant for the 2020 financial year.

Scorecard element	Weighting	2020	2019
Ownership	25.00	<b>20.19</b>	18.59
Management control	19.00	<b>10.90</b>	8.65
Skills development	20.00	<b>18.31</b>	22.31
Enterprise and supplier development	42.00	<b>23.17</b>	20.84
Socio-economic development	5.00	<b>5.00</b>	5.00