

 **Human capital**

Our Human capital refers to the wellbeing, attitude and innovation of our employees, franchise partners, suppliers and business partners.

Creating value

We require this input to generate value and we strive to nurture the commitment and support of this resource through strong personal relationships and incentives which recognise and reward the dedicated individuals who make a positive difference to our business.

Input	Actions to enhance or mitigate outcomes
<ul style="list-style-type: none"> • High-performance culture and strong value system • Experienced executive leadership team • Diverse, skilled and motivated workforce • Supportive contracted business partners and service providers with aligned goals • Good engagement with unionised and non-unionised workforce • Safe working environment • Fair labour practices 	<ul style="list-style-type: none"> • Implementation of automated scorecard system, driving performance management disciplines linking performance to rewards; trained managers on performance management incorporating the Company values, which focus on empowerment, talent management, transformation, employment equity, succession, health and safety and sustainability • Internal recruitment and promotion are a natural part of our growth culture; where additional skills are needed, they are recruited externally • Talent management (performance and potential) is measured through our bi-annual Human capital reviews • Annual employee engagement surveys serve as an indicator of overall organisational health and our climate survey scores translate into business unit action plans • Our Growing Champions programme centres on motivating the entire workforce and recognises specific individuals who contribute to the Company's success and who demonstrate dedication and commitment to their work beyond the norm • In our South African operations, we support the principles of BBBEE. Our executive leadership is responsible for implementing the strategy in their respective functional areas • Managing the succession pipeline at senior and executive level especially is key to the sustainability and future of our business. Our target is to ensure a 2:1 succession cover ratio at leadership level. KPIs are included in executive and management scorecards in support of this sustainability imperative • Across our operations, we are committed to sustainable business practices and providing a healthy and safe working environment for our employees. The Group complies with the requirements prescribed by the Occupational Health and Safety Act, No 85 of 1993 (OHS Act) and health and safety risk assessments are conducted by an approved inspection authority every two years. All sites passed their NOSA certification of compliance with the OHS Act effective 29 February 2020 • We have policies and controls in place to measure and monitor the Group's sustainability performance. Where necessary, material issues and risks related to employee health and safety, food safety and the environment are escalated to the Social and Ethics Committee and the Audit and Risk Committee where appropriate.
<ul style="list-style-type: none"> • Ambitious entrepreneurial franchise partners 	<ul style="list-style-type: none"> • Comprehensive business management support provided, including bespoke training programmes

*Goal: create value through
ENHANCING the contribution of our
Human capital*

Outcome (value for stakeholders)	2020	2019
Full-time permanent employees*	3 209	3 213
Non-permanent employees [#]	1 256	1 592
Region of origin of employees		
SA	2 276	2 411
AME	847	740
UK [#]	1 264	1 654
Ireland [#]	78	86
Unionised employees (SA)	671	664
Non-unionised employees (SA)	198	254
Bargaining Unit (BU) employees	973	973
Unionised BU employees (%)	69	68
Gender of employees		
Male	2 559	2 750
Female	1 906	2 055
Increased skills development spend per employee (% of leviab amount)	2.4	1.6
Employee turnover	5.6	6.5
Administration employees engagement score	72	73
BU engagement score	60	58
Remuneration paid (R000)	1 411 165	1 374 229
Accident frequency rate	0.077	0.077
Fatalities	0	0
BBBEE level score	4	7
Health and safety accreditations – NOSA rating	Good or very good	Good or great
Two-year wage agreement and cordial relations with workforce and unions		
Our most recent surveys, which were conducted in 2019 for BU employees and for Administration employees, indicated a high level of employee engagement and motivation		
Loyal, long-standing partners		

Trade-offs

Across the Group, remuneration paid to employees increased by 3% (2019: 4%). Given the inclusion of GBK, Wimpy UK and the AME operations, this figure is affected by exchange rate differences.

In the core SA business, remuneration paid to employees increased by 10% (2019: 8%). Remuneration paid to employees in the AME region rose 22% (2019: 6%), reflecting a high increase in Botswana specifically. In the GBK UK business, employee remuneration declined 9% (2019: flat).

While higher remuneration costs in SA and the AME impacted on our Financial capital, we believe the investment in our workforce is fair and appropriate recognition and reward for their contribution. Costs incurred in recruiting additional expertise have strengthened our operating capability and succession planning, which will create long-term value and offset the short-term impact.

* Excludes: associates, non-permanent and outsourced staff.

[#] The lower headcount is a reflection of the CVA process at GBK UK which resulted in retrenchments.