









**WOOLWORTHS HOLDINGS LIMITED**

*2020 Key Sustainability Indicators*







**START**

# FIVE-YEAR PERFORMANCE SUMMARY OF KEY SUSTAINABILITY INDICATORS

KEY PERFORMANCE INDICATOR	BOUNDARY	FOCUS AREA	2020 TARGET	PERFORMANCE AGAINST TARGET	YEAR-ON-YEAR CHANGE (2020 VS. 2019)	2020	2019	2018	2017	2016	ASSURANCE COVERAGE IN 2020
Revenue (R billions)	WHL		NR	NR	▼	R74bn	R75bn	R71bn	R69bn	R67bn	FS
Return on equity (%)	WHL		NR	NR	▼	18.0%	29.1%	20.7%	20.8%	25.6%	FS
Adjusted headline earnings per share (cents)	WHL		NR	NR	▼	170.3 cents	371.7 cents	366.3 cents	420 cents	456.6 cents	FS
Annual GBJ savings	WSA		NR	NR	▲	R298m	R274m	R217m	R195m	R177m	LA
Number of permanent employees (headcount)	WHL	 People & Transformation	NR	NR	▼	44 863	46 831	46 099	44 520	43 141	MO
Training spend	WHL		NR	NR	▼	R147m	R148m	R114m	R116m	R118m	MO
BBBEE score	WSA		NR	NR	NP	NP	Level 7	Level 7	Level 6	Level 7	BEE
Contribution to communities	WHL	 Social Development	R3.5 billion cumulatively over 5 years	●	▲	R854m	R852m	R817m	R757m	R693m	MO
% of private label FBH <sup>1</sup> locally sourced	WSA	 Ethical Sourcing	NR	NR	▼	29%	31%	NR	NR	NR	LA
% of private label clothing sourced from SADC	WSA		NR	NR	▼	49%	50%	51%	53%	52%	MO
% of private label food containing RSPO (mass balance) palm oil	WSA		100%	●	▼	94%	98%	97%	49%	NR	MO
% of cocoa responsibly sourced for private label products that contain cocoa	WSA		100%	●	=	98%	98%	84%	NR	NR	MO
% of private label confectionery currently using 100% sustainably sourced cocoa	DJ		100%	●	▲	97%	96%	100%	NR	NR	MO
% equivalent of soy footprint offset with credits from Roundtable for Responsible Soy	WSA		NR	NR	▼	33%	39%	39%	NR	NR	MO
% of sustainably sourced cotton	WSA		100%	●	▲	92%	80%	60%	31%	NR	MO
% of sustainably sourced cotton	CRG		100%	●	▲	80%	75%	66%	NR	NR	MO
% of deforestation-free viscose	WSA		100%	●	▲	72%	45%	32%	NR	NR	MO
% of deforestation-free viscose	CRG		100%	●	▲	37%	34%	41%	NR	NR	MO
% of leather sourced from LWG-certified tanneries	CRG	100%	●	▲	76%	69%	40%	30%	NR	MO	

KEY PERFORMANCE INDICATOR	BOUNDARY	FOCUS AREA	2020 TARGET	PERFORMANCE AGAINST TARGET	YEAR-ON-YEAR CHANGE (2020 VS. 2019)	2020	2019	2018	2017	2016	ASSURANCE COVERAGE IN 2020
% of Food with a sustainability attribute	WSA	 Ethical Sourcing	100%	●	=	91%	91%	83%	69%	59%	LA
% of FBH with a sustainability attribute	WSA	 Sustainable Farming	100%	●	▲	96%	91%	76%	69%	65%	MO
% of FBH with a sustainability attribute	CRG		100%	●	▲	74%	68%	56%	44%	NR	MO
% of Food with a sustainability attribute	DJ	 Health & Wellness	100%	●	▲	52%	50%	34%	NR	NR	MO
Foods plastic bags <sup>2</sup> sold per transaction	WSA	 Waste	NR	NR	▲	0.85	0.74	0.82	0.83	0.88	MO
% change in in the number of Foods plastic bags <sup>2</sup> sold per transaction	WSA		NR	NR	▲	3.5%	-8.7%	NR	NR	NR	LA
% change in the number of reusable bags <sup>3</sup> sold	WSA		NR	NR	▲	35%	26%	NR	NR	NR	LA
Water use (kl)	WSA	 Water	NR	NR	▼	571 581	595 522	604 562	647 881 <sup>^</sup>	NR	LA
Electricity use (mWh)	WHL	 Energy & Climate Change	NR	NR	Not applicable*	*	497 562	503 971	492 261**	488 448**	GCX*
Carbon footprint (tCO <sub>2</sub> e)	WHL		NR	NR	Not applicable*	*	721 565	681 836	675 844**	695 257**	GCX*
Renewable energy self-generated and consumed (mWh)	WHL		NR	NR	Not applicable*	*	2 257	2 195	2 129**	839**	GCX*

## KEY

NR Not reported publicly  
 NP Not publicly available at date of publication  
 Increase from prior year  
 Same as prior year  
 Decrease from prior year  
 Achieved  
 Partially Achieved  
 Missed

<sup>^</sup> Value restated due to change in scope to include all South African buildings  
<sup>\*</sup> Energy and carbon data reported and assured annually in arrears  
<sup>\*\*</sup> Energy and carbon data reported for the calendar year (January to December)  
<sup>1</sup> Fashion, Beauty and Home, previously called Clothing and General Merchandise (C&GM)  
<sup>2</sup> 12-litre and 24-litre Woolworths Foods plastic carrier bags. Woolworths Fashion, Beauty and Home and textile (FBH) plastic carrier bags, Food plastic barrier bags as well as special occasion plastic bags (e.g. Christmas) are not included in this calculation  
<sup>3</sup> Reusable bags sold in Woolworths South Africa Food stores, including fabric shopper bags, design shopper bags and GBJ (cause-related marketing) bags

## ASSURANCE COVERAGE IN 2020

FS Financial information extracted from the 2020 audited Annual Financial Statements  
 LA Included in ERM's limited assurance engagement on this report  
 MO Management and Board oversight of sustainability scorecard reporting  
 BEE Included in the BBBEE scorecard verification  
 GCX Included in GCX's limited level verification of the greenhouse gas emissions inventory (carbon footprint)

## USEFUL LINKS FOR MORE DETAIL

# GROUP EMPLOYEE INFORMATION

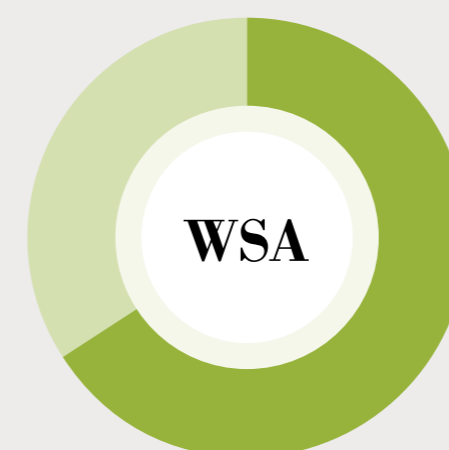
## GROUP EMPLOYEE HEADCOUNT

	PERMANENT HEADCOUNT <sup>1</sup>	TEMPORARY HEADCOUNT <sup>2</sup>	TOTAL HEADCOUNT
Africa (countries outside of South Africa)	1 381	64	1 445
Woolworths South Africa	30 799	127	30 926
<b>WSA TOTAL</b>	<b>32 180</b>	<b>191</b>	<b>32 371</b>
CRG	2 469	3 011	5 480
DJ	4 899	2 113	7 012
<b>WHL TOTAL</b>	<b>39 548</b>	<b>5 315</b>	<b>44 863</b>

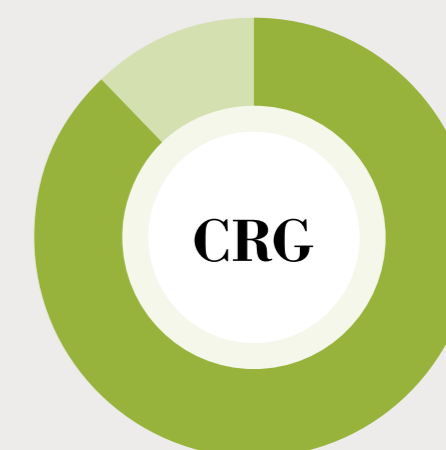
<sup>1</sup>Permanent headcount = Permanent employees including limited period employees with service duration of more than 1 year.

<sup>2</sup>Temporary headcount = Limited period employees (LPE) with service duration of less than 1 year.

## GROUP EMPLOYEES BY GENDER



● Female: 66% ● Male: 34%



● Female: 89% ● Male: 11%

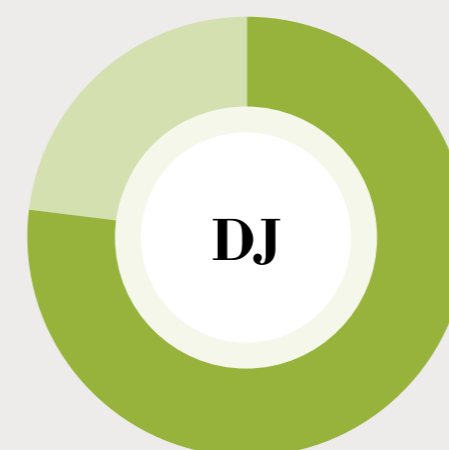
## GROUP LABOUR TURNOVER

	AVERAGE PERMANENT HEADCOUNT <sup>1</sup>	SUM OF TERMINATIONS <sup>2</sup>	LABOUR TURNOVER RATE <sup>3</sup>
Africa (countries outside of South Africa)	1 377	201	14.6%
Woolworths South Africa	31 436	5 422	17.2%
<b>WSA TOTAL</b>	<b>32 813</b>	<b>5 623</b>	<b>17.1%</b>
CRG	2 553	432	16.9%
DJ	5 252	1 086	20.7%
<b>WHL TOTAL</b>	<b>40 618</b>	<b>7 141</b>	<b>21.2%</b>

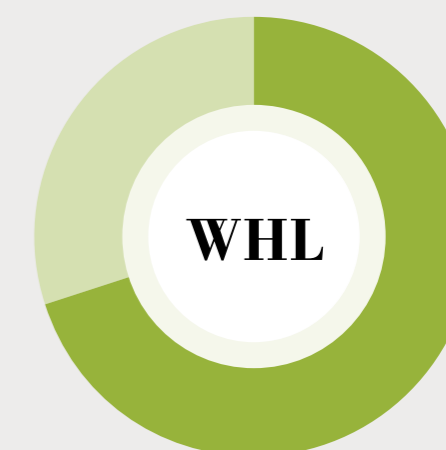
<sup>1</sup>Average permanent headcount = Sum of permanent headcount over a period of 12 months / 12.

<sup>2</sup>Sum of terminations = Sum of permanent headcount who terminated over a period of 12 months.

<sup>3</sup>Labour turnover rate = Sum of terminations including LPE 1 Year+ during the previous 12 months / average permanent headcount including LPE 1 Year+ during the previous 12 months.



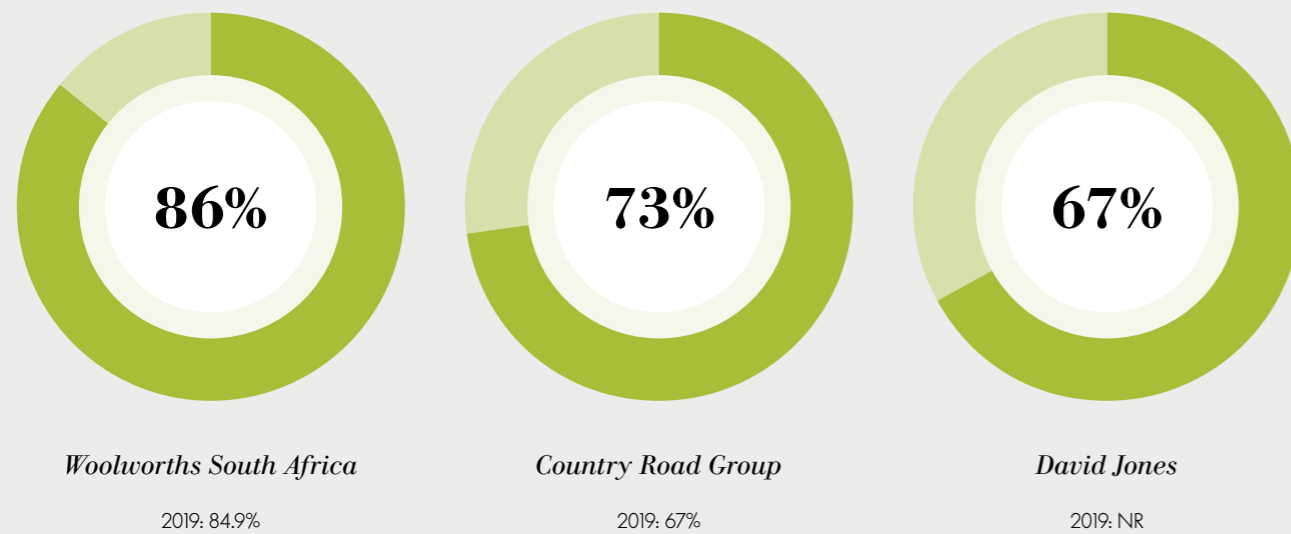
● Female: 76% ● Male: 24%



● Female: 71% ● Male: 29%

# GROUP EMPLOYEE INFORMATION

## PERCENTAGE OF INTERNAL APPOINTMENTS



## MINIMUM WORKING AGE

Woolworths does not employ anyone below 18 years of age on a permanent basis. During peak trade (mainly December to January), students are offered vocational employment (over school holiday period) in stores at ages 16 and higher but only with parental consent. This approach is enforced indirectly through our recruitment practices which include rigid screening processes. All individual applicant's identification documents are scrutinised before the completion of employment contracts and employment offers are made.

## MINIMUM WAGE

Minimum wage is recognised in the retail sector through the Basic Conditions of Employment Act (Act 75 of 1997) - Sectoral Determination 9: Wholesale and Retail Sector. Minimum National Wage is also protected by the National Minimum Wage Act 2018. Woolworths South Africa pays employees above the present sectoral and minimum wage levels in the country. This applies to both 40-hour and 28-hour contracts.

## ORGANISATIONAL ACTIVITIES

All core functions, which include our retail, buying, planning, human resources, finance and management functions, are performed by our employees. Woolworths employees perform a large portion of our marketing and information technology functions; however, we do partner with external specialists from time to time to assist in certain areas where we do not have the necessary expertise. Our logistics and warehouse divisions do make use of outsourced labour to assist with supply chain operations. Where these services are provided by third parties, these parties are bound by strict Service Level Agreements, Codes of Practice, and Contracts, which require the service provider to abide by minimum standards as applicable in the relevant wage regulating legislation.

## MINIMUM NUMBER OF WEEKS' NOTICE\*

Woolworths South Africa**	4 Weeks
Country Road Group	4 Weeks
David Jones	2 Weeks

## INCIDENTS OF NON-COMPLIANCE WITH LABOUR STANDARDS

Woolworths South Africa has had no instances of non-compliance with labour standards issued. We employ a team of dedicated Employment Relations Specialists who monitor legislation, judicial case law, and international standards to ensure that best labour practices are implemented, maintained and updated regularly. We also engage with the South African Department of Employment and Labour through their inspection programme. Within this programme, the Department of Employment and Labour frequently dispatch their inspectors to our facilities to monitor our compliance against domestic labour regulations. While inspectors do occasionally clarify certain aspects of our approach directly with us, we have had no formal compliance notices issued against us during FY20.

\* Typically provided to employees and their representatives prior to the implementation of significant operational changes

\*\* Normal notice for end of contract applies

# WOOLWORTHS TRANSFORMATION DATA

## EMPLOYMENT EQUITY

In South Africa, we are required to comply with the Employment Equity Act that compels us to put in place systems to enable a diversified and equitable workplace that continues to reflect national priorities. Historically disadvantaged South Africans (HDSA) represent 95.8% of total Woolworths (WUSA) permanent employees, of whom 63.2% are in management (middle to top management) positions. Women represent 64.3% of HDSA permanent employees. We have 50.0% HDSA members at top management in Woolworths SA, comprising executive directors on the Board and members of the executive committee. Of the 50.0%, 25.0% are black female, with 8.3% being African female.

## EMPLOYMENT EQUITY PROFILE FOR WOOLWORTHS

### % HDSA GENDER BREAKDOWN OF PERMANENT EMPLOYEES

Male	33.3%
Female	66.7%

### % RACIAL BREAKDOWN OF PERMANENT EMPLOYEES

MALE		FEMALE
22%	<b>AFRICAN</b>	47%
8%	<b>COLOURED</b>	15%
0.01%	<b>INDIAN</b>	2%
2%	<b>WHITE</b>	2%
0.1%	<b>FOREIGN NATIONALS</b>	0.2%

### % HDSA ACROSS OCCUPATIONAL LEVELS

MALE		FEMALE
25%	<b>TOP MANAGEMENT</b>	25%
23%	<b>SENIOR MANAGEMENT</b>	20%
31%	<b>MIDDLE MANAGEMENT</b>	34%
40%	<b>JUNIOR MANAGEMENT</b>	51%
30%	<b>SEMI-SKILLED AND UNSKILLED</b>	69%

## TRAINING AND SKILL DEVELOPMENT

SPEND	2020	2019	2018
Total (R million)	R119.90m	R121.60	R110.65
Average spend per employee	R4 850	R3 745	R3 224
Percentage spend to black employees	96%	96%	95%
Number of learning interventions	61 635	114 509	115 150
<b>TRAINING BENEFICIARIES</b>			
Number of employees trained (includes employees that have since left the business)	24 721	32 485	34 316
Number of black employees trained	23 617	31 319	32 924
Number of female employees trained	15 208	21 400	22 649
<b>LEARNERSHIP BENEFICIARIES</b>			
Total number of learners	1 631	1 803	1 568
Total number of black learners	1 613	1 784	1 548
Total number of disability learners	87	107	109
Total number of unemployed learners	97	180	155
Total number of unemployed absorbed	2	74	50
BBBEE skills development score	9.02	11.61	12.24

[USEFUL LINK FOR MORE DETAIL](#)

# WOOLWORTHS TRANSFORMATION DATA

## SKILLS DEVELOPMENT BY GENDER

SPEND	MALE	FEMALE
Total (R million)	R44.50m	R75.40m
Average spend per employee	R4 677	R4 958
Percentage spend to black employees	95%	96%
Number of learning interventions	23 407	38 228
<b>TRAINING BENEFICIARIES</b>		
Number of employees trained (includes employees that have since left the business)	9 513	15 208
Number of black employees trained	9 071	14 546
Number of female employees trained	-	15 208
<b>LEARNERSHIP BENEFICIARIES</b>		
Total number of learners	566	1 065
Total number of black learners	560	1 053
Total number of disability learners	44	43
Total number of unemployed learners	28	69
Total number of unemployed absorbed	1	1
BBBEE skills development score	7.57	6.62

# GROUP HEALTH AND WELLNESS INDICATORS

INDICATOR	WOOLWORTHS		DAVID JONES		COUNTRY ROAD GROUP	
	2020	2019	2020	2019	2020	2019
<b>LOST TIME INJURIES (LTI)</b>	381	449	46	40	10	22
<b>TOTAL RECORDABLE INJURY FREQUENCY RATE (TRIFR)</b>	0.01%*	0.01%*	10.5%**	13%**	6.8%**	9.8%**
<b>LOST TIME INJURY FREQUENCY RATE (LTIFR)</b>	0.04%*	0.04%*	4.9%**	4.2%**	1.9%**	3.3%**
<b>GROSS ABSENTEEISM RATE (GAR)</b>	2.8%	3.3%	2.71%	2.4%	1.2%	NR
<b>CONFIRMED FATALITIES ON DUTY</b>	0	0	0	0	0	0
<b>PRIMARY HEALTHCARE CASES (ACUTE AND CHRONIC CARE)</b>	0	0	0	0	0	NR
<b>INJURIES ON DUTY</b>	556	615	1 995	1 595	333	175

NR - Not reported at present.

\* calculation per FTE work days.

\*\* calculation per million hours worked

# WHL CARBON FOOTPRINT OVERVIEW

## ORGANISATIONAL BOUNDARY

<b>ORGANISATIONAL ENTITY</b>	Woolworths Holdings Ltd
<b>REPORTING PERIOD</b>	01 July 2018 – 30 June 2019
<b>METHODOLOGY</b>	Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Revised)
<b>ORGANISATIONAL BOUNDARY</b>	Operational Control
<b>BASE YEAR</b>	2014 – This is the earliest point at which WHL has had reliable and comprehensive data across all operating entities: Woolworths South Africa, Country Road Group, and David Jones.
<b>NUMBER OF FULL-TIME EMPLOYEES</b>	43 244
<b>GENERAL LETTING AREA</b>	2 238 618m <sup>2</sup>
<b>TRADING AREA</b>	1 299 089m <sup>2</sup>
<b>TURNOVER (RM)</b>	73 103
<b>VERIFICATION</b>	Third-party verification

Note: This current report is for 2019, which represents the Woolworths' financial year which runs from July 2018 – June 2019.

Using the operational boundary method, the WHL carbon footprint is calculated for facilities across 14 countries, although the bulk of stores are located in South Africa and Australia.

- Woolworths: South Africa, Namibia, Botswana, Ghana, Kenya, Zambia, Mozambique, Tanzania, Uganda, eSwatini, Lesotho, and Mauritius
- CRG: Australia, New Zealand and South Africa
- David Jones: Australia and New Zealand

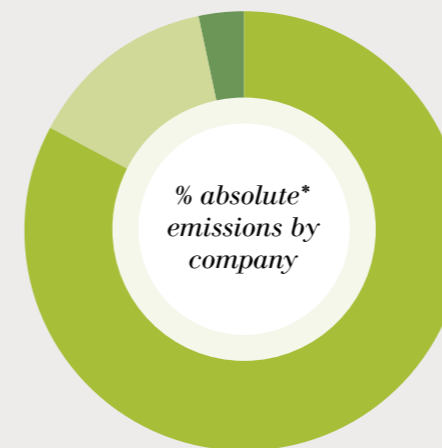
## FACILITIES COVERED

BUSINESS	STORES	DISTRIBUTION CENTRES AND STOCKROOMS	CORPORATE BUILDINGS	GENERAL LETTING AREA (INCLUDING NON-TRADING)
Woolworths	476*	16	8	1 394 480 m <sup>2</sup>
Country Road Group	359	1	1	118 190 m <sup>2</sup>
David Jones	48**	1	1	725 948* m <sup>2</sup>

\* Includes closures during FY19, unless it was relocation. Excludes NowNow Cafés

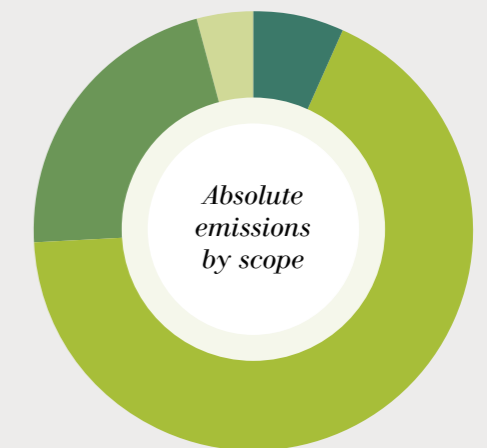
\*\* Excludes Sunshine Plaza (Queensland, opened in September 2018) and Newmarket (New Zealand, opened in June 2019)

## OVERALL WHL EMISSIONS BREAKDOWN



- WSA: **(83%)** 597 343 tCO<sub>2</sub>e (2018: 558 493 tCO<sub>2</sub>e)
- DJ: **(14%)** 100 637 tCO<sub>2</sub>e (2018: 102 298 tCO<sub>2</sub>e)
- CRG: **(3%)** 23 586 tCO<sub>2</sub>e (2018: 21 045 tCO<sub>2</sub>e)

\*Including outside of scopes



- Scope 2: **(68%)** 487 084 tCO<sub>2</sub>e (2018: 460 243 tCO<sub>2</sub>e)
- Scope 3: **(22%)** 158 596 tCO<sub>2</sub>e (2018: 146 592 tCO<sub>2</sub>e)
- Scope 1: **(7%)** 49 478 tCO<sub>2</sub>e (2018: 46 834 tCO<sub>2</sub>e)
- Outside of scopes: **(4%)** 26 408 tCO<sub>2</sub>e (2018: 28 167 tCO<sub>2</sub>e)



# WHL CARBON FOOTPRINT OVERVIEW

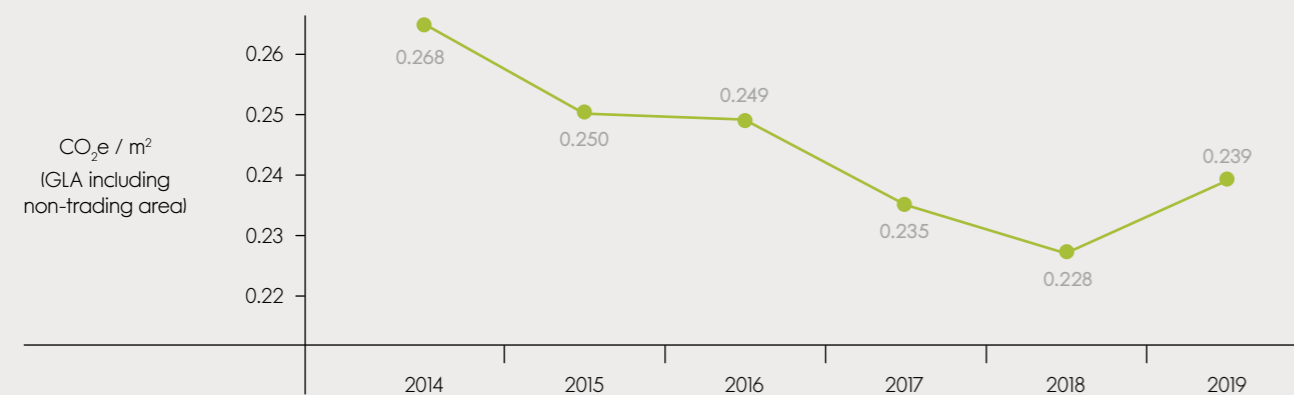
## WHL INTENSITY FIGURES YEAR-ON-YEAR

The figures below show WHL's progress per unit measure for Scope 1 and 2 emissions only. This measure is a measure of efficiency; the average emissions should decrease per unit measure over time as we become more efficient.

INTENSITY FIGURES	2019 (FINANCIAL YEAR)	2018 (FINANCIAL YEAR)	2017 (CALENDAR YEAR)	PROGRESS FROM LAST YEAR
Emissions per full time equivalent employee (tCO <sub>2</sub> e/FTE)	12.41	12.03	12.09	3%
Emissions per square metre GLA including non-trading area (tCO <sub>2</sub> e/m <sup>2</sup> )	0.239	0.228	0.235	5.2%
Emissions per square metre of TA (tCO <sub>2</sub> e /m <sup>2</sup> )	0.413	0.393	0.393	5%
Emissions per million turnover (tCO <sub>2</sub> e/turnover in rands)	7.39	7.39	7.42*	-1%

\*This intensity figure has been restated from last year because turnover in years 2014-2017 was restated in 2018 due to reclassification of trucking revenue from turnover and concession sales to cost of sales.

## CO<sub>2</sub>e PER GENERAL LETTING AREA FROM 2014



This figure represents a 5.23% increase year-on-year and 10.4% decrease from 2014. The overall reduction is primarily due to actively focusing on improving our energy productivity in line with our broad targets. We have continued to prioritise the retrofitting of facilities with the most energy-efficient technologies as possible, thereby helping us to counter the impacts of organic business growth which results in increase energy usage.

## WHL EMISSIONS BY COMPANY AND SCOPE

### WHL Scope 1 emissions



### ABSOLUTE SCOPE 1 EMISSIONS BY COMPANY (tCO<sub>2</sub>e)

● Woolworths: (95%) 46 982.72 tCO<sub>2</sub>e ● David Jones: (5%) 2 495.03 tCO<sub>2</sub>e ● Country Road Group: (0%) NR

### WHL Scope 2 emissions



### ABSOLUTE SCOPE 2 EMISSIONS BY COMPANY (tCO<sub>2</sub>e)

● Woolworths: (81%) 397 376 tCO<sub>2</sub>e ● David Jones: (16%) 76 032 tCO<sub>2</sub>e ● Country Road Group: (3%) 13 676 tCO<sub>2</sub>e

### WHL Scope 3 emissions



### ABSOLUTE SCOPE 3 EMISSIONS BY COMPANY (tCO<sub>2</sub>e)

● Woolworths: (80%) 126 586 tCO<sub>2</sub>e ● David Jones: (14%) 22 100 tCO<sub>2</sub>e ● Country Road Group: (6%) 9 909 tCO<sub>2</sub>e

# WHL CARBON FOOTPRINT OVERVIEW

## WHL CARBON FOOTPRINT

SCOPE 1*	2019 (tCO <sub>2</sub> e)	2018 (tCO <sub>2</sub> e)	2017 (tCO <sub>2</sub> e)
Mobile fuel	1 796	1 867	1 762
Stationary fuel	5 042	3 334	3 224
Air-conditioning and refrigerant gases	42 730	41 633	43 488
<b>SCOPE 2**</b>			
Purchased electricity	487 084	460 243	460 527
<b>SCOPE 3***</b>			
Business travel – flights	13 030	14 856	13 964
Business travel – car rental	107	128	125
Business travel – accommodation	1 583	1 815	604
Employee commuting	23 624	22 823	22 449
Contracted solid waste disposal	5 423	2 770	2 607
3rd party distribution	45 034	47 457	46 305
Downstream distribution	569	2 702	Not reported
Water	11 796	1 179	1 167
Office paper	256	239	252
Cardboard packaging	4 645	4 498	11 206
Plastic bags	3 150	3 349	3 271
Fuel and energy related activities	49 500	44 777	38 547
<b>TOTAL SCOPE 1, 2, 3</b>	<b>695 158</b>	<b>653 669</b>	<b>649 498</b>
Fugitive emissions (non-Kyoto)****	26 408	28 167	26 386
<b>TOTAL WHL</b>	<b>721 566</b>	<b>681 836</b>	<b>675 885</b>
<b>TOTAL WOOLWORTHS SA</b>	<b>597 343</b>	<b>558 493</b>	<b>565 699</b>
<b>TOTAL COUNTRY ROAD GROUP</b>	<b>23 586</b>	<b>21 045</b>	<b>14 409</b>
<b>TOTAL DAVID JONES</b>	<b>100 636</b>	<b>102 298</b>	<b>95 777</b>

\*Emissions from sources owned and controlled by WHL (generators, refrigeration, and air-conditioning units)

\*\*Emissions associated with the generation or consumption of electricity

\*\*\*Emissions from sources not directly owned by WHL but relevant, excluding electricity

\*\*\*\*Outside of Scopes (OOS)

## PERCENTAGE CHANGE WHL EMISSIONS YEAR-ON-YEAR

GHG EMISSION BY SCOPE	2019 (tCO <sub>2</sub> e)	2018 (tCO <sub>2</sub> e)	% CHANGE YEAR-ON-YEAR
Scope 1	49 478	46 834	5.65%
Scope 2	487 084	460 243	5.83%
Scope 3	158 596	146 592	8.19%
<b>OVERALL WHL EMISSIONS</b>	<b>695 158</b>	<b>653 669</b>	<b>6.35%</b>
Outside of Scopes (OOS)	26 408	28 167	-6.24%
<b>TOTAL INCLUDING OOS</b>	<b>721 565</b>	<b>681 836</b>	<b>5.83%</b>



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To find out more about  
what we're doing, visit

We appreciate any feedback on our Good Business Journey Report.  
Please contact [GoodBusinessJourney@woolworths.co.za](mailto:GoodBusinessJourney@woolworths.co.za)

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