










WOOLWORTHS HOLDINGS LIMITED




2021 Key Sustainability Indicators

START

FIVE-YEAR PERFORMANCE SUMMARY OF KEY SUSTAINABILITY INDICATORS

KEY PERFORMANCE INDICATOR	BOUNDARY	FOCUS AREA	2021 TARGET	PERFORMANCE AGAINST TARGET	YEAR-ON-YEAR CHANGE (2021 VS 2020)	2021	2020	2019	2018	2017	ASSURANCE COVERAGE IN 2021
Revenue (R billions)	WHL		NR	NR	▲	R81bn	R74bn	R75bn	R71bn	R69bn	FS
Return on equity	WHL		NR	NR	▲	45%	18%	29.1%	20.7%	20.8%	FS
Adjusted headline earnings per share (cents)	WHL		NR	NR	▲	346.6 cents	170.3 cents	371.7 cents	366.3 cents	420 cents	FS
Annual GBJ savings	WSA		NR	NR	▲	R370m	R298m	R274m	R217m	R195m	LA
Number of permanent employees (headcount)	WHL	 PEOPLE	NR	NR	▼	44 708	44 863	46 831	46 099	44 520	MO
Training spend	WHL		NR	NR	▼	R83m	R147m	R148m	R114m	R116m	MO
BBBEE score	WSA		NR	NR	▬	Level 6	Level 6	Level 7	Level 7	Level 6	BEE
Contribution to communities	WHL	 SOCIAL DEVELOPMENT	NR	NR	▲	R918m	R854m	R852m	R817m	R757m	MO
% of private label FBH ¹ locally sourced	WSA	 ETHICAL SOURCING	29%	●	▬	29%	29%	31%	NR	NR	LA
% of palm oil responsibly sourced ^v	WSA		100%	●	▲	97%	94%	98%	97%	49%	MO
% of cocoa responsibly sourced ^v	WSA		100%	●	▲	100%	98%	98%	84%	NR	MO
% of cocoa responsibly sourced ^v	DJ private label		100%	●	▼	92%	97%	96%	100%	NR	MO
% equivalent of soya footprint offset with credits from Round Table on Responsible Soy ^v	WSA		NR	NR	N/A	NR	33%	39%	39%	NR	MO
% of coffee responsibly sourced ^v	WSA		NR	NR	N/A	NR	NR	NR	NR	NR	MO
% of seafood responsibly sourced ^v	WSA		100%	●	N/A	98%	NR	NR	NR	NR	MO
% of cotton responsibly sourced ^v	WSA		100%	●	▲	98%	92%	80%	60%	31%	MO
% of cotton responsibly sourced ^v	CRG		100%	●	▲	84%	80%	75%	66%	NR	MO
% of man-made cellulose fibres responsibly sourced ^v	WSA		100%	●	N/A	75%	NR	NR	NR	NR	MO
% of man-made cellulose fibres responsibly sourced ^v	CRG	100%	●	N/A	32%	NR	NR	NR	NR	MO	

KEY PERFORMANCE INDICATOR	BOUNDARY	FOCUS AREA	2021 TARGET	PERFORMANCE AGAINST TARGET	YEAR-ON-YEAR CHANGE (2021 VS 2020)	2021	2020	2019	2018	2017	ASSURANCE COVERAGE IN 2021
% of timber responsibly sourced ^v	WSA	 ETHICAL SOURCING	100%	●	N/A	90%	NR	NR	NR	NR	MO
% of timber responsibly sourced ^v	CRG		100%	●	N/A	43%	NR	NR	NR	NR	MO
% of leather responsibly sourced ^v	WSA		Establish baseline	●	N/A	Work commenced on establishment of baseline	NR	NR	NR	NR	MO
% of leather sourced from LWG-certified tanneries ^v	CRG		100%	●	▲	85%	76%	69%	40%	30%	MO
% of synthetics responsibly sourced ^v	WSA		NR	NR	N/A	8%	NR	NR	NR	NR	MO
% of synthetics responsibly sourced ^v	CRG		NR	NR	N/A	NR	NR	NR	NR	NR	MO
Development of a Group-wide roadmap for enabling a living wage for workers in our supply chain ^v	WHL		Contribute to the design of updated Group-wide ethical sourcing framework for living wage, and training module	●	N/A	Roadmap in development	NR	NR	NR	NR	NR
Publication of supply chain ^v	WSA FBH, CRG and DJ private label	Publish list of finished goods suppliers	●	N/A	CRG and DJ private label finished goods suppliers published in prior years, with additional details published this year. WSA finished goods suppliers not yet published	NR	NR	NR	NR	NR	MO
Publication of supply chain ^v	WSA Food	Finalise list of commodities for publication of their supply chains	●	N/A	List of commodities finalised – publication to commence in future years	NR	NR	NR	NR	NR	MO
% of Food with a sustainability attribute	WSA	 ETHICAL SOURCING	100%	●	▲	99%	91%	91%	83%	69%	LA
% of FBH with a sustainability attribute	WSA	 SUSTAINABLE FARMING	100%	●	▼	95%	96%	91%	76%	69%	MO
% of FBH with a sustainability attribute	CRG		100%	●	▲	77%	74%	68%	56%	44%	MO
% of Food with a sustainability attribute	DJ private label	 HEALTH AND WELLNESS	100%	●	▲	57%	52%	50%	34%	NR	MO

KEY PERFORMANCE INDICATOR	BOUNDARY	FOCUS AREA	2021 TARGET	PERFORMANCE AGAINST TARGET	YEAR-ON-YEAR CHANGE (2021 VS 2020)	2021	2020	2019	2018	2017	ASSURANCE COVERAGE IN 2021	
Food plastic bags ² sold per transaction	WSA	 PACKAGING AND WASTE	NR	N/A	▼	0.57	0.85	0.74	0.82	0.83	MO	
% change in the number of Food plastic bags ² sold per transaction	WSA		NR	N/A	▼	-33%	3.5%	-8.7%	NR	NR	LA	
% change in the number of reusable bags ³ sold	WSA		NR	N/A	▲	414%	35%	26%	NR	NR	LA	
% of packaging that is technically reusable or recyclable ^v	WSA Food		97%	●	N/A	97%	NR	NR	NR	NR	NR	MO
% of packaging that is reusable or recyclable ^v	WSA FBH		Establish baseline	●	N/A	Work commenced on establishment of a baseline	NR	NR	NR	NR	NR	MO
% of packaging that is reusable or recyclable ^v	CRG		Establish baseline	●	N/A		NR	NR	NR	NR	NR	MO
% of packaging that is reusable or recyclable ^v	DJ private label		Establish baseline	●	N/A		NR	NR	NR	NR	NR	MO
% reduction in edible food waste to landfill in own operations ^v	WSA		Establish baseline	●	N/A		NR	NR	NR	NR	NR	MO
% of product that has been designed to be reused, repaired, repurposed or recycled ^v	WHL		Work to establish baselines and targets to commence in 2022				NR	NR	NR	NR	NR	MO
% of product that contains at least one renewed, reused or recycled material input ^v	WHL		Work to establish baselines and targets to commence in 2022				NR	NR	NR	NR	NR	MO
Water use (kl)	WSA	 WATER	NR	N/A	▼	555 175	571 581	595 522	604 562	647 881 ¹	LA	
Electricity use (MWh)	WHL	 ENERGY AND CLIMATE CHANGE	NR	NR	N/A*	*	469 124	497 562	503 971	492 261**	GCX*	
Carbon footprint (tCO ₂ e)	WHL		NR	NR	N/A*	*	974 053	721 565	681 836	675 844**	GCX*	
% change in Scope 1 and 2 carbon emissions against the science-based target projection ^v	WHL		NR	●	N/A*	*	-4%	NR	NR	NR	NR	MO
Renewable energy self-generated and consumed (MWh)	WHL		NR	NR	N/A*	*	2 841	2 257	2 195	2 129**	GCX*	
% of electricity sourced from renewable sources ^v	WHL		NR	●	N/A*	*	0.6%	NR	NR	NR	NR	MO

KEY

- NR Not reported publicly
- N/A Not applicable
- ▲ Increase from previous year
- ▬ Same as previous year
- ▼ Decrease from previous year
- Achieved
- Partially achieved
- Missed

ASSURANCE COVERAGE IN 2021

- FS** Financial information extracted from the audited 2021 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)

- v** Vision 2025+ goal
- ^** Value restated due to change in scope to include all South African buildings
- *** Energy and carbon data reported and assured annually in arrears
- **** Energy and carbon data reported for the calendar year (January to December)
- 1** Fashion, Beauty and Homeware, previously called Clothing and General Merchandise (C&GM)

USEFUL LINKS FOR MORE DETAIL

- 2** 12-litre and 24-litre Woolworths Food plastic carrier bags. Woolworths Fashion, Beauty and Home (FBH) and textile plastic carrier bags, Food plastic barrier bags, as well as special occasion plastic bags (e.g. Christmas) are not included in this calculation
- 3** Reusable bags sold in Woolworths Food stores in South Africa, including fabric shopper bags, designer shopper bags, and GBJ (cause-related marketing) bags

GROUP EMPLOYEE INFORMATION

GROUP EMPLOYEE HEADCOUNT

TRADING COMPANY	PERMANENT HEADCOUNT ¹	TEMPORARY HEADCOUNT ²	TOTAL HEADCOUNT
Africa (countries outside of South Africa)	1 421	84	1 505
WSA	30 580	828	31 408
WSA TOTAL	32 001	912	32 913
CRG	2 404	3 059	5 463
DJ	4 425	1 907	6 332
WHL TOTAL	38 830	5 878	44 708

¹ Permanent headcount = Permanent employees including limited period employees with service duration of more than 1 year

² Temporary headcount = Limited period employees (LPE) with service duration of less than 1 year

GROUP EMPLOYEES BY GENDER



GROUP LABOUR TURNOVER

BUSINESS UNIT	AVERAGE PERMANENT HEADCOUNT ¹	SUM OF TERMINATIONS ²	LABOUR TURNOVER RATE ³
Africa (countries outside of South Africa)	1 370	175	12.8%
WSA	29 819	4 485	15.0%
WSA TOTAL	31 189	4 660	14.9%
CRG	2 453	461	18.8%
DJ	4 714	1 153	24.5%
WHL TOTAL	38 355	6 274	16.4%

¹ Average permanent headcount = Sum of permanent headcount over a period of 12 months / 12

² Sum of terminations = Sum of permanent headcount who terminated over a period of 12 months

³ 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

INTERNAL APPOINTMENTS

WOOLWORTHS SOUTH AFRICA	88.3% (2020: 86%)
COUNTRY ROAD GROUP	60% (2020: 73%)
DAVID JONES	68% (2020: 67%)

MINIMUM NUMBER OF WEEKS' NOTICE*

WOOLWORTHS SOUTH AFRICA**	4 WEEKS
COUNTRY ROAD GROUP	4 WEEKS
DAVID JONES	2 WEEKS

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

** Normal notice for end of contract applies

GROUP TRANSFORMATION DATA

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 at ages 16 and higher are offered vocational employment (for school holiday period) in stores but only with parental consent. This approach is enforced indirectly through our recruitment practices, which include rigid screening processes. All individual applicants' identification documents are scrutinised before the completion of employment contracts and prior to employment offers being made.

MINIMUM WAGE

Minimum wage is recognised in the retail sector through the Basic Conditions of Employment Act (Act No. 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.

This does not apply to Australia and New Zealand, where there is no minimum wage legislation present.

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.

INCIDENTS OF NON-COMPLIANCE WITH LABOUR STANDARDS

Woolworths 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 in order 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 the 2021 financial year.

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 96% of total Woolworths permanent employees, of whom 64.4% are in management (middle to top management) positions. Women represent 66.6% of HDSA permanent employees.

EMPLOYMENT EQUITY PROFILE FOR WOOLWORTHS SA

% HDSA GENDER BREAKDOWN OF PERMANENT EMPLOYEES

MALE		FEMALE
33.4%	Gender	66.6%

% RACIAL BREAKDOWN OF PERMANENT EMPLOYEES

MALE		FEMALE
22%	African	47%
9%	Coloured	15%
1%	Indian	2%
1%	White	2%
0.1%	Foreign nationals	0.2%

% HDSA ACROSS OCCUPATIONAL LEVEL

MALE		FEMALE
18%	Top management	27%
23%	Senior management	21%
32%	Middle management	35%
40%	Junior management	51%
31%	Semi-skilled and unskilled	68%

TRAINING AND SKILLS DEVELOPMENT

	2021	2020	2019
Total spend (R million)	R67.50	R119.90	R121.60
Average spend per employee	R4 035	R4 850	R3 745
Percentage spend to black employees	96%	96%	96%
Number of learning interventions	35 882	61 635	114 509
TRAINING BENEFICIARIES			
Number of employees trained (includes employees that have since left the business)	16 721	24 721	32 485
Number of black employees trained	15 978	23 617	31 319
Number of female employees trained	10 566	15 208	21 400
LEARNERSHIP BENEFICIARIES			
Total number of learners	1 276	1 631	1 803
Total number of black learners	1 264	1 613	1 784
Total number of disabled learners	68	87	107
Total number of unemployed learners	585	97	180
Total number of unemployed absorbed	0	2	74
BBBEE skills development score	7.31	9.02	11.61

SKILLS DEVELOPMENT BY GENDER

	MALE	FEMALE
Total spend (R million)	R24.30	R43.20
Average spend per employee	R3 951	R4 084
Percentage spend to black employees	95%	96%
Number of learning interventions	12 665	23 217
TRAINING BENEFICIARIES		
Number of employees trained (includes employees that have since left the business)	6 153	10 568
Number of black employees trained	5 854	10 124
LEARNERSHIP BENEFICIARIES		
Total number of learners	438	838
Total number of black learners	434	830
Total number of disabled learners	30	38
Total number of unemployed learners	213	372
Total number of unemployed absorbed	0	0
BBBEE skills development score	5.89	5.56

GROUP HEALTH AND WELLNESS INDICATORS

EMPLOYEE HEALTH INDICATORS

INDICATOR	WSA		DJ		CRG	
	2021	2020	2021	2020	2021	2020
Injuries on duty	645	556	97	98	47	26
Total recordable injury frequency rate (TRIFR)*	9.87	8.26	11.13	10.55	9.44	4.94
Lost time injuries (LTI)	496	381	52	46	24	10
Lost time injuries frequency rate (LTIFR)*	7.59	5.66	5.60	4.95	4.56	1.90
Gross absenteeism rate (GAR)	4.26%	2.84%	4.80%	2.71%	1.32%	1.17%
Primary healthcare cases (acute and chronic care)	0	0	0	0	0	0
Confirmed fatalities on duty	0	0	0	0	0	0

* Recalculated to align with reporting standards = (Injuries / Payroll hours) X 1 000 000

WHL TRIFR = 9.98 (789 injuries)
WHL LTIFR = 7.16 (572 injuries that resulted in a day's work lost)

WHL CARBON FOOTPRINT OVERVIEW

ORGANISATIONAL BOUNDARY

Organisational entity	Woolworths Holdings Limited
Reporting period	01 July 2019 – 30 June 2020
Methodology	Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Revised)
Organisational boundary	Operational control
Base year	2014 – This is the earliest point at which WHL had reliable and comprehensive data across all operating entities: Woolworths South Africa, Country Road Group, and David Jones
Number of full-time employees	39 813
General letting area	2 238 213 m ²
Trading area	1 308 142 m ²
Turnover (R million)	72 208
Verification	Third-party verification

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

COUNTRY ROAD GROUP

Australia, New Zealand, and South Africa

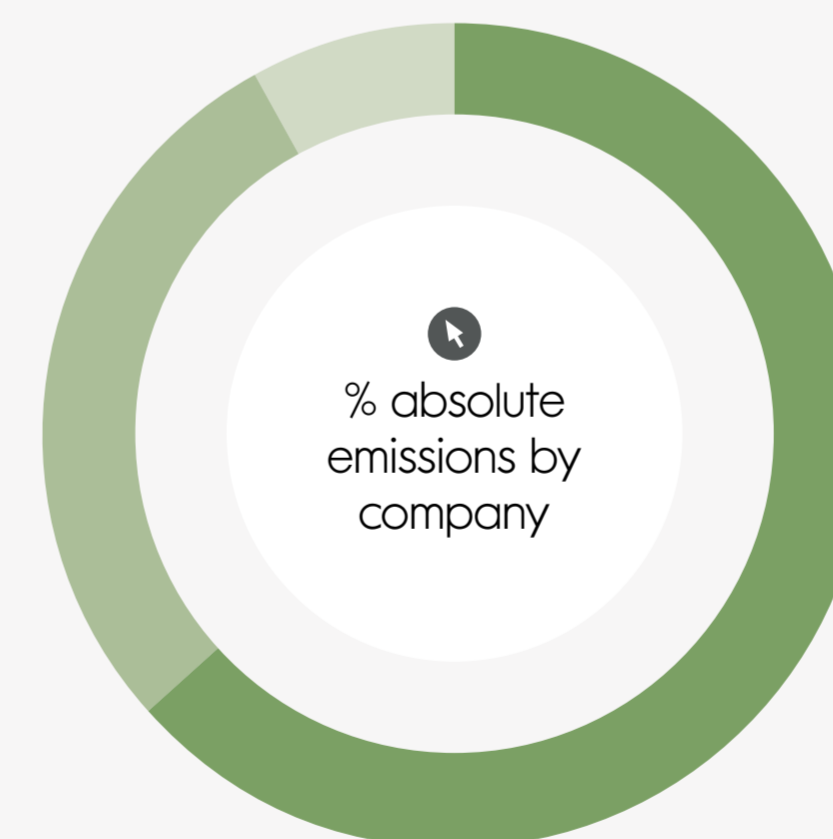
DAVID JONES

Australia and New Zealand

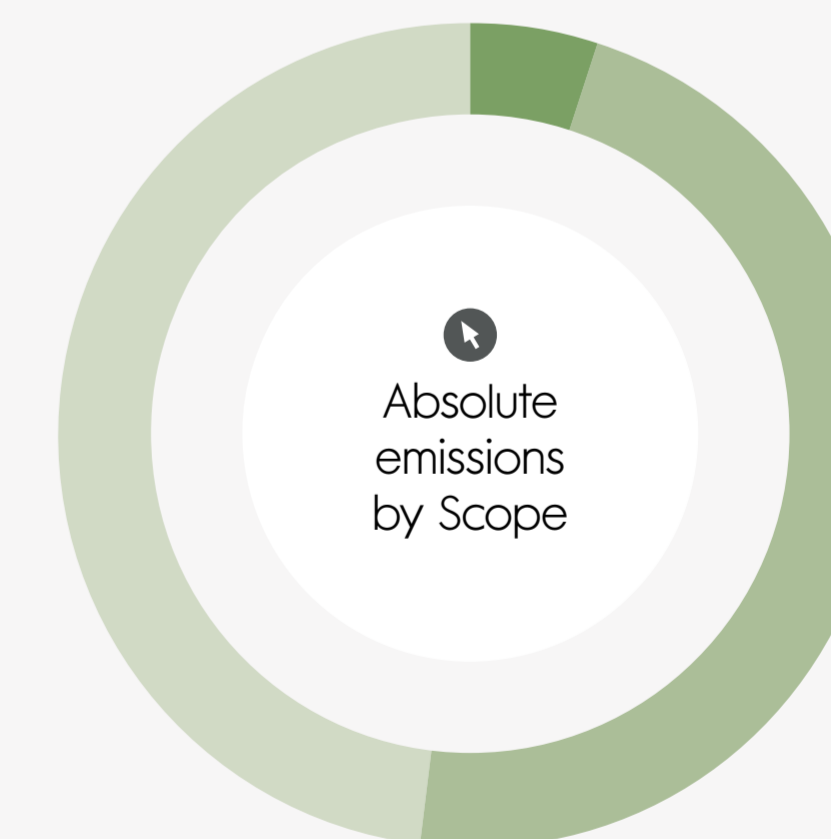
FACILITIES COVERED

BUSINESS	STORES	DISTRIBUTION CENTRES AND STOCKROOMS	CORPORATE BUILDINGS	GENERAL LETTING AREA (INCLUDING NON-TRADING)
Woolworths	482	16	8	1 395 283 m ²
Country Road Group	383	1	1	117 312 m ²
David Jones	52	1	1	725 618 m ²

OVERALL WHL EMISSIONS BREAKDOWN



- WSA – 63%
- DJ – 29%
- CRG – 8%



- Scope 1 – 5%
- Scope 2 – 46%
- Scope 3 – 47%
- (Outside of Scopes – 2%)

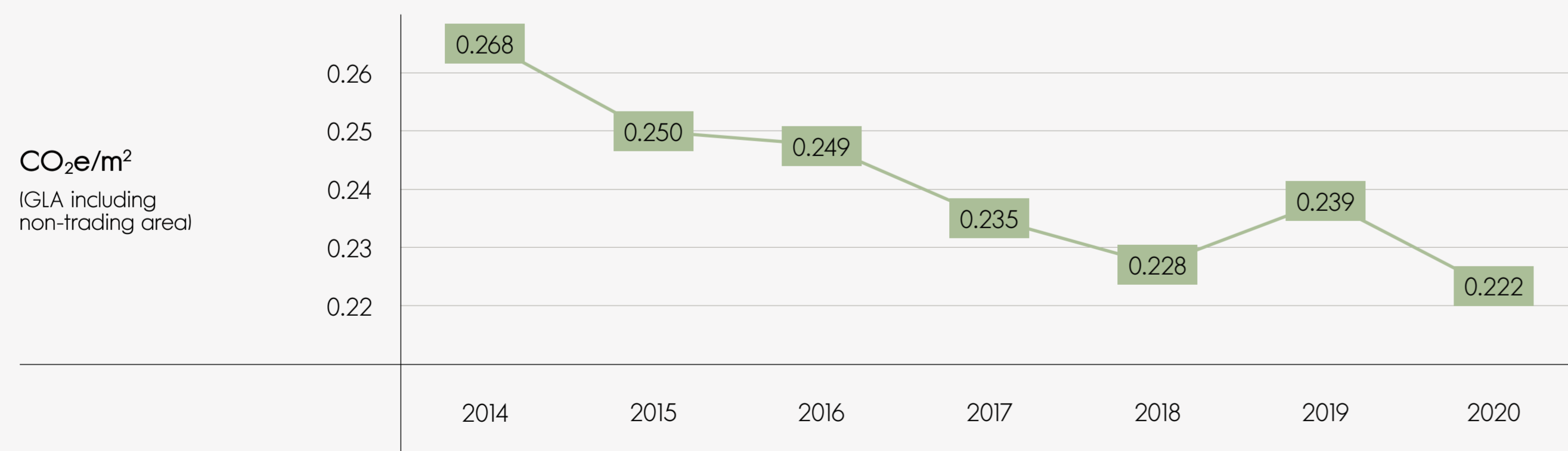
WHL INTENSITY FIGURES YEAR ON YEAR

The figures below show WHL 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	2020 (FINANCIAL YEAR)	2019 (FINANCIAL YEAR)	2018 (FINANCIAL YEAR)	PROGRESS FROM LAST YEAR
Emissions per full-time equivalent employee (tCO ₂ e/FTE)	12.51	12.41	12.03	1%
Emissions per square metre of general letting area (GLA) including non-trading area (tCO ₂ e/m ²)	0.22	0.24	0.23	-7%
Emissions per square metre of TA (tCO ₂ e /m ²)	0.38	0.413	0.393	-8%
Emissions per million turnover (tCO ₂ e/turnover) in rand	6.90	7.34	7.39	-6%

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

CO₂e PER GENERAL LETTING AREA FROM 2014



The Group's concerted efforts to save energy have ensured we continue to see a gradual decline in our carbon emissions per square meterage of general letting area. Year-on-year emissions intensity decreased by 7% for Scope 1 and Scope 2.

WHL EMISSIONS BY COMPANY AND SCOPE

WHL SCOPE 1 EMISSIONS



ABSOLUTE SCOPE 1 EMISSIONS BY COMPANY (tCO₂e)

● WOOLWORTHS: (93%) 46 165.07 ● DAVID JONES: (7%) 3 411.92 ● COUNTRY ROAD GROUP: (0%) 7.11

WHL SCOPE 2 EMISSIONS



ABSOLUTE SCOPE 2 EMISSIONS BY COMPANY (tCO₂e)

● WOOLWORTHS: (82%) 369 860 ● DAVID JONES: (16%) 70 608.30 ● COUNTRY ROAD GROUP: (2%) 7 899.32

WHL SCOPE 3 EMISSIONS



ABSOLUTE SCOPE 3 EMISSIONS BY COMPANY (tCO₂e)

● WOOLWORTHS: (42%) 191 481.65 ● DAVID JONES: (44%) 201 394.03 ● COUNTRY ROAD GROUP: (14%) 64 592.98

SUMMARY WHL EMISSIONS YEAR ON YEAR

SCOPE 1*	2020 (tCO ₂ e)	2019 (tCO ₂ e)	2018 (tCO ₂ e)
Mobile fuel	1 343	1 796	1 867
Stationary fuel	6 286	5 042	3 334
Air-conditioning and refrigerant gases	41 955	42 730	41 633
SCOPE 2**			
Purchased electricity	448 368	487 084	460 243
SCOPE 3***			
Business travel – flights	5 973	13 030	14 856
Business travel – car rental	80	107	128
Business travel – accommodation	1 178	1 583	1 815
Employee commuting	48 739	23 624	22 823
Capital goods	231 938	NR	NR
Contracted solid waste disposal	4 327	5 423	2 770
Third-party distribution	78 635	45 034	47 457
Water	532	569	1 179
Downstream distribution	33 327	11 796	2 701.88
Paper (office paper, catalogues, and magazines)	1 181	256	239
Packaging (including cardboard, paper bags, and other customer packaging)	4 175	4 645	4 498
Plastic bags	1 9467	3 150	3 349
Fuel- and energy-related activities	45 738	49 500	44 777
Total Scope 1, 2, 3	955 421	695 158	650 968
Fugitive emissions (non-Kyoto)	18 633	26 408	28 167
TOTAL WHL	974 053	721 566	681 837
Total Woolworths	626 140	597 343	558 492
Total Country Road Group	72 499	23 586	21 445
Total David Jones	275 414	100 636	102 298

* 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

NR Not reported



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

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