

# Our PEOPLE

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Permanent employees

**15 871**

2020: **15 582**  
2019: **15 413**  
2018: **15 067**

Staff turnover

**10.3%**

2020: **11.3%**  
2019: **14.5%**  
2018: **15.3%**

Employees covered by medical aid/primary healthcare plan

**77%**

2020: **79.2%**  
2019: **77.0%**  
2018: **18.2%**

Employees covered by collective bargaining agreements

**13%**

2020: **9.9%**  
2019: **11.3%**  
2018: **12.9%**

Skills development – total expenditure

**R217m**

2020: **R140.1 million**  
2019: **R143.8 million**  
2018: **R124.7 million**



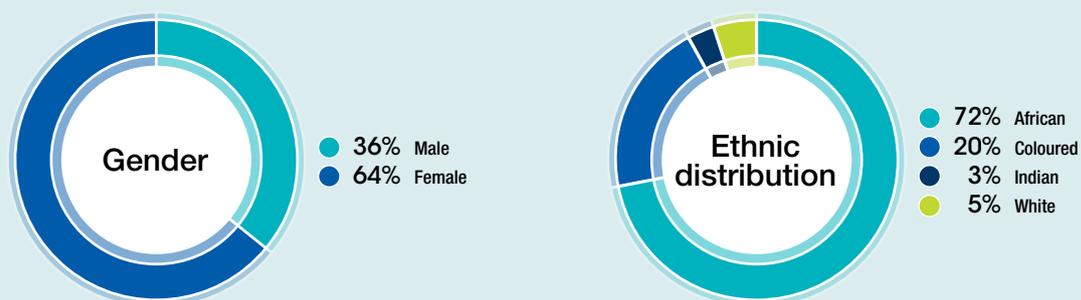
## EMPOWERMENT AND TRANSFORMATION

Empowerment and transformation are critical aspects of sustainability and the group is **committed to the spirit and targets set out in the Broad-based Black Economic Empowerment (BBBEE) Act.**

	Male				Female				Total
	Black	Coloured	Indian	White	Black	Coloured	Indian	White	
Top management	1	1	2	5	–	1	–	2	<b>12</b>
Senior management	10	12	9	31	7	3	6	14	<b>92</b>
Professionally qualified	159	71	40	113	244	70	73	155	<b>925</b>
Technically skilled	729	196	47	63	1 071	513	141	328	<b>3 088</b>
Semi-skilled	3 594	604	50	31	5 658	1 627	105	71	<b>11 742</b>
Unskilled	6	1	–	–	5	–	–	–	<b>12</b>
<b>Grand Total</b>	<b>4 499</b>	<b>885</b>	<b>148</b>	<b>243</b>	<b>6 985</b>	<b>2 214</b>	<b>325</b>	<b>570</b>	<b>15 871</b>

The group's transformation strategy is aligned to the Department of Trade, Industry and Competition's Codes of Good Practice (CoGP). Transformation is overseen by the board's social and ethics committee and monitored by the internal transformation committee, which is chaired by the chief executive and co-ordinated by the group human resources director. Clicks group achieved a level 4 BBBEE rating in the 2020 financial year on the amended BBBEE CoGP, with a score of 83.54 points.

The employment equity and diversity profile of the group reflects 95% black employees and 64% female employees. The executive management team has 80% black and 20% female representation, while the board comprises 64% black and 36% women directors.



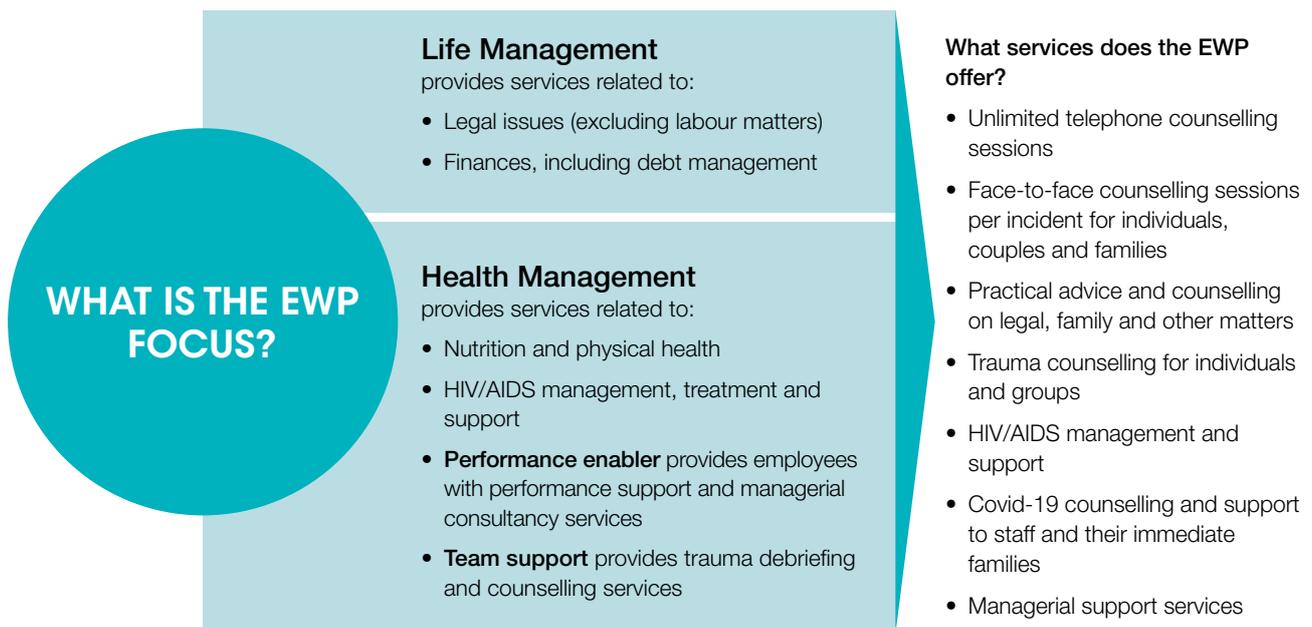
## EMPLOYEE VALUE PROPOSITION

Our employee value proposition focuses on people, passion and opportunities, and aims to attract and retain the valuable talent we need to achieve our strategic goals. The group’s talent strategy is to employ customer-orientated people with a “can do” attitude, who are professional and proud to work for the company.

The group’s values (page 11) drive who we are and guide the way we assess the performance of our employees and support them to achieve their full potential at work.

## EMPLOYEE WELLNESS

The Clicks Group Employee Wellness Programme (EWP) aims to enable employees to address their life issues and make informed decisions that lead to positive change. It offers a holistic service that addresses all facets of wellness. Through ICAS, the EWP provides professional, independent and completely confidential counselling and advisory services to permanent employees and their immediate household dependants. The programme places an emphasis on ensuring one’s physical health and well-being, and it also encompasses a wide range of issues that affect each person’s ability to be productive and enjoy a satisfactory quality of life. These include mental health, financial security and healthy relationships within the family and in the workplace.



The EWP is supported by ICAS and provides independent, confidential, professional counselling and advisory services to permanent employees and their direct household dependants. The programme’s total utilisation rate has remained high year on year. In 2021, 2 825 employees completed wellness screenings, which included blood pressure, glucose, cholesterol, body mass index and HIV tests during the wellness days, which are held nationally at head office, distribution centres and stores. The HIV/AIDS management programme is focused on prevention through information and education, treatment and support. Employees are encouraged to know their HIV status through the voluntary counselling and testing campaign delivered at head office, distribution centres, regional offices and in stores on an annual basis.

### Clicks Group EWP

	2021	2020	2019	2018
Employee utilisation (individual cases)	2 825	2 969	2 065	1 636
Family utilisation (group interventions)	1 999	679	729	486
Total utilisation rate	4 824	3 648	2 794	2 122
%	32.1	23.8	18.3	14.9
Managerial services (number)	664	413	498	282
%	56.2	8.3	13.9	10.1
High-risk cases	87	76	61	62
Store armed robbery incidents (number)	17	22	15	15
HIV/AIDS management programme	70	71	71	69

#### Team support programme

At least 192 trauma intervention participants were assisted in 2021. These debriefing interventions are aimed at supporting our employees who were exposed to assault, robbery and bereavement incidents. A further, 29 individuals were assisted through the couples counselling and the child protocol process.

#### The group leadership model

A leadership competency framework has been developed using global benchmarks and the latest research to determine the skills essential for executive and senior management positions. The framework is used to assess and develop top talent and inform the design of future development programmes.

- 1 Delivery
- 2 Resilience
- 3 Integrity
- 4 Vision
- 5 Enterprising

## LEARNING AND DEVELOPMENT

### Skills development

Developing the skills, knowledge and capability of our employees builds the value of the human capital in the group. Learning and development interventions include on-the-job training, e-learning, skills programmes, learnership programmes, short courses and academic qualifications. A total of R217 million was invested in learning and skills development during the 2021 financial year. 4 062 employees in the financial year 2021 participated in training interventions (2020: 4 776). Black employees comprised 98% of the employees trained and women 57%.

The main areas of focus for skills development during the year were enhanced management and leadership competencies, developing scarce and critical skills, and facilitating organisational transformation.

### Learning and development statistics

	2021	2020	2019
Learning and development spend (R'million)	217	140.5	144
Number of employees trained	4 062	4 776	5 781
Black employees as a % of all employees trained	98	95	93
Female employees as a % of all employees trained	57	69	64
Pharmacy bursary spend (R'million)	5.6	6.3	7.3

### Talent and development

The talent and development framework aims to develop the group's human capital to achieve sustainable business growth and ensure that all employees are provided with the skills to realise their potential and meet their career aspirations. The talent and development framework aims to:

- ensure that the group attracts and retains the best talent and skills available in the market;
- build employee commitment by providing opportunities for career development;
- ensure that suitable employees are appointed in all core, scarce and critical positions and roles;
- contribute to the group's transformation agenda;
- provide a pipeline of talent and skills to enable promotion from within the organisation; and
- address competency gaps.

The Clicks group is committed to providing the resources necessary for learning and development, such as material, resources, time and support.

*“Developing the skills, knowledge and capability of our employees builds the value of the human capital in the group.”*

### Creating pharmacist capacity

Clicks is a leader in the South African healthcare market and the largest employer of pharmacists in the private sector. There is a shortage of qualified pharmacists and healthcare professionals in South Africa and Clicks invests in developing the pool of industry skills and in attracting, developing and retaining these skills.

Clicks has a dedicated pharmacy recruitment team that focuses on the recruitment of pharmacists, pharmacy graduate interns and pharmacist assistants at the basic, post-basic and qualified post-basic level. The team operates under an agreed service level agreement with business partners, which tracks the average time to fill a vacancy, cost savings and compliance to the group's resourcing framework.

We partner with pharmacy schools at universities, external learning providers and other stakeholders to create a pipeline of talented, motivated healthcare professionals. The pharmacy development strategy focuses on:

- regular engagements with learning institutions across the country;

- supporting learning laboratories at university pharmacy schools;
- offering a pharmacy bursary scheme;
- offering a pharmacy internship programme to provide workplace experience;
- providing learnership opportunities to develop pharmacists' assistants and trainees; and
- supporting continuing professional development of pharmacists and nursing practitioners.

Clicks provided R5.6 million in bursaries (2020: R7.3 million) to 100 students completing the Bachelor of Pharmacy degree at registered South African universities. 98% of bursary recipients were black and 57% female. The group also provided opportunities to 12 graduates enrolled in the retail graduate development programme. The group's Pharmacy Healthcare Academy is registered with the South African Pharmacy Council (SAPC) and is instrumental in developing pharmacists' assistants, with 61 learners currently registered on learnership programmes.

## GROUP CORPORATE AFFAIRS DIRECTOR STATEMENT ON SUSTAINABILITY

### Human capital overview

Despite the challenges faced during the financial year 2021, we have continued to thrive as a business and reinforced our social licence to operate. We embrace the significance of our social impact in the way we conduct our business and relate with all our stakeholders. The group's values set a precedent in the way we respond to social challenges and continuously improve our response efforts to operate in a socially responsible manner in the midst of the ongoing Covid-19 pandemic.

The health, safety and stability of our employees remain pivotal as the country continues to face the challenges brought about by the lingering socio-economic effects of the pandemic. The group's employee value proposition is the foundation of our vision to engage our people in an inclusive manner and ensure that we promote employee well-being through initiatives which include:

#### Employee wellness programme

#### Employee development

#### Employee diversity and inclusion

In response to various challenges associated with the pandemic, Clicks strengthened the employee mental health programme across the group by driving mental health awareness campaigns and via an accessible platform in conjunction with ICAS. The mental health awareness programme provides services related to physical, mental and emotional well-being rendered by independent, confidential, professional counselling and advisory services. In the year the programme attracted over 2 825 individual employee cases. Additionally, the group supports employees through other initiatives such as our HIV/AIDS management programme, vaccination awareness, nutrition and physical health as well as trauma debriefing and counselling services.

Clicks acknowledges the importance of employees in society and the role they play in driving our business and promoting our brand as the customers' first choice in beauty and health. Attracting and retaining talent is therefore critical to the group's continued success. Our priority is to enhance:

#### Our diversity and inclusivity programmes

#### The safety of our people in our stores, pharmacies and distribution centres

#### Our investments in the development of skills

#### Employee engagement and affiliation

The group acknowledges the dedication of our employees and their role in driving sustainable performance and growth. Despite the constraints posed by the Covid-19-related movement restrictions, the employee development programme invested in over 4 062 employees trained in the current financial year. We have also extended our e-learning platform for employees by increasing the number of online courses and aligned these programmes to our strategic and operational imperatives. Our commitment to diversity and inclusion within the business is reflected at board level (with 64% of the directors being black and 36% female) and our BBBEE-verified level 4 rating.