

Company Employees Report

Total Employee Count:

Year End:	No. Employees:	No. Contractors	Total Workforce
2008	0	0	3975
2009	0	0	4633
2010	0	0	4432
2011	0	0	4381
2012	0	0	4453
2013	0	0	4552
2014	0	0	4687
2015	4953	318	5271
2016	0	0	5147
2017	0	317	6365
2018	0	0	6316
2019	6295	0	6295
2020	0	0	6213
2021	0	0	6238
2022	6170	0	6170
2023	6046	0	6046

Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
South Africa	Yes	No	Cashbuild respects the rights of its employees to freedom of association and consequently, no restrictions are placed on union membership. In spite of this, the level of union membership within the Company is less than 10%. As a result, collective bargaining regarding remuneration, working conditions and other relevant issues takes place primarily through the Company's Employee Forums. For more information regarding the role, function and composition of these Forums, please refer to page 62 under the Corporate Governance section of this report....Although not heavily unionised for the most part, Cashbuild engages unions where necessary to encourage stability regarding labour issues (R&A2013)
Botswana	No	No	0
Lesotho	No	No	0
Swaziland	No	No	0
Namibia	No	No	0
Malawi	No	No	Cashbuild also owns 51% of Roofbuild Trusses.

Total Employee Count:

Country:	Year End:	No. Operations	No. Employees:	No. Contractors:	Total Workforce:	Union(s):	Degree of Unionisation:	Min Wage (Local) Per Month:	Min Wage USD (Per Annum):	Min Wage USD (Per Annum):
South Africa	2014	188	0	0	4144	SACCAWU 0		0	0	No
Botswana	2014	10	0	0	175	0	0	0	0	No
Lesotho	2014	5	0	0	96	0	0	0	0	No
Malawi	2014	2	0	0	31	0	0	0	0	No
Namibia	2014	3	0	0	75	0	0	0	0	No
Swaziland	2014	7	0	0	166	0	0	0	0	No