

## Company Employees Report

### Total Employee Count:

| Year End: | No. Employees: | No. Contractors | Total Workforce |
|-----------|----------------|-----------------|-----------------|
| 2008      | 0              | 0               | 0               |
| 2009      | 0              | 0               | 12643           |
| 2010      | 0              | 0               | 16502           |
| 2011      | 0              | 0               | 15864           |
| 2012      | 0              | 0               | 16470           |
| 2013      | 0              | 0               | 17705           |
| 2014      | 16810          | 1088            | 17898           |
| 2015      | 17766          | 150             | 17916           |
| 2016      | 0              | 0               | 22880           |
| 2017      | 0              | 0               | 23470           |
| 2018      | 0              | 0               | 27825           |
| 2019      | 29121          | 0               | 29121           |
| 2020      | 0              | 0               | 29776           |
| 2021      | 34891          | 0               | 34891           |
| 2022      | 38329          | 0               | 38329           |
| 2023      | 46566          | 0               | 46566           |

### Countries of Operation:

| Country of Operation: | Is This the Home Country? | Is There a Recognition Agreement? | Country notes   |
|-----------------------|---------------------------|-----------------------------------|---|
| South Africa          | Yes                       | Yes                               | 2012: SACCAWU remains the trade union with which the group has a formal relationship. In the past year SACCAWU membership rose from 8% to 11,3% of eligible employees. The purchase of Prestige Clothing brings with it a SACTWU membership of 687 in addition to current membership of 62 elsewhere in the group. During the year under review the guideline given by the remuneration committee for increases to all staff (other than unionised staff which are subject to negotiation with the union) was set at 7%. In addition to this benchmark increase, appropriate promotional increases were given to relevant staff. In instances where the market benchmarking indicated that base pay was below the appropriate level, out-of-line adjustments were made to base pay. The guideline increase to all staff (other than unionised staff) effective from 1 April 2012 approved by the remuneration committee was 6,5%. 2013: SACTWU membership at the Maitland and Caledon operations of Prestige has increased marginally from 687 to 690 in relation to last year, and has risen from 62 to 71 in the group's other divisions. |
| Zambia                | No                        | No                                | Retail turnover emanating from Botswana, Swaziland and Zambia accounts for 0,6% of the group's turnover.  |
| Botswana              | No                        | No                                | Retail turnover emanating from Botswana, Swaziland and Zambia accounts for 0,6% of the group's turnover.  |
| Namibia               | No                        | No                                | For the year going forward, a new three-year plan has been submitted and all line managers and union members in Namibia are committed to the new plan. (RA2011)   |
| Swaziland             | No                        | No                                | Retail turnover emanating from Botswana, Swaziland and Zambia accounts for 0,6% of the group's turnover. 2013: 4 stores in swaziland  |
| Lesotho               | No                        | No                                | 7 stores in Lesotho   |

Nigeria No No 2 stores in Nigeria

**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      | 1991           | 0              | 0                | 16976            | SACCUWU, SACTWU | 0                       | 0                           | 0                         | No                        |
| Botswana     | 2014      | 17             | 0              | 0                | 0                | 0               | 0                       | 0                           | 0                         | No                        |
| Lesotho      | 2014      | 8              | 0              | 0                | 0                | 0               | 0                       | 0                           | 0                         | No                        |
| Namibia      | 2014      | 75             | 0              | 0                | 0                | 0               | 0                       | 0                           | 0                         | No                        |
| Nigeria      | 2014      | 2              | 0              | 0                | 0                | 0               | 0                       | 0                           | 0                         | No                        |
| Swaziland    | 2014      | 4              | 0              | 0                | 0                | 0               | 0                       | 0                           | 0                         | No                        |
| Zambia       | 2014      | 14             | 0              | 0                | 0                | 0               | 0                       | 0                           | 0                         | No                        |