

## OUR 2020 PEOPLE INDICATORS

Total workforce by level and gender (numbers):

Total								
	No Grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	5,056		13	439	674	87	14	6,283
SNA	1,441		67	313	325	43	9	2,198
SSA	492	873	1,492	1,835	540	60	17	5,309
<b>Sappi group</b>	<b>6,989</b>	<b>873</b>	<b>1,572</b>	<b>2,587</b>	<b>1,539</b>	<b>190</b>	<b>40</b>	<b>13,790</b>

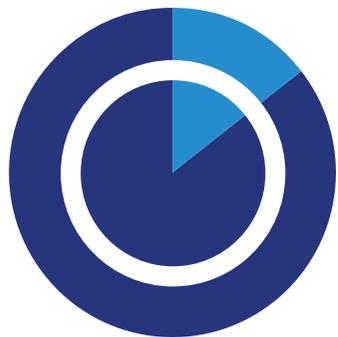
Female only								
	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	409		8	306	176	13	1	913
SNA	125		31	93	80	10	5	344
SSA	141	406	284	433	146	14	1	1,425
<b>Sappi group</b>	<b>675</b>	<b>406</b>	<b>323</b>	<b>832</b>	<b>402</b>	<b>37</b>	<b>7</b>	<b>2,682</b>

OUR 2020 PEOPLE INDICATORS continued

Male only

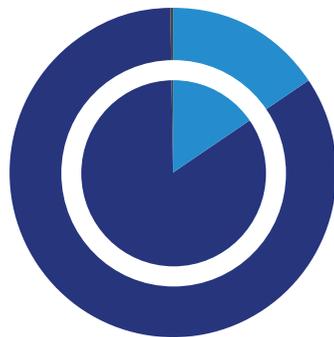
	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	4,647		5	133	498	74	13	5,370
SNA	1,316		36	220	244	33	4	1,853
SSA	351	467	1,208	1,402	394	46	16	3,884
<b>Sappi group</b>	<b>6,314</b>	<b>467</b>	<b>1,249</b>	<b>1,755</b>	<b>1,136</b>	<b>153</b>	<b>33</b>	<b>11,107</b>

Gender split SEU



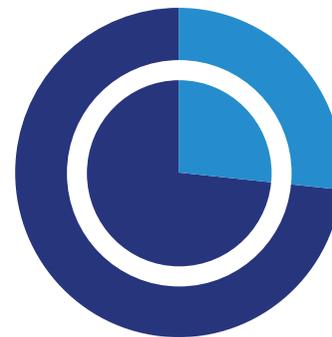
- Female 913 (14.53%)
- Male 5 370 (85.47%)
- Undisclosed 0 (0.00%)

Gender split SNA



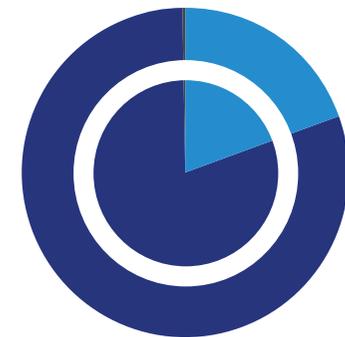
- Female 344 (15.65%)
- Male 1 853 (84.30%)
- Undisclosed 1 (0.05%)

Gender split SSA



- Female 1 425 (26.84%)
- Male 3 884 (73.16%)
- Undisclosed 0 (0.00%)

Gender split Sappi group



- Female 2682 (19.45%)
- Male 11 107 (80.54%)
- Undisclosed 1 (0.01%)

OUR 2020 PEOPLE INDICATORS continued

Total workforce by age and gender (percentage):

	Female			Male			Undisclosed	Total			
	Above 50	Below 30	Between 30 and 50	Female total	Above 50	Below 30	Between 30 and 50	Male total	Above 50	Undisclosed total	
SEU	4.81%	2.69%	7.03%	14.53%	39.14%	12.80%	33.53%	85.47%	0.00%	0.00%	100.00%
SNA	8.64%	1.18%	5.82%	15.65%	43.81%	6.96%	33.53%	84.30%	0.05%	0.05%	100.00%
SSA	3.82%	5.73%	17.29%	26.84%	15.78%	14.60%	42.78%	73.16%	0.00%	0.00%	100.00%
<b>Sappi group</b>	5.04%	3.62%	10.79%	19.45%	30.89%	12.56%	37.09%	80.54%	0.01%	0.01%	100.00%

Total workforce by age group and category:

Older than 50

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	2,273		4	112	301	60	11	2,761
SNA	738		49	137	191	31	8	1,154
SSA	37	127	287	390	162	27	11	1,041
<b>Sappi group</b>	3,048	127	340	639	654	118	30	4,956

OUR 2020 PEOPLE INDICATORS continued

Ages 30-50

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	1,935		3	229	352	27	3	2,549
SNA	585		16	123	128	12	1	865
SSA	92	526	966	1,216	350	33	6	3,189
<b>Sappi group</b>	<b>2,612</b>	<b>526</b>	<b>985</b>	<b>1,568</b>	<b>830</b>	<b>72</b>	<b>10</b>	<b>6,603</b>

Below 30

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Total
SEU	848		6	98	21	973
SNA	118		2	53	6	179
SSA	363	220	239	229	28	1,079
<b>Sappi group</b>	<b>1,329</b>	<b>220</b>	<b>247</b>	<b>380</b>	<b>55</b>	<b>2,231</b>

## OUR 2020 PEOPLE INDICATORS continued

### Workforce profile by gender and nature of employment

All employees					
	Fixed term contract >12 months	Fixed term contract <12 months or temp or hourly	Full time permanent	Part time permanent	Total
SEU	396	312	5,575		6,283
SNA			2,192	6	2,198
SSA	421	72	4,816		5,309
<b>Sappi group</b>	<b>817</b>	<b>384</b>	<b>12,583</b>	<b>6</b>	<b>13,790</b>

Female					
	Fixed term contract >12 months	Fixed term contract <12 months or temp or hourly	Full time permanent	Part time permanent	Total
SEU	30	65	818		913
SNA			339	5	344
SSA	126	15	1,284		1,425
<b>Sappi group</b>	<b>156</b>	<b>80</b>	<b>2,441</b>	<b>5</b>	<b>2,682</b>

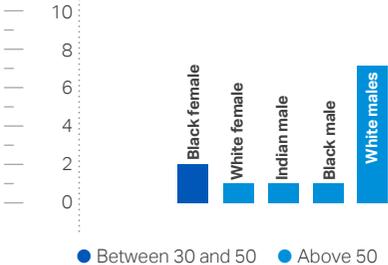
Male					
	Fixed term contract >12 months	Fixed term contract <12 months or temp or hourly	Full time permanent	Part time permanent	Total
SEU	366	247	4,757		5,370
SNA			1,852	1	1,853
SSA	295	57	3,532		3,884
<b>Sappi group</b>	<b>661</b>	<b>304</b>	<b>10,141</b>	<b>1</b>	<b>11,107</b>

Bargaining unit and union membership		
	% of employees in the bargaining unit	% of employees in unions
SEU	87.00%	62.80%
SNA	64.88%	64.88%
SSA	66.74%	47.28%

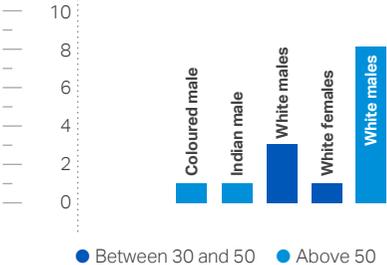
OUR 2020 PEOPLE INDICATORS continued

Gender, race and age split at board and executive level

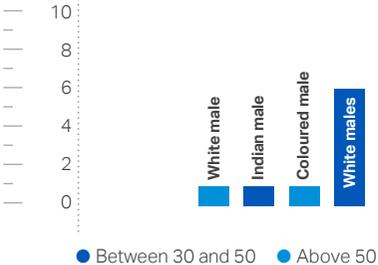
Sappi Limited board



Sappi executive and management committee



Sappi Limited executive committee



OUR 2020 PEOPLE INDICATORS continued

Average training hours by job category and gender

Total - all employees

	No Grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	24.13		7.81	7.44	14.78	14.87	2.41	21.75
SNA	118.72		24.25	34.83	32.17	16.69	8.11	88.65
SSA	254.26	20.96	56.18	34.69	20.82	6.45	2.85	56.99
<b>Sappi group</b>	59.83	20.96	54.42	30.09	20.57	12.62	3.88	45.98

Training hours – female averages

	No Grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	15.75		5.19	6.46	13.95	6.19	–	12.05
SNA	173.71		33.34	37.12	31.22	26.62	6.95	84.30
SSA	112.94	8.11	21.28	27.77	17.75	7.68	8.08	28.06
<b>Sappi group</b>	65.31	8.11	22.04	20.98	18.77	12.28	6.12	29.82

OUR 2020 PEOPLE INDICATORS continued

Training hours – male averages

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	24.86		12.02	9.68	15.07	16.40	2.60	23.40
SNA	113.49		16.42	33.87	32.56	13.68	9.56	89.49
SSA	311.03	32.14	64.39	36.83	21.96	6.08	2.52	67.60
<b>Sappi group</b>	59.24	32.14	62.80	34.40	21.22	12.71	3.41	49.88

Average training spend per employee

	2017	2018	2019	2020
SEU	€482.64	€489.26	€543	€389
SNA	US\$337	US\$305	US\$362	US\$204
SSA	R6,215	R9,195	R7,191	R8,576
<b>Sappi Trading</b>	US\$955	US\$748	US\$695	US\$671

Training spend 2020 in USD based on reporting exchange rate:

	2020 as reported	2020 US\$ equivalent
SEU	€389	US\$347.49
SNA	US\$204	US\$204
SSA	R8,576	US\$472.11
<b>Sappi Trading</b>	US\$671	US\$671

Training hours – compliance training vs skills development

	Percentage skills improvement	Percentage compliance training
SEU	77.12%	22.88%
SNA	50.83%	49.17%
SSA	88.57%	11.43%
<b>Sappi group</b>	74.51%	25.49%

Compliance training is defined as mandatory training such as Code of Ethics, anti-trust, intellectual property, or anti-bribery training. Compliance covers regulatory and legal matters of which employees need to be aware of, but which will not necessarily make them more effective at their work. Skills improvement is training that is designed to improve employee effectiveness.

OUR 2020 PEOPLE INDICATORS continued

Percentage employees with individual development plans:				
	2017	2018	2019	2020
SEU	42%	46%	46%	48%
SNA	51% (of salaried employees)	70% (of salaried employees)	65% (of salaried employees)	62% (of salaried employees)
SSA	36%	51%	67%	61%
Sappi Trading	53%	41%	40%	64%

Performance appraisals

All employees – eligible for performance appraisals							
	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	4,794.00	13.00	435.00	664.00	84.00	14.00	6,004.00
SNA	43.00	42.00	313.00	325.00	43.00	9.00	775.00
SSA			1,150.00	540.00	60.00	16.00	1,766.00
<b>Sappi group</b>	4,837.00	55.00	1,898.00	1,529.00	187.00	39.00	8,545.00

OUR 2020 PEOPLE INDICATORS continued

All employees – completed and in progress performance appraisals							
	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	2,121.00	4.00	355.00	601.00	73.00	9.00	3,163.00
SNA		29.00	221.00	222.00	19.00	4.00	495.00
SSA			427.00	227.00	17.00	6.00	677.00
<b>Sappi group</b>	2,121.00	33.00	1,003.00	1,050.00	109.00	19.00	4,335.00

*Note that in previous years we took performance appraisal progress as at December basically meaning the appraisal data was 2 years prior. To make it more consistent with the rest of the reporting, we have moved the appraisal status date to 30 September of the current financial year.*

Female – completed or in progress performance appraisals							
	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	265.00	4.00	251.00	151.00	10.00	1.00	682.00
SNA		22.00	63.00	47.00	6.00	3.00	141.00
SSA			126.00	57.00	4.00	1.00	188.00
<b>Sappi group</b>	265.00	26.00	440.00	255.00	20.00	5.00	1,011.00

OUR 2020 PEOPLE INDICATORS continued

Male – completed or in progress performance appraisals							
	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	1,856.00		104.00	450.00	63.00	8.00	2,481.00
SNA		7.00	158.00	175.00	13.00	1.00	354.00
SSA			301.00	170.00	13.00	5.00	489.00
<b>Sappi group</b>	1,856.00	7.00	563.00	795.00	89.00	14.00	3,324.00

Percentage of eligible employees with performance appraisals:

Female employees							
	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	67%	50%	83%	88%	77%	100%	77%
SNA	0%	76%	68%	59%	60%	60%	62%
SSA			41%	39%	29%	100%	40%
<b>Sappi group</b>	65%	70%	63%	64%	54%	71%	64%

OUR 2020 PEOPLE INDICATORS continued

Male employees:

	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	42%	0%	79%	91%	89%	62%	49%
SNA	0%	54%	72%	72%	39%	25%	65%
SSA			36%	43%	28%	33%	38%
<b>Sappi group</b>	42%	39%	47%	70%	59%	44%	48%

Diversity: Workforce by gender and minority group

All employees

	Non-minority group	Minority group	Total
SEU	6,283		6,283
SNA	2,128	70	2,198
SSA	915	4,394	5,309
<b>Sappi group</b>	9,326	4,464	13,790

Female

	No	Yes	Total
SEU	913		913
SNA	312	32	344
SSA	231	1,194	1,425
<b>Sappi group</b>	1,456	1,226	2,682

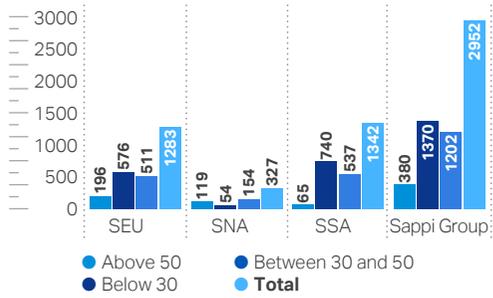
Male

	No	Yes	Total
SEU	5,370		5,370
SNA	1,815	38	1,853
SSA	684	3,200	3,884
<b>Sappi group</b>	7,869	3,238	11,107

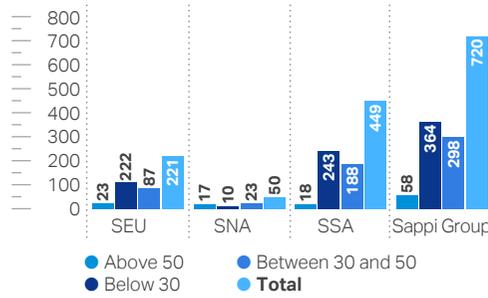
## OUR 2020 PEOPLE INDICATORS continued

### New hires by age group

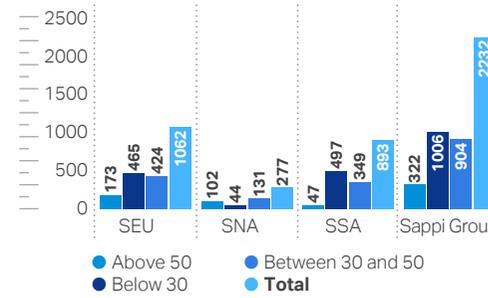
All movements – internal hires and external hires – all new hires



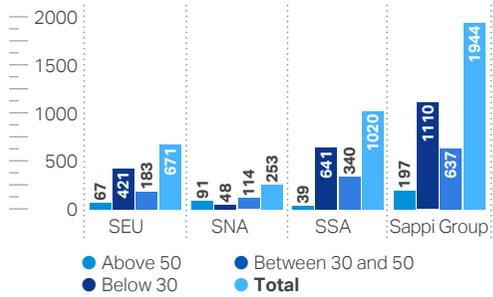
All movements – internal and external hires – female only



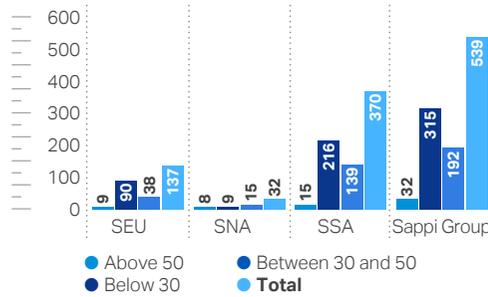
All movements – internal and external hires – male only



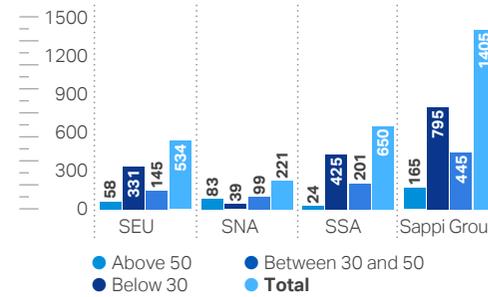
New hires – external hires only – all external hires



New hires – external hires only – female external hires



New hires – external hires only – male external hires



## OUR 2020 PEOPLE INDICATORS continued

### New external hires – gender percentages

	Female	Male
SEU	20.42%	79.58%
SNA	12.65%	87.35%
SSA	36.27%	63.73%
<b>Sappi group</b>	<b>27.73%</b>	<b>72.27%</b>

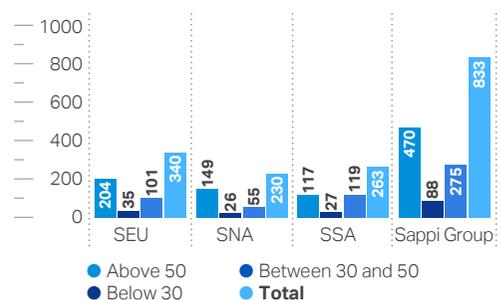
### Internal vs external movements in professional/middle management and hire

	External hire	Internal hire - lateral move	Internal hire - promotion	Total internal hires
SEU	33.33%	31.82%	34.85%	66.67%
SNA	24.19%	17.74%	58.06%	75.81%
SSA	43.48%	26.96%	29.57%	56.52%
<b>Sappi group</b>	<b>35.28%</b>	<b>27.18%</b>	<b>37.54%</b>	<b>64.72%</b>

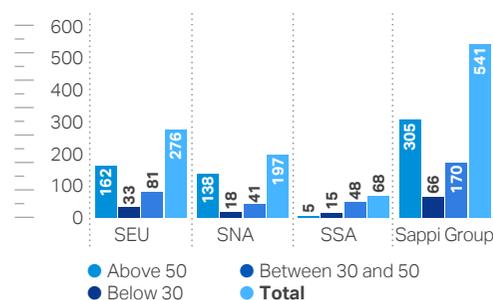
Our objective is that 80% or more of the placements from HRL16 and above should come from internal hires and promotions. Movements from fixed term contracts into permanent positions are regarded as external hires.

### Exits by age group and type of exit

All exits – voluntary and involuntary



### Voluntary exits only i.e. resignations



### Voluntary exits as a percentage of permanent employees (staff turnover)

	Total voluntary exits	Full time permanent	Part time permanent	Total permanent	Staff turnover (total voluntary exit)
SEU	276	5,575		5,575	4.95%
SNA	197	2,192	6	2,198	8.96%
SSA	68	4,816		4,816	1.41%
<b>Sappi group</b>	<b>541</b>	<b>12,583</b>	<b>6</b>	<b>12,589</b>	<b>4.30%</b>

## OUR 2020 PEOPLE INDICATORS continued

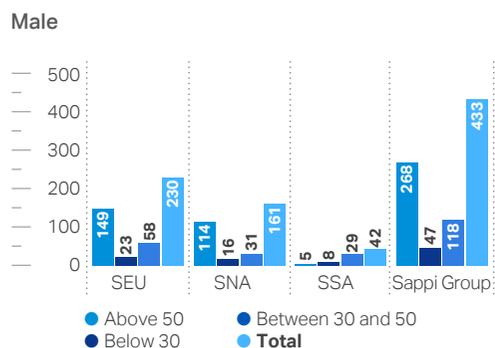
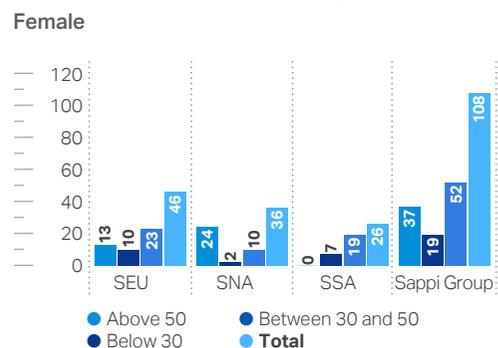
### Total turnover rate (voluntary and involuntary)

	Staff turnover (total voluntary exit)
SEU	6.10%
SNA	10.46%
SSA	5.46%
<b>Sappi group</b>	<b>6.62%</b>

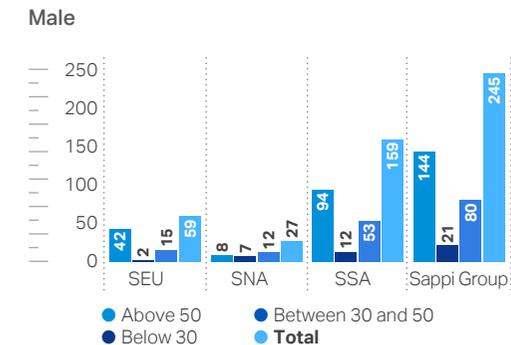
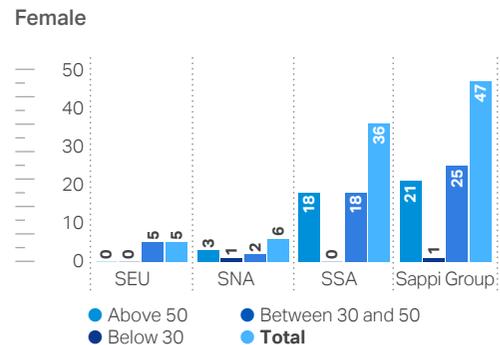
### Voluntary turnover by gender – voluntary exits as a percentage of the number of employees per gender:

	Male turnover	Female turnover
SEU	4.83%	5.62%
SNA	8.69%	10.47%
SSA	1.19%	2.02%
<b>Sappi group</b>	<b>4.27%</b>	<b>4.42%</b>

### Voluntary exits by gender and age category



### Involuntary exits by gender and age category



### Income differentials between genders

	Female Comparative ratio	Male Comparative ratio	# Employees included in calculation
SEU	90%	99%	1,081
SNA	106%	107%	726
SSA	114%	115%	2,705
<b>Sappi group</b>	<b>105%</b>	<b>110%</b>	<b>4,512</b>

When assessing income differentials we compare the person's salary to the midpoint of the salary scale for that level of position. For the purpose of gender income parity, we look for a close match between male and female. From an overall point of view there is a small pay gap between male and female with males being paid on average 10% above the salary scale midpoint and females 5% above the midpoint.

OUR 2020 PEOPLE INDICATORS continued

Absenteeism rate – overall rate	
	Percentage absence
SEU	5.70%
SNA	2.96%
SSA	3.13%
<b>Sappi group</b>	<b>4.06%</b>

Absenteeism rate – male	
	Percentage absence
SEU	6.05%
SNA	2.92%
SSA	2.66%
<b>Sappi group</b>	<b>4.08%</b>

Absenteeism rate – female	
	Percentage absence
SEU	3.34%
SNA	3.18%
SSA	4.39%
<b>Sappi group</b>	<b>3.96%</b>