

Our 2022

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	4,727		33	508	687	83	11	6,049
SNA	1,363		98	325	348	44	10	2,188
SSA	502	855	1,418	1,840	560	59	18	5,252
Sappi group	6,592	855	1,549	2,673	1,595	186	39	13,489

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Male only

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	4,354		22	199	503	72	11	5,161
SNA	1,249		61	220	261	35	5	1,831
SSA	331	460	1,121	1,403	391	45	14	3,765
Sappi group	5,934	460	1,204	1,822	1,155	152	30	10,757

Female only

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	373		11	309	184	11		888
SNA	109		37	105	85	9	5	350
SSA	171	395	297	437	169	14	4	1,487
Sappi group	653	395	345	851	438	34	9	2,725

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Gender split per region (numbers)				
	Female	Male	Undisclosed	Total
SEU	888	5,161		6,049
SNA	350	1,831	7	2,188
SSA	1,487	3,765		5,252
Sappi group	2,725	10,757	7	13,489

Gender split per region (percentage)				
	Female	Male	Undisclosed	Total
SEU	14.68%	85.32%	0.00%	100.00%
SNA	16.00%	83.68%	0.32%	100.00%
SSA	28.31%	71.69%	0.00%	100.00%
Sappi group	20.20%	79.75%	0.05%	100.00%

Gender split per region HRL 19 and above:

Numbers			
	Female	Male	Total
SEU	29	145	174
SNA	30	101	131
SSA	53	140	193
Sappi group	112	386	498

Gender split per region HRL 19 and above:

Percentage			
	Female	Male	Total
SEU	16.67%	83.33%	100.00%
SNA	22.90%	77.10%	100.00%
SSA	27.46%	72.54%	100.00%
Sappi group	22.49%	77.51%	100.00%

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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	Below 30	Between 30 and 50	Undisclosed total	
SEU	5.03%	2.43%	7.22%	14.68%	39.84%	12.38%	33.10%	85.32%	0.00%	0.00%	0.00%	0.00%	100.00%
SNA	7.59%	2.29%	6.12%	16.00%	39.03%	9.69%	34.96%	83.68%	0.05%	0.09%	0.18%	0.32%	100.00%
SSA	4.09%	6.17%	18.05%	28.31%	15.99%	12.47%	43.22%	71.69%	0.00%	0.00%	0.00%	0.00%	100.00%
Sappi group	5.08%	3.86%	11.26%	20.20%	30.42%	11.98%	37.34%	79.75%	0.01%	0.01%	0.03%	0.05%	100.00%

Total workforce age analysis

	Above 50	Below 30	Between 30 and 50	Total
SEU	44.87%	14.81%	40.32%	100.00%
SNA	46.66%	12.07%	41.27%	100.00%
SSA	20.09%	18.64%	61.27%	100.00%
Sappi group	35.51%	15.86%	48.63%	100.00%

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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	2,199		9	139	301	57	9	2,714
SNA	622		40	120	196	33	10	1,021
SSA	44	127	262	409	172	29	12	1,055
Sappi group	2,865	127	311	668	669	119	31	4,790

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Ages 30-50

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	1,766		11	270	364	26	2	2,439
SNA	580		24	149	139	11		903
SSA	118	529	960	1,229	346	30	6	3,218
Sappi group	2,464	529	995	1,648	849	67	8	6,560

Below 30

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Total
SEU	762		13	99	22	896
SNA	161		34	56	13	264
SSA	340	199	196	202	42	979
Sappi group	1,263	199	243	357	77	2,139

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Workforce profile by gender and nature of employment

All employees

	Fixed term contract	Full Time Permanent	Temporary employee (hourly paid)	Grand Total
SEU	455	5,591	3	6,049
SNA		2,188		2,188
SSA	278	4,762	212	5,252
Sappi group	733	12,541	215	13,489

Male

	Fixed term contract	Full Time Permanent	Temporary employee (hourly paid)	Grand Total
SEU	388	4,771	2	5,161
SNA		1,831		1,831
SSA	172	3,440	153	3,765
Sappi group	560	10,042	155	10,757

Female

	Fixed term contract	Full Time Permanent	Temporary employee (hourly paid)	Grand Total
SEU	67	820	1	888
SNA		350		350
SSA	106	1,322	59	1,487
Sappi group	173	2,492	60	2,725

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Union membership

	% of employees in the bargaining unit	% of employees in unions
SEU	88%	61%
SNA	63.94%	63.94%
SSA	56.19%	44.84%

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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	30.27		69.49	26.60	30.73	26.94	1.71	30.13
SNA	73.35		18.07	27.72	20.69	12.52	4.90	54.19
SSA	327.19	28.56	43.38	35.74	25.65	19.05	11.79	63.15
Sappi group	61.79	28.56	42.34	33.03	26.76	21.02	7.18	46.89

Training hours – male averages

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	30.45		75.44	29.91	29.10	30.19	1.71	30.42
SNA	70.39		16.70	28.06	22.11	12.53	3.80	55.35
SSA	375.46	36.51	48.56	32.27	23.98	16.21	9.91	66.68
Sappi group	58.10	36.51	47.44	31.51	25.79	21.99	5.89	47.35

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Training hours – female averages

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	28.14		57.59	24.47	35.19	5.63		28.41
SNA	110.61		20.31	26.99	16.79	12.48	6.00	49.18
SSA	233.75	19.29	23.85	46.87	29.52	28.15	18.38	54.21
Sappi group	95.75	19.29	24.55	36.28	29.43	16.72	11.50	45.16

Training hours – compliance training vs skills development

	Percentage skills improvement	Percentage compliance training
SEU	53.39%	46.62%
SNA	17.30%	82.70%
SSA	88.31%	11.69%
Sappi group	64.94%	35.06%

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 that employees need to be aware of, but that will not necessarily make them more effective at their work. Skills improvement is training that is designed to improve employee effectiveness.

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Average training spend per employee

	2018	2019	2020	2021	2022
Southern Africa	R9,195	R7,191	R 8,576	R 9,960	R11,163
Europe	€489.26	€543	€389	€396	€580
North America	US\$305	US\$362	US\$204	US\$238	US\$276
Sappi Trading	US\$748	US\$695	US\$671	US\$504	US\$194

Training spend US\$ based on reporting exchange rate

	2021 as reported	2021 US\$ equivalent	2022 as reported	2022 US\$ equivalent
Southern Africa	R 9,960	Exchange rate 14.85048 US\$ Value: \$670.69	R 11,163	Exchange rate 15.78290 US\$ value \$707.28
Europe	€396	Exchange rate 1.19545 US\$ Value: \$473.40	€580	Exchange rate 1.08526 US\$ value \$629.45
North America	US\$238	US\$238	US\$276	US\$276
Sappi Trading	US\$504	US\$504	US\$194	US\$194

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Percentage employees with individual development plans					
	2018	2019	2020	2021	2022
Southern Africa	51%	67%	61%	63%	72%
Europe	46%	46%	48%	42%	37%
North America	70% (of salaried employees)	65% (of salaried employees)	62% (of salaried employees)	58% (of salaried employees)	63% (of salaried employees)
Sappi Trading	41%	40%	64%	42%	12%

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Performance appraisals

How many employees are eligible for performance appraisals as % of total employees

	No	Yes	Grand Total		% Not eligible	% Eligible
SEU	363	5,686	6,049		6.00%	94.00%
SNA	1,422	766	2,188		64.99%	35.01%
SSA	3,448	1,804	5,252		65.65%	34.35%
Sappi group	5,233	8,256	13,489		38.79%	61.21%

All employees – number eligible for performance appraisals

	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	4,400	15	493	684	83	11	5,686
SNA		39	325	348	44	10	766
SSA	3		1,165	559	59	18	1,804
Sappi group	4,403	54	1,983	1,591	186	39	8,256

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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	1,957	6	366	426	62	8	2,825
SNA		39	325	348	44	10	766
SSA	2	39	989	509	52	13	1,604
Sappi group	1,959	84	1,680	1,283	158	31	5,195

Sappi's year-end performance review process runs from 1 September to 31 October each year. These statuses reflect the current state of completed performance reviews as at the end of the financial year (30 September).

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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	1,725		130	312	53	8	2,228
SNA		14	220	261	35	5	535
SSA	2	11	719	365	42	11	1,150
Sappi group	1,727	25	1,069	938	130	24	3,913

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	232	6	236	114	9		597
SNA		25	105	85	9	5	229
SSA		28	270	144	10	2	454
Sappi group	232	59	611	343	28	7	1,280

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Percentage of eligible employees with performance appraisals that were completed or in progress as at 30 September

Female employees

	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	68%	100%	79%	62%	82%		71%
SNA		100%	100%	100%	100%	100%	100%
SSA			81%	85%	77%	50%	82%
Sappi group	68%	100%	83%	78%	85%	78%	79%

Male employees

	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Total
SEU	42%		67%	62%	74%	73%	46%
SNA		100%	100%	100%	100%	100%	100%
SSA	100%		83%	94%	93%	79%	87%
Sappi group	43%	61%	84%	81%	86%	80%	58%

Diversity – Workforce by gender and minority group

All employees

	Not from minority groups	Not specified	From minority groups	Total
SEU		6,049		6,049
SNA	2,106	25	57	2,188
SSA	846	8	4,398	5,252
Sappi group	2,952	6,082	4,455	13,489

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Male				
	Not from minority groups	Not specified	From minority groups	Total
SEU		5,161		5,161
SNA	1,783	8	40	1,831
SSA	630	3	3,132	3,765
Sappi group	2,413	5,172	3,172	10,757

Female				
	Not from minority groups	Not specified	From minority groups	Total
SEU		888		888
SNA	316	17	17	350
SSA	216	5	1,266	1,487
Sappi group	532	910	1,283	2,725

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New hires by age group

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

	Above 50	Below 30	Between 30 and 50	Total
SEU	201	853	727	1,781
SNA	49	125	130	304
SSA	115	817	843	1,775
Sappi group	365	1,795	1,700	3,860

Due to the way data is reported in our HR systems, if one person was hired first as a contractor and later hired as a permanent person, the hiring record would appear twice. These numbers therefore don't reflect the number of people who moved or were hired, but rather the number of movements in total.

All movements – internal and external hires – male only

	Above 50	Below 30	Between 30 and 50	Total
SEU	174	684	603	1,461
SNA	38	101	105	244
SSA	81	509	534	1,124
Sappi group	293	1,294	1,242	2,829

All movements – internal and external hires – female only

	Above 50	Below 30	Between 30 and 50	Total
SEU	27	169	124	320
SNA	10	23	21	54
SSA	34	308	309	651
Sappi group	71	500	454	1,025

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New hires – external hires only – all external hires

	Above 50	Below 30	Between 30 and 50	Total
SEU	91	674	442	1,207
SNA	36	117	108	261
SSA	67	531	423	1,021
Sappi group	194	1,322	973	2,489

Please note that conversion from temporary contracts to permanent contracts are regarded as external hires.

New hires – external hires only – male external hires

	Above 50	Below 30	Between 30 and 50	Total
SEU	73	531	353	957
SNA	28	94	89	211
SSA	51	312	246	609
Sappi group	152	937	688	1,777

New hires – external hires only – female external hires

	Above 50	Below 30	Between 30 and 50	Total
SEU	18	143	89	250
SNA	7	22	15	44
SSA	16	219	177	412
Sappi group	41	384	281	706

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New external hires – gender percentages (includes the conversions of temporary to permanent)

	Female	Male	Undisclosed
SEU	20.71%	79.29%	0.00%
SNA	16.86%	80.84%	2.30%
SSA	40.35%	59.65%	0.00%
Sappi group	28.36%	71.39%	0.24%

New external hires that exclude conversions of temporary to permanent and all contract appointments (i.e. only new external appointments into permanent positions)

	Female	Male	Undisclosed
SEU	23.88%	76.12%	0.00%
SNA	16.86%	80.84%	2.30%
SSA	38.58%	61.42%	0.00%
Sappi group	26.33%	73.30%	0.37%

Internal vs external movements in professional/middle management and above

	External hire	Internal hire – lateral move	Internal hire – promotion
SEU	39.60%	20.13%	40.27%
SNA	35.00%	0.00%	65.00%
SSA	27.69%	28.21%	44.10%
Sappi group	33.07%	22.14%	44.79%

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Exits by age group and type of exit

All exits – voluntary and involuntary

	Above 50	Below 30	Between 30 and 50	Total
SEU	328	56	154	538
SNA	141	43	93	277
SSA	103	45	172	320
Sappi group	572	144	419	1,135

Voluntary exits only ie resignations

	Above 50	Below 30	Between 30 and 50	Total
SEU	255	47	133	435
SNA	131	35	82	248
SSA	7	33	106	146
Sappi group	393	115	321	829

Voluntary exit as a percentage of permanent employees (staff turnover):

	Voluntary exits	Permanent Headcount	Staff turnover (total voluntary exit)
SEU	435	6,049	7.19%
SNA	248	2,188	11.33%
SSA	146	5,252	2.78%
Sappi group	829	13,489	6.15%

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Total turnover rate
(voluntary and involuntary)

	Total staff turnover
SEU	8.89%
SNA	12.66%
SSA	6.09%
Sappi group	8.41%

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

	Male turnover	Female turnover
SEU	6.34%	12.16%
SNA	11.03%	12.29%
SSA	2.79%	2.76%
Sappi group	5.89%	7.05%

Involuntary exits by gender and age category

Male

	Above 50	Below 30	Between 30 and 50	Total
SEU	70	6	14	90
SNA	9	8	10	27
SSA	71	10	44	125
Sappi group	150	24	68	242

Female

	Above 50	Below 30	Between 30 and 50	Total
SEU	3	3	7	13
SNA	1		1	2
SSA	25	2	22	49
Sappi group	29	5	30	64

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Voluntary exits by gender and age category

Male				
	Above 50	Below 30	Between 30 and 50	Grand total
SEU	204	38	85	327
SNA	102	29	71	202
SSA	6	25	74	105
Sappi group	312	92	230	634

Female				
	Above 50	Below 30	Between 30 and 50	Grand total
SEU	51	9	48	108
SNA	28	5	10	43
SSA	1	8	32	41
Sappi group	80	22	90	192

Income differentials between genders				
	Female	Male	# Employees included	All employees average
SEU	86.4%	94.58%	1,192	91.51%
SNA	99.67%	103.47%	688	102.38%
SSA	103.14%	107.91%	1,780	106.52%
Sappi group	96.11%	103.07%	3,660	103.07%

The data used in the comparison is the comparative ratio against the midpoint of the person's salary scale. This is only measured for permanent employees as fixed term contractors are generally not linked to specific grade-based salary scales. Employees who are not graded, or not linked to salary scales, are not included. **3,660 employees were included in this calculation.**

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Absenteeism rate – overall rate	
Percentage absence	
SEU	6.08%
SNA	2.36%
SSA	3.20%
Sappi group	4.14%

Absenteeism rate – male	
Percentage absence	
SEU	6.09%
SNA	2.29%
SSA	2.68%
Sappi group	4.02%

Absenteeism rate – female	
Percentage absence	
SEU	6.00%
SNA	2.79%
SSA	4.47%
Sappi group	4.60%

Parental leave – number of employees who received parental leave					
	Paid maternity leave	Unpaid maternity leave	Paid paternity leave	Unpaid paternity leave	Number of employees who received parental leave
SEU	13	1	20	89	123
SNA	1	0	0	0	1
SSA	78	3	85	2	168
Sappi group	92	4	105	91	292