

Our people indicators

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	Group total
SEU	4,796	–	82	445	710	86	11	6,130
SNA	1,355	–	90	326	361	46	10	2,188
SSA	496	807	1,408	1,840	598	57	17	5,223
Group total	6,647	807	1,580	2,611	1,669	189	38	13,541

Our people indicators continued

Workforce by level and gender (numbers) (continued)

Male workforce

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Group total
SEU	4,413	–	31	194	518	75	11	5,242
SNA	1,246	–	50	233	267	37	5	1,838
SSA	297	429	1,101	1,401	411	41	14	3,694
Group total	5,956	429	1,182	1,828	1,196	153	30	10,774

Female workforce

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Group total
SEU	383	–	51	251	192	11	–	888
SNA	104	–	40	92	92	9	5	342
SSA	199	378	307	439	187	16	3	1,529
Group total	686	378	398	782	471	36	8	2,759

Our people indicators continued

Workforce by level and gender (numbers) (continued)

Total workforce by age and gender

	Female				Male				Unknown			Unknown 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	
SEU	4.76%	2.46%	7.26%	14.49%	37.34%	12.40%	35.77%	85.51%	0.00%	0.00%	0.00%	0.00%
SNA	7.18%	1.87%	6.58%	15.63%	36.47%	9.78%	37.75%	84.00%	0.05%	0.09%	0.23%	0.37%
SSA	4.77%	6.38%	18.13%	29.27%	18.05%	11.51%	41.16%	70.73%	0.00%	0.00%	0.00%	0.00%
Group total	5.15%	3.88%	11.34%	20.38%	29.76%	11.63%	38.17%	79.57%	0.01%	0.01%	0.04%	0.06%

Total workforce age analysis

	Above 50	Below 30	Between 30 and 50
SEU	42.10%	14.86%	43.03%
SNA	43.69%	11.75%	44.56%
SSA	22.82%	17.88%	59.30%
Group total	34.92%	15.52%	49.55%

Our people indicators continued

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	Group total
SEU	2,069	–	6	135	302	60	9	2,581
SNA	579	–	35	112	189	31	10	956
SSA	34	140	289	479	202	34	14	1,192
Group total	2,682	140	330	726	693	125	33	4,729

Between 30 and 50

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Group total
SEU	1,939	–	10	273	388	26	2	2,638
SNA	617	–	29	162	152	15	–	975
SSA	104	498	938	1,184	347	23	3	3,097
Group total	2,660	498	977	1,619	887	64	5	6,710

Below 30

Senior management	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Group total
SEU	788	–	16	87	20	911
SNA	159	–	12	66	20	257
SSA	358	169	177	181	49	934
Group total	1,305	169	205	334	89	2,102

Our people indicators continued

Gender split

Per region (numbers)

	Female	Male	Not disclosed	Group total
SEU	888	5,242	–	6,130
SNA	342	1,838	8	2,188
SSA	1,529	3,694	–	5,223
Group total	2,759	10,774	8	13,541

Per region (percentages)

	Female	Male	Unknown	Group total
SEU	14.49%	85.51%	0.00%	100.00%
SNA	15.63%	84.00%	0.37%	100.00%
SSA	29.27%	70.73%	0.00%	100.00%
Group total	20.38%	79.57%	0.06%	100.00%

Gender split per region (senior management – numbers)

	Female	Male	Group total
SEU	31	153	184
SNA	31	104	135
SSA	52	138	190
Group total	114	395	509

Gender split per region (senior management – percentage)

	Female	Male
SEU	16.85%	83.15%
SNA	22.96%	77.04%
SSA	27.37%	72.63%
Group total	22.40%	77.60%

Our people indicators continued

Workforce profile by gender and nature of employment

All employees

	Fixed-term contract	Full-time permanent	Temporary or hourly	Group total
SEU	536	5,567	27	6,130
SNA	–	2,188	–	2,188
SSA	287	4,726	210	5,223
Group total	823	12,481	237	13,541

Male

	Fixed-term contract	Full-time permanent	Temporary or hourly	Group total
SEU	463	4,756	23	5,242
SNA	–	1,838	–	1,838
SSA	157	3,398	139	3,694
Group total	620	9,992	162	10,774

Female

	Fixed-term contract	Full-time permanent	Temporary or hourly	Group total
SEU	73	811	4	888
SNA	–	342	–	342
SSA	130	1,328	71	1,529
Group total	203	2,481	75	2,759

Our people indicators continued

Bargaining unit and union membership

Bargaining unit membership (numbers and percentage)

	Not part of bargaining unit	Undisclosed	Yes – part of bargaining unit	Group total	Not part of bargaining unit %	Undisclosed	Yes – part of bargaining unit %
SEU	–	6,130	–	6,130	0.00%	100.00%	0.00%
SNA	771	27	1,390	2,188	35.24%	1.23%	63.53%
SSA	2,328	8	2,887	5,223	44.57%	0.15%	55.27%
Group total	3,099	6,165	4,277	13,541	22.89%	45.53%	31.59%

Union membership

	Not a union member	Undisclosed	Yes – belongs to a union	Group total	Not a union member %	Undisclosed	Yes – belongs to a union %
SEU	–	6,130	–	6,130	0.00%	100.00%	0.00%
SNA	771	27	1,390	2,188	35.24%	1.23%	63.53%
SSA	2,973	8	2,242	5,223	56.92%	0.15%	42.93%
Group total	3,744	6,165	3,632	13,541	27.65%	45.53%	26.82%

	Percentage of employee in the bargaining unit	Percentage of employees in unions
SEU ¹	88.00%	61.00%
SNA	63.53%	63.53%
SSA	55.27%	42.93%
Weighted average total	71.42%	54.44%

¹ Based on manual estimates provided by SEU as there is no disclosure due to local privacy regulations.

Our 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	Group total
SEU	34.22	–	11.14	14.58	22.76	20.77	1.21	30.94
SNA	95.33	–	24.67	35.27	26.96	20.93	8.25	70.30
SSA	221.08	15.77	46.89	39.57	25.22	9.48	3.26	53.01
Group total	60.62	15.77	45.02	34.41	24.55	17.41	3.98	45.81

Training hours – male averages

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Group total
SEU	34.29	–	13.43	15.95	22.90	21.72	1.21	32.12
SNA	91.61	–	25.51	35.64	27.62	19.17	2.50	71.75
SSA	287.80	15.29	50.15	38.06	23.52	10.64	3.31	57.04
Group total	58.92	15.29	48.51	35.31	24.16	18.13	2.41	47.42

Our people indicators continued

Average training hours by job category and gender (continued)

Training hours – female averages

	No grade	Unskilled	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Group total
SEU	33.44	–	6.10	13.63	22.39	14.34	–	23.99
SNA	144.48	–	23.45	34.75	25.65	28.16	14.00	64.17
SSA	121.50	16.31	35.12	44.36	28.95	6.52	3.00	43.26
Group total	75.82	16.31	33.23	32.45	25.63	14.32	9.88	39.65

Training hours – skills development versus compliance training

	Percentage skills development	Percentage compliance training
SEU	93.66%	6.34%
SNA	28.34%	71.66%
SSA	86.51%	13.49%
Group total	74.27%	25.73%

Note: 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.

Our people indicators continued

Percentage employees with individual development plans

	Percentage
SEU	14%
SNA	10% (of all employees)
SSA	69%
Sappi Trading	4%

SEU and SNA launched the group standard learning management solution in FY2023. Change management is still underway to migrate employees to the new way of creating development plans. The numbers should show significant improvement in FY2024 as the new technology becomes embedded.

Our people indicators continued

Performance appraisals

Percentage of employees eligible for performance appraisals as a percentage of total employees

	% not eligible	% eligible
SEU	0.00%	100.00%
SNA	63.53%	36.47%
SSA	64.66%	35.34%
Group total	35.20%	64.80%

Note: SEU has now agreed with the Works Councils that employees should have formal objectives and performance reviews. Accordingly, all SEU employees are now eligible for performance appraisals. In the other regions, union agreements exclude bargaining unit employees from formal reviews and performance ratings. The performance review process was fully moved to the new learning management system in SEU and SNA – change management is underway.

All employees – number eligible for performance appraisals

	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Group total
SEU	4,796	32	495	710	86	11	6,130
SNA	–	41	340	361	46	10	798
SSA	1	–	1,173	598	57	17	1,846
Group total	4,797	73	2,008	1,669	189	38	8,774

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	Group total
SEU	9	–	67	212	41	7	336
SNA	–	41	332	353	46	10	782
SSA	1	44	1,160	579	57	16	1,857
Group total	10	85	1,559	1,144	144	33	2,975

Note: Sappi's year-end performance review process runs from 1 September to 31 October each year. These statuses in the tables above reflect the current state of completed performance reviews as at the end of FY2023 (30 Sept). 100% of eligible employees will have completed appraisals by the end of the review cycle as the performance ratings serve as input for year-end compensation processes (increases and bonus allocations).

Our people indicators continued

Performance appraisals (continued)

Percentage of eligible employees who had performance appraisals in progress or completed by financial year end

	Completed	In progress	Not started	Group total	% completed or in progress
SEU	41	295	5,794	6,130	5.48%
SNA	5	777	16	798	97.99%
SSA	1,502	280	64	1,846	96.53%
Group total	1,548	1,352	5,874	8,774	33.05%

Male – completed or in progress performance appraisal numbers

	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Group total
SEU	8	–	17	154	35	7	221
SNA	–	16	234	263	37	5	555
SSA	1	–	826	399	41	13	1,280
Group total	9	16	1,077	816	113	25	2,056

Female – completed or in progress performance appraisal numbers

	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Group total
SEU	1	–	50	58	6	–	115
SNA	–	25	97	88	9	5	224
SSA	–	–	303	180	16	3	502
Group total	1	25	450	326	31	8	841

Our people indicators continued

Performance appraisals (continued)

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

Male employees

Percentage eligible with reviews male	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Group total
SEU	0.18%	–	8%	30%	47%	64%	4%
SNA	–	100%	98%	99%	100%	100%	99%
SSA	100%	–	96%	97%	100%	93%	97%
Group total	0.2%	42%	83%	68%	74%	83%	29%

Female employees

Percentage eligible females with appraisals	No grade	Semi-skilled	Skilled technical and junior management	Professional and middle management	Senior management	Top management	Group total
SEU	–	–	17%	30%	55%	–	13%
SNA	–	100%	96%	96%	100%	100%	97%
SSA	–	–	96%	96%	100%	100%	96%
Group total	–	71%	64%	69%	86%	100%	51%

Our people indicators continued

Diversity – workforce by gender and minority group

All employees

	Not from minority groups or not disclosed	Not specified	From minority groups	Group total
SEU	–	6,130	–	6,130
SNA	2,093	27	68	2,188
SSA	795	8	4,420	5,223
Group total	2,888	6,165	4,488	13,541

Males only

	Not from minority groups or not disclosed	Not specified	From minority groups	Group total
SEU	–	5,242	–	5,242
SNA	1,777	10	51	1,838
SSA	587	3	3,104	3,694
Group total	2,364	5,255	3,155	10,774

Females only

	Not from minority groups or not disclosed	Not specified	From minority groups	Group total
SEU	–	888	–	888
SNA	308	17	17	342
SSA	208	5	1,316	1,529
Group total	516	910	1,333	2,759

Our people indicators continued

New hires by age group

All movements (internal hires and external hires) all new hires¹

	Above 50	Below 30	Between 30 and 50	Group total
SEU	164	627	610	1,401
SNA	40	118	180	338
SSA	97	764	598	1,459
Group total	301	1,509	1,388	3,198

All movements male only

	Above 50	Below 30	Between 30 and 50	Group total
SEU	144	484	530	1,158
SNA	32	82	152	266
SSA	77	459	389	925
Group total	253	1,025	1,071	2,349

All movements female only

	Above 50	Below 30	Between 30 and 50	Group total
SEU	20	143	80	243
SNA	8	21	26	55
SSA	20	305	209	534
Group total	48	469	315	832

¹ 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 do not reflect the number of people who moved or were hired, but rather the number of movements in total.

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External hires

	Above 50	Below 30	Between 30 and 50	Group total
SEU	66	479	302	847
SNA	29	101	124	254
SSA	48	529	237	814
Group total	143	1,109	663	1,915

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

New male external hires

	Above 50	Below 30	Between 30 and 50	Group total
SEU	55	357	261	673
SNA	23	70	102	195
SSA	38	300	125	463
Group total	116	727	488	1,331

New female external hires

	Above 50	Below 30	Between 30 and 50	Group total
SEU	11	122	41	174
SNA	6	16	20	42
SSA	10	229	112	351
Group total	27	367	173	567

Our people indicators continued

New external hires – gender percentages

(Includes the conversions of temporary to permanent including trainees who were on temporary contracts before being appointed into permanent positions.)

	Female	Male	Not specified
SEU	20.54%	79.46%	0.00%
SNA	16.54%	76.77%	6.69%
SSA	43.12%	56.88%	0.00%
Group total	29.61%	69.50%	0.89%

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

	Female	Male	Not specified
SEU	25.97%	74.03%	0.00%
SNA	16.54%	76.77%	6.69%
SSA	42.98%	57.02%	0.00%
Group total	33.06%	65.88%	1.06%

Internal versus external movements in professional/middle management and above

	External hire	Internal hire – lateral move	Internal hire – promotion
SEU	32.84%	20.15%	47.01%
SNA	48.53%	14.71%	36.76%
SSA	26.20%	16.04%	57.75%
Group total	32.39%	17.22%	50.39%

Our people indicators continued

Exits by age group and type of exit

All exits – voluntary and involuntary

Senior management 2023	Above 50	Below 30	Between 30 and 50	Group total
SEU	275	191	172	638
SNA	102	87	83	272
SSA	109	46	178	333
Group total	486	324	433	1,243

Voluntary exits only ie resignations

Senior management 2023	Above 50	Below 30	Between 30 and 50	Group total
SEU	180	125	126	431
SNA	98	77	71	246
SSA	13	18	125	156
Group total	291	220	322	833

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

	Voluntary exits (resignations)	Permanent headcount	Staff turnover (total voluntary exit)
SEU	431	6,130	7.03%
SNA	246	2,188	11.24%
SSA	156	5,223	2.99%
Group total	833	13,541	6.15%

Total turnover rate (voluntary and involuntary)

	Total staff turnover
SEU	10.41%
SNA	12.43%
SSA	6.38%
Group total	9.18%

Our people indicators continued

Exits by age group and type of exit (continued)

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

	Male turnover	Female turnover
SEU	6.73%	8.78%
SNA	10.55%	15.20%
SSA	2.98%	3.01%
Group total	6.10%	6.38%

Involuntary exits by gender and age category

Male

	Above 50	Below 30	Between 30 and 50	Group total
SEU	78	49	29	156
SNA	2	9	11	22
SSA	78	24	36	138
Group total	158	82	76	316

Female

	Above 50	Below 30	Between 30 and 50	Group total
SEU	17	17	17	51
SNA	2	1	1	4
SSA	18	4	17	39
Group total	37	22	35	94

Our people indicators continued

Exits by age group and type of exit (continued)

Voluntary exits by gender and age category

Male

	Above 50	Below 30	Between 30 and 50	Group total
SEU	159	96	98	353
SNA	83	59	52	194
SSA	10	14	86	110
Group total	252	169	236	657

Female

	Above 50	Below 30	Between 30 and 50	Group total
SEU	21	29	28	78
SNA	15	18	19	52
SSA	3	4	39	46
Group total	39	51	86	176

Income differentials between genders

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. 6,894 employees have data for this metric for FY2023.

Senior management 2023	Female	Male	Number of employees included	All employees average
SEU	93.18%	101.64%	1,334	98.53%
SNA	97.79%	104.48%	833	102.63%
SSA	108.38%	112.79%	4,727	111.49%
Group total	101.29%	108.29%	6,894	106.06%

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Absenteeism rate – overall rate

	Percentage absence
SEU	9.26%
SNA	1.73%
SSA	2.72%
Group total	4.85%

Male absenteeism rate

	Percentage absence
SEU	9.32%
SNA	1.64%
SSA	2.27%
Group total	4.85%

Female absenteeism rate

	Percentage absence
SEU	8.90%
SNA	2.30%
SSA	3.78%
Group total	4.85%

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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	37	31	72	156	296
SNA	0	0	0	27	27
SSA	72	0	85	10	167
Group total	109	31	157	193	490