

Labour standards summary: training and development

Human capital →

Inputs →

Outputs/outcomes →

2021

2020

By focusing on our employees, their well-being and development, we automatically focus on good corporate governance practices, human rights, regulatory compliance, reward, and their work environments.

We provide employment, our employees have the opportunity to develop and grow, are exposure to retail and supply chain experience and are given employee support and wellness assistance.

Integrity, fairness, transparency, inclusiveness and accountability are all principles set out in the group's [code of ethics](#). This code provides structure and guidance by outlining every employee's responsibility in terms of personal and professional behaviour while at work and when interacting with our customers, suppliers, communities and other stakeholders. The board sets the tone for compliance with the code and leads by example. Each business, in turn, must adhere to the group's code of ethics and other relevant policies.

Pepkor's policies and principles provide a roadmap for how our employees engage with each other and our stakeholders. It is expected that they should respect and abide by these principles. Processes are in place for employees who wish to report unethical behaviour that they believe contravenes any of the group's policies and principles.

The group, as prescribed by the Companies Act, is committed to upholding the principles set out in the UNGC, which specifically support and respect the protection of internationally proclaimed human rights.

R7.9 billion
paid towards employee remuneration¹

R56.2 million
spent on training and development

Development programmes are managed by the operational divisions and are rolled out at different employee levels, giving all Pepkor staff the opportunity to advance their career paths. Programmes offered to Pepkor externally are also utilised as appropriate to develop employees, grow skills and enable job readiness.

¹ Read more: [Remuneration report](#)

² Read more: Case study: [Succession is success](#)

³ Full-time equivalents (FTEs) for FY20 and FY21. FY19 is not a comparable FTE number against what was reported that year.

Employees ³	47 000	50 000
Black employees	94%	94%
Female employees	70%	71%
Temporary staff (full time equivalent)	6.53%	6.83%
Disabled staff (475 employees)	0.74%	0.74%
Employee turnover	15.3%	16%
Employees are covered by company or industry-level collective agreements	25%	55%
Employees trained	50 734	30 666
Hours of training (average of 8 hours/1 day per employee)	1 059 887	226 200
Bursaries awarded	2	327
Black top management	3.4%	3%
Black senior management	22.7%	25%
Black middle management ²	40%	39%
Black store managers (South Africa only)	93.4%	93%
Black female store managers	71.3%	73%

Training is mostly job specific for career advancement and internal promotion

Job specific training includes (but is not limited to)

- Customer Service
- Functional Retail Skills
- Functional Buying Skills
- Functional Planning Skills
- Winning in retail
- Merchandising
- Leadership Development
- Warehouse management
- Selling skills
- People Management
- Business Analytics
- Business Writing
- Driver training

Personal development and wellness

- Horizons (Life skills) training
- HIV/ AIDS awareness
- Health and Safety
- Communication skills
- Emotional Intelligence
- Personal Mastery
- Interpersonal Effectiveness

Formalised group management courses³

- LEAD
- Ascend
- Pinnacle

The well-being, health and safety of our employees and customers are of the utmost importance. Health and safety form part of on-going training through various platforms. In stores daily or weekly EMT (early morning training) sessions are used to instill a culture of care and responsibility.



Partnerships have been established with business schools and leadership development specialists, and programmes have been tailored to specific business needs. These leadership programmes serve as an incubator for future leaders from which the group can draw talent and experience.



³ Read more: Case study: [Three levels of leadership programmes](#)