

EMPOWERING OUR EMPLOYEES

Permanent employees

15 582

2019: 15 413
2018: 15 067

Permanent monthly paid staff turnover

11.3%

2019: 14.5%
2018: 13.9%

Employees covered by medical aid/primary
healthcare plan

79.2%

2019: 77.0%
2018: 18.2%

Employees covered by collective bargaining
agreements

9.9%

2019: 11.3%
2018: 12.9%

Skills development – total expenditure

R140.1 million

2019: R143.8 million
2018: R124.7 million



EMPLOYEE VALUE PROPOSITION

Our employee value proposition focuses on people, passion and opportunities, and aims to attract and retain the valuable talent we need to achieve our strategic goals. The group’s talent strategy is to employ customer-orientated people with a “can do” attitude, who are professional and proud to work for the company.

The group’s values (see page 5) drive who we are and guide the way we assess the performance of our employees and support them to achieve their full potential at work.

The group leadership model

A leadership competency framework has been developed using global benchmarks and the latest research to determine the skills essential for executive and senior management positions. The framework is used to assess and develop top talent and inform the design of future development programmes.



LEARNING AND DEVELOPMENT

Skills development

Developing the skills, knowledge and capability of our employees builds the value of the human capital in the group. Learning and development interventions include on-the-job training, e-learning, skills programmes, learnership programmes, short courses and academic qualifications. A total of R140.1 million was invested in learning and skills development during the 2020 financial year, which equates to 6.59% of the leviable amount. 4 776 employees (2019: 5 781) participated in training interventions. Black employees comprised 95.42% of the employees trained and women 68.91%.

The main areas of focus for skills development during the year were enhanced management and leadership competencies, developing scarce and critical skills, and facilitating organisational transformation.

Learning and development statistics	2020	2019
Learning and development spend (R'million)	140	144
Number of employees trained	4 776	5 781
Black employees as a % of all employees trained	95	93
Female employees as a % of all employees trained	69	64
Pharmacy bursary spend (R'million)	6.3	7.3

Talent and development

The talent and development framework aims to develop the group’s human capital to achieve sustainable business growth and ensure that all employees are provided with the skills to realise their potential and meet their career aspirations. The talent and development framework aims to:

- ensure that the group attracts and retains the best talent and skills available in the market;
- build employee commitment by providing opportunities for career development;
- ensure that suitable employees are appointed in all core, scarce and critical positions and roles;
- contribute to the group’s transformation agenda;
- provide a pipeline of talent and skills to enable promotion from within the organisation; and
- address competency gaps.

The Clicks Group is committed to providing the resources necessary for learning and development, such as material, resources, time and support.

Creating pharmacist capacity

Clicks is a leader in the South African healthcare market and the largest employer of pharmacists in the private sector. There is a shortage of qualified pharmacists and healthcare professionals in South Africa and Clicks invests in developing the pool of industry skills and in attracting, developing and retaining these skills.

“We partner with pharmacy schools at universities, external learning providers and other stakeholders to create a pipeline of talented, motivated healthcare professionals.”

Clicks has a dedicated pharmacy recruitment team that focuses on the recruitment of pharmacists, pharmacy graduate interns and pharmacist assistants at the basic, post-basic and qualified post-basic level. The team operates under an agreed service level agreement with business partners, which tracks the average time to fill a vacancy, cost savings and compliance to the group’s resourcing framework.

We partner with pharmacy schools at universities, external learning providers and other stakeholders to create a pipeline of talented, motivated healthcare professionals.

The pharmacy development strategy focuses on:

- regular engagements with learning institutions across the country;
- supporting learning laboratories at university pharmacy schools;
- implementing a pharmacy bursary scheme;
- offering a pharmacy internship programme to provide a workplace experience;
- providing learnership opportunities to develop pharmacists’ assistants and trainees; and
- supporting continuing professional development of pharmacists and nursing practitioners.

Clicks provided R6.3 million in bursaries (2019: R8.3 million) to 112 students completing the Bachelor of Pharmacy degree at registered South African universities. 91% of bursary recipients were black and 68% female. The group also provided opportunities to 165 students to complete internship programmes. The group’s Pharmacy Healthcare Academy is registered with the South African Pharmacy Council (SAPC) and is instrumental in developing pharmacists’ assistants, with 567 learners currently registered on learnership programmes.

Local hiring

Wherever possible, we hire South African talent. A strict approval process is followed for exceptions in areas where skills are scarce in the country. At 31 August 2020, 99.44% of permanent employees were South African.

HEALTHCARE CONFERENCE

As part of our role to facilitate knowledge sharing and strengthening of partnerships, Clicks hosts an annual healthcare conference that includes all the employees and suppliers who help us deliver the patient-centred Clicks healthcare experience. The conference has over the years been extended not only to pharmacy, but to the healthcare services sector as a whole. Delegates include pharmacists, nursing practitioners, pharmacy assistants, interns, Clicks operational employees and suppliers from across the country. The conference represents a key opportunity for the group to explore new ways to take healthcare further and improve the lives of our patients. Speakers from both public and private sectors address the gathering to share knowledge and engage with the group, while continuous professional development (CPD) points are earned by pharmacists and nursing practitioners who attend applicable sessions.

Owing to the Covid-19 pandemic, the healthcare conference was not held in 2020.

Total rewards framework

The group’s remuneration policy is based on the total rewards model and entrenches the reward principles of fair, responsible and transparent remuneration practices, market competitiveness, and pay for performance. The total rewards model includes both monetary and non-monetary rewards and integrates five key elements that the group believes attract, motivate and retain human capital:

- 1 **compensation**
- 2 **benefits**
- 3 **performance and recognition**
- 4 **learning and development**
- 5 **work-life integration**

Compensation comprises annual guaranteed pay, variable pay such as short and long-term incentives to drive and reward performance that meets or exceeds agreed targets, as well as industry-leading benefits that include retirement funds, insured benefits and healthcare plans.

Non-monetary rewards include formal and informal recognition programmes, training and job rotation opportunities, and exposure to stimulating work assignments, all of which are designed to motivate, engage and retain employees. The Clicks Group total rewards framework includes outstanding career development opportunities across the group.

Employee engagement survey

The group conducts an employee engagement survey every second year as well as periodical targeted pulse surveys. The last engagement survey was conducted in 2020. The results from these surveys are communicated to all business units, divisions and departments to create action plans. The group’s overall engagement index has remained stable at 67%. The group’s engagement level continues to be well ahead of the global average of 36% in 2020, a year which has seen significant decreases in many industries.

EMPLOYEE HEALTH AND SAFETY

The health and safety of employees, suppliers and customers is an important aspect of our business and we recognise the need to stay current with developing health and safety issues. During the year we reviewed and revised our health and safety policies as well as our safety training. New training was provided as a response to Covid-19 and policies were updated to include the group’s position on employee and other stakeholders’ safety with regards to the response to the pandemic. Compliance officers were appointed across the business to assist with ensuring that safety standards are maintained.

Health and safety committees are in place throughout the group to help maintain workplace safety and support employee well-being. Committee members and employees receive health and safety training, and an independent company conducts a detailed audit with a gap analysis of the programmes and procedures of the group’s health and safety programme. The group health and safety policy applies to employees, contractors and customers.

“New training was provided as a response to Covid-19 and policies were updated to include the group’s position on employee and other stakeholders’ safety with regards to the response to the pandemic.”

The group HR director reports on the health and safety programme and performance to the social and ethics committee, which discusses and reviews progress.

	2020	2019
Health and safety committee members	733	822
Fire-fighters	717	731
First-aid representatives	690	710
Injuries on duty	84	61
Occupational diseases	138	0
Lost days	372	146
Fatalities	2	1

The group endeavours to provide a safe and secure work environment and is committed to:

- ensuring the well-being of all employees;
- providing a work environment free from any form of harassment; and
- increasing employee awareness by creating credible and fair mechanisms to apply consequences for harassment.

The group’s policy on harassment serves as a deterrent and prohibits all forms of harassment in the workplace, whether committed by those in authority, co-workers, subordinates or non-employees.

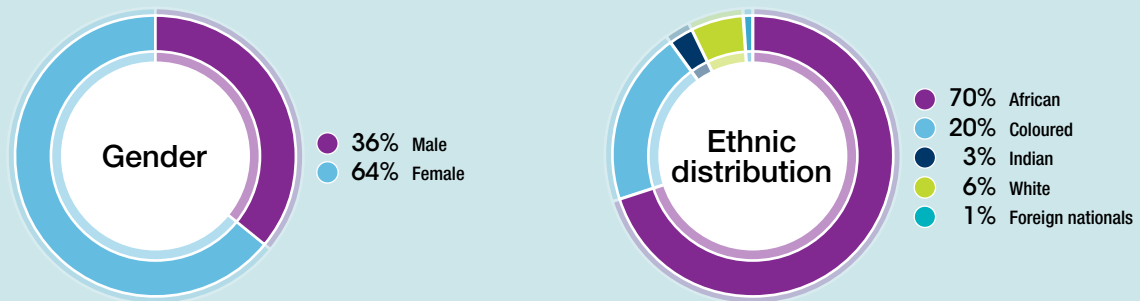
EMPOWERING OUR EMPLOYEES (CONTINUED)

EMPLOYMENT EQUITY

Employee profile of South African businesses

Occupational level	Male				Female				Foreign nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	0	1	2	4	0	1	0	2	2	1	13
Senior management	10	12	8	32	4	5	9	16	1	1	98
Professionally qualified and experienced specialists and mid-management	125	69	37	110	188	67	64	168	14	27	869
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	689	194	46	79	934	511	143	371	4	11	2 982
Semi-skilled and discretionary decision-making	3 234	595	61	35	5 162	1 579	108	80	12	9	10 875
Unskilled and defined decision-making	4	1	0	0	3	0	0	0	0	1	9
Total permanent employees	4 062	872	154	260	6 291	2 163	324	637	33	50	14 846
Temporary employees	377	48	11	17	532	71	15	26	5	12	1 114
Grand total	4 439	920	165	277	6 823	2 234	339	663	38	62	15 960

The group supports the principles and intent of the Employment Equity Act of 1998, and recognises the importance of diversity in the workplace and that employment equity (EE) is an imperative business driver. We have a three-year transformation roadmap and five-year EE plan and this is reflected in our Employment Equity Act (EEA-12) Analysis document.



EMPLOYEE AND ETHICS

Clicks has adopted an employee code of conduct that aligns with the principles of the United Nations Global Principles. The code aims to ensure ethical performance, conduct and relationships with one another, our customers, suppliers, intermediaries, shareholders and investors. It covers issues including non-discrimination, forced labour, freedom of association, collective bargaining, excessive working hours and harassment.

EMPOWERING OUR EMPLOYEES (CONTINUED)

EMPLOYEE WELLNESS PROGRAMME (EWP)

The group EWP provides support to employees to help them address their life issues and make informed decisions that lead to positive change. It offers a holistic service that addresses all facets of wellness. Through ICAS, the EWP provides professional, independent and completely confidential counselling and advisory services to permanent employees and their immediate household dependants. The programme places an emphasis on improving physical health and well-being and includes support for a wide range of issues that affect each person's ability to be productive and enjoy a satisfactory quality of life. These include HIV/AIDS management, treatment and support, nutrition and physical health, performance support and managerial consultancy services, trauma debriefing and counselling services, mental health, legal support, personal finance (including debt management) and healthy relationships within the family and in the workplace.

The service includes unlimited telephone counselling sessions as well as face-to-face counselling sessions per incident for individuals, couples and families.

The programme's total utilisation rate has remained high year on year. Wellness screenings for employees include blood pressure, glucose, cholesterol, body mass index and HIV tests at annual wellness days held nationally at head office, distribution centres and stores.

The HIV/AIDS management programme focuses on prevention through information and education, treatment and support. Employees are encouraged to know their HIV status through the voluntary counselling and testing campaigns at the wellness days.

Employee wellness programme		2020	2019	2018
Employee utilisation (individual cases)		2 969	2 065	1 636
Family utilisation (group interventions)		679	729	486
Total utilisation		3 648	2 794	2 122
	(%)	23.8	18.3	14.9
Formal referrals	(number)	175	167	113
	(%)	5.9	8.1	6.9
Managerial services	(number)	413	498	282
	(%)	8.3	13.9	10.1
High-risk cases		76	61	62
Store armed robbery incidents	(number)	22	15	15
	(employees counselled)*	160	123	102
HIV/AIDS management programme		71	71	69

* This indicates the number of employees assisted through ICAS trauma intervention sessions after store armed robbery incidents.

PRIMARY CARE ADVANCED HEALTHCARE PLAN

Since the introduction of this healthcare benefit, employees have access to a variety of benefits and services to address their healthcare needs. The Primary Care Advanced Healthcare plan offers a trauma benefit, ambulance services, extended day-to-day benefits, doctor visits, chronic medication, HIV management, annual flu vaccine and dentistry.

Employees and their dependants enrolled on the plan have enjoyed the following benefits:

- 20 804 doctor consultations utilised by employees and their dependants
- 2 150 employees and their dependants received dental treatment
- 6 301 pharmacy claims
- 34 trauma cases
- 65 optometry consultations

The doctor consultations alone would have cost our employees more than R8 million.

Team support programme

2 969 participants received critical intervention assistance. These debriefing interventions are aimed at supporting our employees who were exposed to store robberies, bereavement, Covid-19-related and critical (including injury on duty) incidents. A further 18 individuals were assisted through the couples counselling and child protocol process.

Employee mental health

The group EWP has developed a strategy to create awareness about mental health and ensure access to support and treatment to enable employees and their family members to overcome mental health challenges or periods when one is not coping so that all our employees can prosper and fulfil their potential.

The aim of the mental health intervention is to ensure leadership, managers and employees play their part to create awareness of this issue and to ensure that each and every employee and their dependants feel supported in dealing with a mental health matter. The objective of the campaign is to make people aware of the support and resources that are available to them and ensure that they are referred through EWP.

CLICKS GROUP
employee wellness

1 in 4 people...
... will experience mental health challenges at some stage.

Stress, Anxiety, Depression. They can make it really difficult to cope in all areas of your life. Just as you would go to a doctor if you were unwell, it's a good idea to talk to someone about your mental wellbeing.

The EWP in partnership with ICAS and Life Path Health, offers a confidential 24/7 helpline with free face-to-face counselling for you or your family members. Remember you don't have to go it alone - help is just a phone call away.

Let's talk about it.

ICAS 24/7 TOLL-FREE FROM LANDLINE:
 0800 611 102 0833 301 054 0800 600 919
 800 22 021 00882 338 380 6890

LIFE PATH HEALTH
24/7 HELPLINE: 072 7900 506

PLEASE CALL ME (RSA only) - USSD code: *134*905#

Retailers Unite

Clicks Group is a member of Retailers Unite, an association of South African companies that aim to enhance the health and well-being of employees in member retail companies working in stores. The programme provides employees with health and wellness services and information. The initiative commenced in 2017 and remains an important programme.

The long-term goal of the programme is to have a defined, simple standardised working model that can be rolled out on a larger scale. The programme is delivered by an independent service provider. Support offered includes:

- free HIV voluntary counselling and testing;
- free antiretroviral and certain HIV-related medication;
- free multivitamins;
- two free HIV-related doctor consultations and blood tests per year;
- prevention of mother-to-child transmission, including milk formula for six months;
- post-exposure prophylaxis (PEP); and
- counselling and support to employees and their dependants.

