

## OUR PEOPLE



Our employees enable the group to achieve its strategic objectives. We operate in a highly governed and competitive service-oriented industry. We continue to develop our employees and reward them for performing well. During Covid-19, our employees went above and beyond the call of duty to ensure that memorable guest experiences would still be created after a three-month full shutdown of operations. Even though the group could only operate partially from July 2020, our employees were ready and able, after attending health protocol training made available on our unique Sun Talk mobile application platform.

## OUTCOMES

**Good transformation progress:**

- **92.4%** (2019: 93.2%) black employees in our South African operations
- **56.9%** (2019: 56.1%) female representation across our South African operations (95.3% of whom are black females) and 51.9% for the group
- **55.4%** of all group employees are female

**Covid-19:**

- Implemented salary adjustments to ensure all employees were remunerated when operations were closed (March to June 2020) and partially opened (July 2020)
- Developed a Covid-19 site on Sun Talk to monitor employees returning to work
- Five employees lost their lives to Covid-19

**Training:**

- Developed and rolled out a Covid-19 training site on our Sun Talk communication platform for remote employee Covid-19 training
- The trainers were trained on a digital platform to be prepared for employees returning to work in accordance with Covid-19 protocols
- We were unable to launch our Sun Academy learning platform, but various videos were launched to address Covid-19 requirements

- Restructured and downsized operations

- Upscaled our wellness programme to support employees during the pandemic

## FOCUS AREAS

SELF-ASSESSMENT: Achieved/Good progress In progress Limited progress/No progress

OUR FOCUS FOR 2020	WHAT WE ACHIEVED	SELF-ASSESSMENT
<b>Completing the roll-out of Sun International's Sun Academy learning platform</b>	The Sun Academy platform was placed on hold due to Covid-19. Training was focused on Covid-19 protocols	
<b>Developing and implementing additional training modules on the Sun Academy platform for other core functions</b>	Our Sun Talk communication platform was used for remote employee training, including train the trainer and Covid-19 protocols	
<b>Continuing to implement the CLEAR principles to improve customer satisfaction levels</b>	Continued to reinforce the CLEAR principles via our online platform (Sun Talk). Various podcasts and videos by exco members emphasised the importance of excellent customer service	
<b>Rolling out Sun International's mentorship and coaching programme across all South African units as part of our succession strategy</b>	Programme rollout was limited due to Covid-19 restrictions, however, we focused on senior talent group-wide to manage and build our talent pipeline	

## LOOKING AHEAD

- Improving succession planning and transformation at a senior management level and maintaining a talent pipeline and development plan for top black talent
- Building critical skills and core competencies necessary in the gaming and hospitality industry
- Instilling an employee culture that embraces the group's vision, purpose and values
- Ongoing engagement with employees through Sun Talk
- Ongoing focus on equal pay for work of equal value as well as gender pay equality
- Managing change management with organisational design revisions
- Providing ongoing employee wellness support, education and awareness around Covid-19 and government's vaccination rollout plans.



## KEY PERFORMANCE INDICATORS

		December 2020	December 2019
Total group employees	Number	7 548	14 706
– South Africa including Sun Slots	Number	7 045	9 340
– Other Africa	Number	503	550
– Latam <sup>1</sup>	Number	0	4 816
Group employee turnover	%	30.9%	20.1
Group female representation	%	55.4%	51.9
Black representation <sup>2</sup>	%	92.4%	93.2

1 Disposal of Latam operations prior to year-end.  
2 South African operations.

## PERFORMANCE OVERVIEW

Our employees are key value drivers to achieving the group's strategy and providing memorable guest experiences. The year 2020 can be described as one of business unusual, as the global pandemic played havoc with employees and employers. Sun International continued to provide employees with the necessary tools to carry out their duties, whether remotely or at our units once operations reopened. The prolonged lockdown did however hamper our ability to conduct face-to-face training and employee engagement.

### Workforce profile

At 31 December 2020 we had 7 548 (2019: 14 706) employees across our operations. This decrease is attributed to the Latam disposal (4 816), the closure of non-performing units and a headcount reduction at certain units due to decreased economic activity since January 2020. Our permanent employees in South Africa including Sun Slots are shown below:

3 621 permanent full-time employees	3 424 permanent part-time employees, who are paid the same hourly rate as full-time employees and work according to a roster that guarantees minimum monthly work hours.
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### Restructuring

For Sun International, it was critical to balance our liquidity (available funds) and the wellbeing of our employees, including safety, saving jobs and being able to pay a portion of salaries. The extended closure of our business, the uncertainty about when we would open and the lower than anticipated business levels when we did open placed increasing pressure on both. Our ability to look after the wellbeing of our employees is dependent on us securing the required liquidity, to ensure we see out the closure until we can open again and return to profitability. This led to various restructuring in 2020.

### Closure of The Carousel and Naledi Sun properties

Sun International is not in the business of closing units but of running profitable units. However, it was no longer financially feasible to keep The Carousel and Naledi Sun units open as they continued to incur costs.

### Reduction of staffing levels

Our reopening plans in 2020 indicated that approximately 40% of our total headcount, at property level, was anticipated to be at work at 30% capacity. While we were unable to predict the length of such trading levels should this occur, it became apparent that some of our units had significant excess staff, which was exacerbated by the contraction in demand in all the hospitality market segments. International (rest of Africa) and domestic corporate, meetings, incentives, exhibitions, conferences, events, gaming and individual leisure segments will take a long time to recover and are not expected to trade anywhere near full capacity. Therefore, restructuring took place at several properties – Sun City Resort, The Maslow Sandton, The Table Bay Hotel, The Boardwalk and The Wild Coast Sun – resulting in a reduction in headcount.

In addition, our smaller units – Golden Valley, Windmill Meropa and Flamingo – were also restructured as they operated in an already depressed economic environment and the Covid-19 pandemic further reduced customer activity. To address this situation we, among others, changed operating hours, reduced tables, outsourced the food and beverage function, consolidated certain staff functions and reviewed department staffing levels.

### Gaming operations

To sustain our group-wide gaming operations, we consolidated several gaming positions to align with the proven business model at Maslow Time Square. Positions consolidated included the count and cash desk as well as the guest service attendant and gaming technical assistants, which create career prospects for employees in these entry-level positions. We also moved MVG employees from the slots department into the marketing department.

## EMPLOYMENT EQUITY AT OUR SOUTH AFRICAN OPERATIONS

### Overview

We aim to achieve legislative and substantive transformation by aligning numerical and non-numerical targets to the group's strategic objectives. These targets are tracked and monitored quarterly and are included in line managers' performance contracts. The social and ethics committee is responsible for monitoring our progress against set targets.

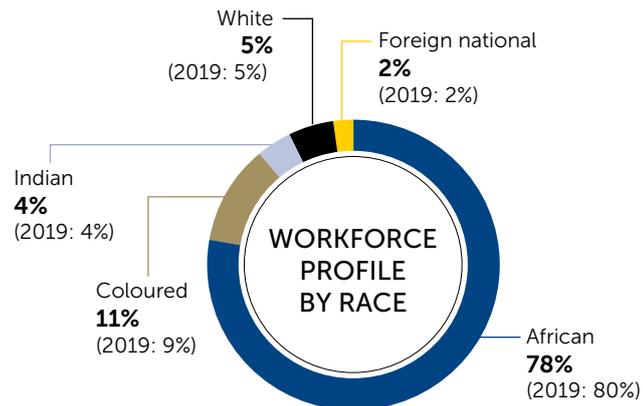
During 2020, we achieved good progress against our unit-specific, three-year employment equity plan that supports the group's strategic objectives. Each property is positioned to set its own goals and objectives for employment equity, while meeting the provincial gaming boards licensing criteria.



We marginally decreased our South African (including Sun Slots) black employee representation to 92.4% (2019: 93.2%), while exceeding the national economically active population distribution. The management team is made up of 84% (2019: 84%) black people, and 46% (2019: 45%) are females. Challenges remain at middle and senior management levels, where representation of black people, particularly black females, is lower than white people.

Sun International's recruitment of persons with disabilities remains challenging. Positively, Maslow Time Square employed 13 (the equivalent of 1.5% of the workforce) people with disabilities as the building was constructed with people with disabilities in mind, whereas some of the older units were not constructed to accommodate people with disabilities. We continued with our disability capacity-building workshops and disability awareness days. This resulted in the retention of people with disabilities and provides us with an opportunity to increase representation.

### GROUP WORKFORCE PROFILE BY GENDER



### Diversity profile South Africa<sup>1</sup>

Employee class	Occupational levels	Male					Female					Foreign nationals		Total
		A	C	I	W	Total	A	C	I	W	Total	Men	Women	
<b>Permanent</b>	Top management	2	1	1	4	8	0	1	0	0	1	0	0	9
	Senior management	17	4	23	28	72	12	4	8	19	43	4	0	119
	Middle management	83	31	27	69	210	76	23	15	39	153	8	6	377
	Skilled technical/supervisor/junior management	506	135	79	75	795	503	135	54	68	760	18	5	1 578
	Discretionary decision-making	1 508	168	50	28	1 754	2 609	222	44	31	2 906	37	28	4 725
<b>Permanent total</b>		2 116	339	180	204	2 839	3 200	385	121	157	3 863	116	39	6 808
<b>Temporary</b>		160	8	6	19	193	196	10	3	9	218	2		413
<b>TOTAL</b>		2 276	347	186	223	3 032	3 396	395	124	166	4 081	118	39	7 221

1 Including Sun Slots' headcount of 237.



## EMPLOYEE TURNOVER

During the year under review there were 2 836 (2019: 2 951) employment terminations group-wide, and group turnover was 30.9% of the total headcount (2019: 20.1%). The tables below provide the reasons for employment termination by region and by age.

### Reason for termination by region

Reason	South Africa	South Africa Sun Slots	Swaziland	Nigeria	Argentina	Chile	Colombia	Panama	Peru	Group
Death	39	0	1	1	0	0	0	0	0	41
Dismissal – Incapacity/health	10	1	0	0	0	0	0	0	0	11
Dismissal – Incapacity/poor work performance	0	0	0	0	0	0	0	0	0	0
Dismissal – Misconduct	156	6	0	4	0	0	0	0	0	175
Dismissal – Voluntary	1 154	0	0	0	0	0	0	0	0	1 154
Dismissal – Voluntary early retirement	184	0	0	0	0	0	0	0	0	184
Dismissal – Operations requirement	857	0	0	0	0	0	0	0	0	857
Mutual agreement separation	1	0	0	0	0	0	0	0	0	1
Resignation	307	6	6	8	0	0	0	0	0	327
Retirement	79	0	5	2	0	0	0	0	0	86
<b>TOTAL</b>	<b>2 798</b>	<b>13</b>	<b>12</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2 836</b>

### Reason for termination by age band

Reason	18 – 20	21 – 30	31 – 40	41 – 50	51 – 70	Total
Death	0	6	12	11	12	41
Dismissal – Incapacity/health	0	0	1	4	6	11
Dismissal – Incapacity/poor work performance	0	0	0	0	0	0
Dismissal – Misconduct	0	53	85	29	8	175
Dismissal – Operations requirement, voluntary	2	221	446	318	167	1 154
Dismissal – Operations requirement, voluntary early retirement	0	0	0	0	184	184
Dismissal – Operations requirement	0	236	324	196	101	857
Mutual agreement separation	0	0	0	1	0	1
Resignation	1	102	159	58	7	327
Retirement	0	0	1	0	85	86
<b>TOTAL</b>	<b>3</b>	<b>618</b>	<b>1 028</b>	<b>617</b>	<b>570</b>	<b>2 836</b>



## IMPROVING OUR ORGANISATIONAL CULTURE

### SunWay formula for success

Sun International's progress assessment against the SunWay culture across our South African operations provides employees with an opportunity to provide feedback on how they identified with the formula and give ideas on how to improve processes and efficiencies. The SunWay culture has been integrated and embedded in learning interventions, wellness and recruitment. Due to the pandemic, we were unable to commence with a group-wide SunWay measurement to gather feedback from our employees, service providers and concessionaires. Going forward, we aim to reinforce an employee culture that resonates with our group vision, values and purpose.

### Employee value proposition

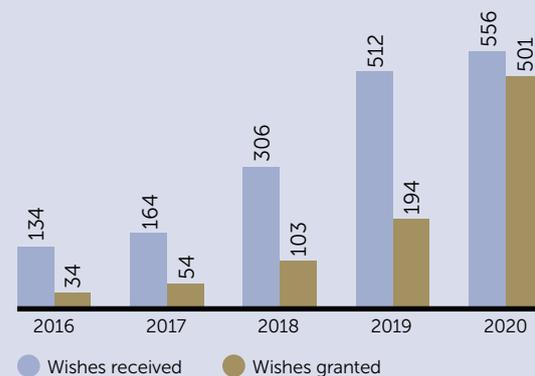
Our Employee Value Proposition (EVP), 'The Home of The Game Changers' is reinforced within the group through our employee processes. Sun International's EVP incorporates various components such as development opportunities as well as a challenging and enabling work environment. We drive the 12 EVP messages internally and externally and integrate them into various group initiatives so that it is embedded in all our processes. One EVP employee statement, 'I am proactive about taking care of my own health, appearance and wellbeing' was especially relevant in 2020 and helped drive the message for employees to take the necessary precautions against Covid-19. Another statement, 'I am part of an integrated team and I am committed to collaborating and sharing information' was demonstrated by the camaraderie that employees demonstrated during the lockdown by inspiring each other and posting positive messages for colleagues on the Sun Talk platform. A further EVP statement, 'I am a Sun International citizen and I positively contribute to the environment and the broader community' was embraced by Sun international employees, who became actively involved in feeding programmes and other charity initiatives in their own communities. We continue to position our EVP externally to

showcase Sun International's brand and attract talent. The EVP has helped to create a great brand for the group's talent attraction, which is evident in the positive results seen in attracting new talent to the organisation.

### Sharing the Sun campaign

Our Sharing the Sun campaign senior leadership initiative grants wishes annually to some employees who give a lot of themselves to our business every day. The senior leadership team personally give something back and realise some of our employees' wishes. Sun International matched the personal funds pledged by leadership to deliver a truly impactful campaign that created lasting memories from within.

Our employees experienced great financial hardship during 2020 due to the pandemic, therefore wishes were granted to assist employees regarding financial contributions to their children's education. Contributions were made to educational needs such as school fees, uniforms and stationery. In prior years, the wishes were granted for medical assistance, shelter, food, education and security. The wishes granted since inception are shown below.



## EMPLOYEE AND UNION RELATIONS

### Employee communication

We engage with our employees in an open, honest and transparent manner through our Sun Talk platform. This mobile communication platform continues to gain traction, with an 86% (6 935) employee registration (2019: 7 088) to date. The app is also used to create awareness around the group's various campaigns and initiatives.

#### SUN TALK REACH

Sun Talk has over **6 935** registered members out of **8 098** candidates

Decrease in candidate numbers by **605**

There were **46** new registrations in December

Property with the highest registrations in December **Wild Coast Sun (16)**

#### SUN TALK ACTIVITY

Sun Talk peak time has been driven by **Covid-19**

Messages from **leadership/vacancies**

**11:00** and **12:00** most active times

Busiest days of the week are **Tuesday** and **Thursday**

SMS send-out delivery success **94.2%**

**SMS failures** often driven by outdated numbers

#### POPULAR CONTENT

##### Top content for December

- Self-assessment form
- Covid-19
- Vacancies
- My assessment results
- Messages from Anthony Leeming
- Your questions
- Leadership messages
- 18 December: Sanlam Umbrella Provident Fund



## Unions and employee relations

Sixty-five per cent (2020: 67%) of our South African workforce (excluding Sun Slots) is covered by collective agreements. It is imperative to maintain healthy relationships through meaningful engagements with the various unions. During 2020, Sun International's employee relations goals included:

- Strengthening the employer-employee relationship to create a more productive and successful organisation
- Improving the employee-employer relationships and employee engagement
- Improving relationships with all stakeholders in the employee relations value chain
- Creating an environment that is conducive to conflict resolution and minimising disputes within operations.

The bulk of 2020 was dominated by active union engagement regarding the Covid-19 recovery business model, while operating under the National Disaster Management Act provisions. Discussion topics included employee remuneration, downsizing of the business and closure of certain non-performing units that affected the job security of employees covered under collective agreements.

## Human rights and freedom of association

The group has a responsibility to ensure the effective management of human rights. The principle of freedom of association, as it relates to the constitution of each country where we operate, is formally endorsed in our employee relations policy statements. It is also part of our recognition agreements with the trade unions in South Africa and other countries where we operate.

We closely follow the requirements of the Employment Equity Act, the Broad-Based Black Economic Empowerment (B-BBEE) Act, the Labour Relations Act, the Basic Conditions of Employment Act and other pertinent legislation which ensures that we promote fairness in the workplace and have zero tolerance for any discrimination. Our policies and practices are underpinned by the requirements of the South African Constitution, particularly the Bill of Rights, which require that we promote equality, ensure fair employment practices, respect the right to human dignity, Ubuntu and freedom of all individuals.

## TALENT MANAGEMENT INITIATIVES

### Creating a high-performance culture

Talent management is a critical enabler of our business strategy and the building of a high-performance culture. Our various talent management functions work together to support a streamlined approach to the employee life cycle.

### Succession management

The Covid-19 pandemic highlighted the need to continue focusing on robust talent management processes. The annual talent process was completed and culminated in an online talent review session. The established talent management approach was enhanced with additional assessment processes to refine the approach and create greater momentum in the building of succession talent pools. Senior leaders were selected to spearhead the diverse talent pools so as to ensure ready and available talent for critical roles.

## Performance management

The performance management discipline was maintained in the organisation and managers were equipped with remote working performance management guides. The work climate in 2020 for all employees was challenging. One-on-one performance management check-in sessions were encouraged to boost staff morale and provide sufficient support and guidance in the delivery of performance objectives.

## Recruitment and assessment

Sun International used LinkedIn as a key source for the attraction of talent, which enabled a broader talent recruitment pool. We also focused on streamlining recruitment practices to ensure that the group attracts and retains the best talent in the market.

## Mentorship

Mentorship is an important talent development tool. Due to Covid-19 constraints we could not roll out the full female mentorship programme to the business as envisaged. However, mentorship continued in smaller numbers through online platforms.

## Organisational design

There were various structural changes in the organisation in 2020 to ensure enhanced efficiencies and synergies. The projects focused on structural reviews, the amalgamation of roles and the change in reporting structures.

## LEARNING AND DEVELOPMENT

Since South Africa's hard lockdown in March 2020 and with Sun International's operations being closed for parts of 2020, all classroom training activities were suspended. To comply with legislated Covid-19 education, we mobilised our Sun Talk communication platform to accommodate remote employee training. All employees completed the Covid-19 education awareness (a four-module programme) remotely, either on their cell phones or their laptops. The training also included assessments that enabled us to track and monitor all training. Employees who did not have data at home, were trained at their business units, with adherence to the required Covid-19 health and safety protocols.

The national lockdown in March 2020 precipitated a greater focus on online learning. Our strategic partner, the International Hotel School, developed and completed the online content for most of their catalogue on their digital online platform – FUSE. This 'blended learning' approach allows for assessments to be face to face, but the content for both learnerships and skills programmes are available online. Learnerships such as the Further Education and Training Certificate in Generic Management L4 and short courses are now also available on FUSE.

All learnership training was suspended due to lockdown and will commence once it is safe for learners and facilitators to work in the learning areas allocated to them. There are 371 learners who still need to complete their learnerships. There are plans in place to fast-track the learnerships so that they can be completed in 2021.



### Customer experience

We continued to embed Sun International's standard operating procedures across all units. This was reinforced by implementing a reward and recognition programme that rewards employees who focus on and invest in improving our service delivery and on our brand promise of 'creating lasting memories'.

In 2020, the learning and development team began developing a holistic Sun International customer services training initiative, which incorporates the CLEAR principles and the Sun Way culture. In the interim employees have attended the customer service development programme offered by our learning partner, the International Hotel School.

**The CLEAR serving is what we do to entrench:**

- our service principles
- our CLEAR interaction process
- our people paying attention to detail and focusing on our customers.

### SKILLS DEVELOPMENT SPEND

Training incorporated face-to-face training as well as virtual training (blended learning) for specific functions within the group. In 2020 group training spend was R52 million (2019: R116 million), a 55% decrease (2019: 13% decrease). The number of employees trained also decreased significantly, mainly due to Covid-19 limitations (2019: down 5%). Our skills development spend across our South African operations, excluding Sun Slots, decreased by 62% (2019: 13% decrease) to R38 million (2019: R100 million). This investment included formal and informal learning interventions, with 1 523 South African employees (2019: 4 100) benefiting. Interventions are targeted at employees' roles and growing the leadership pipeline. The number of employees trained per region includes employee terminations during this period.

#### Skills development spend per region and country

Region	Country	Total expenditure December 2020 R million	Total learners December 2020
SOUTH AFRICA	South Africa	37.72	1 523
	Sun Slots South Africa	2.06	245
SUN DREAMS LATAM	Argentina	0	840
	Chile	11.76	2 737
	Colombia	0	0
	Panama	0	193
	Peru	0.4	764
AFRICA	Nigeria	0.05	0
	Swaziland	0.01	0
<b>TOTAL</b>		<b>52</b>	<b>6 302</b>

### Training costs as a percentage of leviable payroll (South African units only, excluding Sun Slots)



#### Grants and levies

To access skills development grants from the Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) under the levy grant scheme, we are required to:

- pay a skills development levy to SARS
- submit an MGP detailing all learning interventions to be undertaken for the year
- submit a mandatory grant report confirming the implementation of the MGP for the previous year.

Mandatory grants recovery, which is 20% of levies paid to SARS, decreased to 83% due to the following:

- outstanding tax payments to SARS in respect of Wild Coast Sun
- desktop Mandatory Grant verification to be conducted by CATHSSETA for Meropa
- desktop Mandatory Grant verification to be conducted by CATHSSETA for Maslow Time Square.

We did not pay skills development levies to SARS for three months as per the payment reprieve during the national lockdown.

#### South Africa: Grants and levies



STRATEGIC OBJECTIVES

Our people



## REMUNERATION AND BENEFITS

We participate in and consider market remuneration surveys, and align our remuneration decisions to the principles set out in our remuneration policy. Due to the significant financial pressures our business faced with lockdown and operation closures, employees' salaries across the board were adjusted downwards to ensure that all employees could be paid while simultaneously sustaining the business. As operations opened on a staggered basis and cashflow resumed, salaries have been readjusted accordingly and continue to be monitored.

### Equal pay for work of equal value

In 2019, the Department of Labour introduced amendments to regulations governing the income differential report (EEA4). These amendments assess the remuneration gap between the highest and lowest income earner (vertical gap), as well as revise the reporting on remuneration to include not only the fixed remuneration, but also variable remuneration. Variable remuneration comprises short- and long-term incentives which consist of share-based rewards (with a vesting period of more than one year), cash settlements, discretionary lump sum payments, bursaries, scholarships and dividends. A further requirement included an assessment of the income gap between 10% of the highest earners, and the corresponding 10% of lowest earners. During 2020, we assessed the remuneration gaps across all our units and noted some discrepancies, which have been addressed. A process has also been identified to regularly monitor all new appointments, at specific levels, where discrepancies occurred more regularly, to ensure that no pay disparities are created. Going forward, the group will conduct a quarterly review on these employment levels so that the principle of equal pay for work of equal value, is adhered to for new recruits and promotions. This process will also apply to all bargaining unit employees.

## PERFORMANCE MANAGEMENT

We measure and provide feedback on performance by linking employees' key performance indicators (KPIs) to business objectives through a KPI scorecard. The scorecard includes KPIs for managing and developing people and transformation, as these are important areas of our business.

Individual employment contracts include minimum requirements and standards for each role. Reward is directly linked to performance at group, team and individual levels. Performance feedback sessions provide opinions on achieving or exceeding the standards set and are used to address performance that fails to meet requirements. These sessions include a review of development needs and the setting of plans for future development, talent and career management discussions.

## EMPLOYEE WELLNESS

Covid-19 has placed employee wellness centre stage and our One Sun Wellness programme, through its collaboration and integration approach, offered a single entry point to deal with employee concerns and to reinforce the group's EVP.

In 2020, the case utilisation decreased and reached 9% (2019: 11.5%) of headcount, which is above the employee wellness programme norm (5% – 7%) for similar-sized organisations. National lockdown triggered an immediate drop in the case load in Q2 (68%) due to, among others, the drop in manager referrals. However, it was pleasing to note an upturn in the trend from Q3, although the case load has not yet recovered to pre-Covid-19 levels. It will be important to promote the proactive support offered by the employee wellness programme (EWP) in 2021 to attract people when they are ready to engage. Considering the touch points summarised below, overall employee engagement was at 110% of employee headcount.

### Psychosocial support

Covid-19 impacted people personally and financially. This year has been characterised by people experiencing the loss of lives and livelihoods. Tragically five employees lost their lives to Covid-19. Sun International's EWP continues to provide 24/7 access to professional counselling, wellness consultations, legal advice, financial coaching and debt management services for employees and members of their household (including domestic helpers). This reach is particularly important as many employees will be working from home, and productivity will be influenced by domestic dynamics.

Our EWP registered 665 cases, which translates to a case load of 9% of headcount for the year, which is above the industry norm. The top five reasons related to stress, bereavement, couple/marital, legal advice and anxiety. High-risk cases related to physical abuse, substance abuse, stress and suicidal thoughts.

### Workplace absenteeism management

Our workplace absence management programme (WAM) identifies employees who have particular sick leave patterns and offers professional health coaching and counselling to address the underlying reasons for absenteeism. During 2020, contact was made with 3 290 employees (2019: 3 048) who were flagged for being absent. The most prevalent absenteeism reasons relate to respiratory and musculoskeletal disorders, Covid-19 and domestic matters.

WAM was well positioned to help the business to absorb the impact of Covid-19. In anticipation of the outbreak of the pandemic, guidelines were issued to line managers to promote the referral of Covid-19-related cases. Employee contact was made in 228 instances and included safety concerns, symptom checking, self-isolation, self-quarantine, and return to work preparation. Vaccination education will be a focus in 2021.



### On-site testing: health and lifestyle risk assessments

This workplace service is voluntary and confidential. Rapid health risk screening and lifestyle self-assessments promote the early identification of chronic lifestyle diseases and provide an opportunity for employees to engage with a health coach to set goals and, if necessary, be referred to the EWP, WAM or a chronic disease management programme. This assessment also informs our risk mitigation strategy. For example, the 2019 data determined the ratio of employees vulnerable to Covid-19 (diabetes, cardiovascular disease, obesity, HIV and TB). This early-warning assessment encouraged employees to pro-actively address their health vulnerabilities. The 2020 on-site testing rollout commenced in January 2020 at The Table Bay and Golden Valley Casino. This was interrupted by the national lockdown but should resume when there is sufficient attendance on site to justify the resources. Employees were also encouraged to do their own screening through healthcare providers until the on-site testing resumes.

### Managing HIV/Aids and TB

Sun International's LifeSense HIV disease management programme (LDM) assists HIV-positive employees on primary healthcare to maintain antiretroviral (ARV) treatment to ensure they live a healthy and productive life. Since inception (2018), 168 employees have been enrolled in this LDM programme, with 106 active members. All employees and household members have access to the post-exposure prophylaxis programme, which can prevent HIV infection through accidental exposure.



### Addressing gender-based violence

Prior to the manifestation of gender-based violence (GBV) during Covid-19, the group maintained zero tolerance for any form of violence and abuse, and victims received counselling and legal advice through our EWP. We also support South Africa's national strategic plan to eliminate GBV and femicide to ensure human dignity and equality. During 2020, we launched a virtual campaign over the 16 Days of Activism period, in which 1 372 employees participated. Activities were delivered through videos and interactive media and included a variety of topics like abuse, human and legal rights, self-esteem, personal safety plans and inspirational stories. The post-exposure prophylaxis programme also assists rape and assault survivors through trauma counselling as well as treatment for sexually transmitted infections, and prophylaxis to prevent HIV transmission.

### Training and wellness interventions

Before lockdown there were 60 on-site wellness activations, however, since March 2020, new technologies were embraced to substitute for in-person training. There was also a shift from unit-centric workshops, to group-wide workshops, drawing delegates from across the business. A series of nine videos promoted One Sun Wellness benefits, and 30 webinars were broadcast with relevant topics. In addition, a game was created to facilitate connection between teams, stimulate conversations, promote positive psychology and reinforce Covid-19 health and safety regulations.

### Communication

In March 2020, a coronavirus zone was added to the One Sun Wellness website to disseminate credible health information and promote safety practices and life skills. Content kept pace with the appetite for information and fluidity of the pandemic. With people off-site and offline, Sun Talk proved to be an excellent communication platform – providing a vital connection to content, wellness benefits and campaigns and resources. The introduction of the Let's Talk social media platform in 2021 will further enhance communication.

### Managing and mitigating health and safety risks

The scope of services and the active engagement confirm that the business is geared to address the key drivers of human capital risk in the current South African context, including Covid-19, HIV, TB, mental health, absenteeism and GBV. One Sun Wellness is well positioned to measure, monitor and mitigate these risks and to provide support to employees.



## ANNEXURE A: EMPLOYEE STATISTICS

### Regional employee statistics

		SOUTH AFRICA		SUN SLOTS		AFRICA		SUN DREAMS LATAM	
		December 2020	December 2019	December 2020	December 2019	December 2020	December 2019	December 2020 <sup>1</sup>	December 2019
Permanent full-time employees	Number	3 385	4 501	236	244	503	550	0	4 229
Permanent part-time employees	Number	3 423	4 594	1	1	0	0	0	587
Skills development spend	R million	37.7	100.3	1.6	2.1	0.1	0.1	0	13.1
Female management employees	%	46	46	40.9	37	41	39	0	34
Employee turnover	%	33.2	13	5.4	12	2.5	8	0	35
Employees in bargaining unit	%	65	67	0	0	21	19	0	37

### Number of employees

Region	Country	DECEMBER 2020				DECEMBER 2019			
		Female	Female (%)	Male	Total	Female	Female (%)	Male	Total
South Africa	South Africa	3 902	57.31	2 906	6 808	5 131	56.42	3 964	9 095
Sun Slots	South Africa	103	43.46	134	237	105	42.86	140	245
<b>South African total</b>		<b>4 005</b>	<b>56.85</b>	<b>3 040</b>	<b>7 045</b>	<b>5 236</b>	<b>56.06</b>	<b>4 104</b>	<b>9 340</b>
Other Africa	Nigeria	101	31.27	222	323	104	29.13	253	357
	Swaziland	73	40.56	107	180	77	39.9	116	193
<b>Africa total</b>		<b>174</b>	<b>34.95</b>	<b>329</b>	<b>503</b>	<b>181</b>	<b>32.91</b>	<b>369</b>	<b>550</b>
Sun Dreams <sup>1</sup>	Argentina	-	-	-	-	199	42.16	273	472
	Chile	-	-	-	-	1 529	48.22	1 642	3 171
	Colombia	-	-	-	-	30	54.55	25	55
	Panama	-	-	-	-	71	41.04	102	173
	Peru	-	-	-	-	383	40.53	562	945
<b>Sun Dreams Latam total</b>						<b>2 212</b>	<b>45.93</b>	<b>2 604</b>	<b>4 816</b>
<b>GROUP TOTAL</b>		<b>4 179</b>	<b>55.37</b>	<b>3 369</b>	<b>7 548</b>	<b>7 629</b>	<b>51.88</b>	<b>7 077</b>	<b>14 706</b>

1 Disposal of Latam operations prior to year end.

