

Key Performance Indicators

The following key indicators have been identified to measure the Group's economic, social and environmental progress:

	Unit	2016	2015	2014	2013	2012
Economic						
Revenue						
-53 weeks	R'm	20 004	18 099	15 892	13 800	12 122
-52 weeks	R'm	19 628	18 099	15 892	13 800	12 122
Headline earnings per share						
-53 weeks	cents	1 057.8	919.7	765.1	634.8	503.0
-52 weeks	cents	1 035.2	919.7	765.1	634.8	503.0
Operating margin						
-53 weeks	%	18.1	17.1	16.0	15.0	14.4
-52 weeks	%	18.2	17.1	16.0	15.0	14.4
Dividends per share	cents	667.0	580.0	482.0	398.0	314.0
Share price (closing)	Rand	177.69	251.96	156.01	116.99	94.34
Return on net worth	%	47.1	45.7	47.6	46.4	43.8
Cash sales as a % of total sales	%	82.8	81.9	80.8	79.9	81.4
Social						
Total number of people employed		17 956	17 098	18 104	19 384	17 894
Staff turnover ¹	%	26.2	32.7	20.1	21.5	22.6
Black staff as a % of total permanent staff	%	93	93	91	94	91
Promotions of black staff as a % of total promotions	%	92	91	82	87	85
Investment in people learning and development	R'm	34.8	38.5	33.8	30.8	25.1
Black staff participating in learning and development	%	94	95	90	88	87
Corporate Social Investment	R'm	27.6	23.5	18.8	16.7	13.0
Enterprise Development Investment ²	R'm	11.9	36.0	28.0	23.2	21.4
Environmental³						
Carbon emissions (estimated) (in SA)	Tonnes	127 304	154 155	157 639	210 786	Not reported
Electricity consumed (Kwh in SA)	Million	122.2	142.3	158.1	Not reported	Not reported



¹ Primarily store associates, and has historically been below industry norms.

² The reduction in investment is due to changes in the qualifying criteria under the new B-BBEE Codes of Good Practice.

³ Refer to Building Sustainability through Shared Value Report on page 41 for further information.