

# 24

## Sustainability Report

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Shoprite Group's 2024 Reporting Suite



**Integrated Report**  
Reviews the Group's business model, operating context, material risks and opportunities, governance practices and our performance in delivering on our strategy.  
Available online at [www.shopriteholdings.co.za/shareholders-investors.html](http://www.shopriteholdings.co.za/shareholders-investors.html)



**Annual Financial Statements**  
Provides a comprehensive review of our financial results, with audited financial statements prepared in accordance with IFRS.  
Available online at [www.shopriteholdings.co.za/shareholders-investors.html](http://www.shopriteholdings.co.za/shareholders-investors.html)



**Sustainability Report**  
Reviews our governance and performance in managing our most significant impacts on people and the environment, and in addressing our material sustainability-related risks and opportunities.  
Available online at [www.shopriteholdings.co.za/shareholders-investors.html](http://www.shopriteholdings.co.za/shareholders-investors.html)

Reporting frameworks informing our reports

- Our reporting process complies with the following regulatory requirements:
- South African Companies Act, 71 of 2008 (as amended)
  - King IV Code on Corporate Governance™ for South Africa, 2016 (King IV)
  - The International Financial Reporting Standards (IFRS), developed and maintained by the International Accounting Standards Board (IASB)
- Our reporting has also been informed by the following disclosure standards and frameworks:
- The IFRS sustainability standards recently released by the International Sustainability Standards Board (ISSB): IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures
  - The Food Retailers and Distributors Sustainability Accounting Standard issued by the Sustainability Accounting Standards Board (SASB)
  - The GRI Sustainability Reporting Standards
  - The JSE Sustainability Disclosure Guidance and JSE Climate Disclosure Guidance

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# Introduction

Shoprite Holdings Limited ('the Shoprite Group', or 'the Group', or 'the Company') is an investment holding company headquartered in Cape Town, South Africa.

The Company's primary listing is in the Food Retailers and Wholesalers' Sector of the Johannesburg Stock Exchange (JSE). The Company has three secondary listings: on the A2X, the Namibian Stock Exchange (NSX) and the Lusaka Stock Exchange (LuSE).

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## Digital innovations driving efficiency and savings

In a South African supermarket first, the Group implemented an advanced supply chain software solution to manage stock replenishment, forecast future needs, and maintain the cold chain. Using machine learning, it considers external factors and historical data to predict buying patterns. This implementation has boosted year-on-year sales, maintained product freshness and quality, and significantly reduced food wastage.





# About this report

## Report audience and purpose

Our Sustainability Report (SR) reviews the Shoprite Group's performance in managing our most significant impacts on people and the environment, and in addressing the material environmental, social, and governance (ESG) risks and opportunities that could reasonably be expected to impact our business over the short, medium, or long term. The SR is written mainly for report users assessing a company's contribution – positive and negative, direct and indirect – to sustainable development and the UN Sustainable Development Goals (SDGs).

The SR is written as a supplement to the Integrated Report (IR) and targets a broad range of stakeholders, including shareholders, investors, ESG rating agencies, regulatory agencies, employees, non-governmental organisations (NGOs), customers, partners, suppliers, and local communities.

## Report scope and boundary

The report covers the activities of the Group's operations in South Africa and the nine African countries in which we operate, including subsidiaries but excluding franchise stores. In identifying those matters that impact on value creation at Shoprite we provide for the material interests of our key stakeholders, as well as for the significant impacts, risks and opportunities associated with our own operations and with the activities directly linked to our upstream and downstream value chain. The main subsidiaries, listed in the Directors' report of the Annual Financial Statements (AFS), are considered in our material matters assessment.

For a comprehensive view of our business strategies and performance, please refer to the IR, remuneration review, and AFS for the financial year ended 30 June 2024. These and other online publications, stakeholder communications and additional information are available on our website at [www.shopriteholdings.co.za](http://www.shopriteholdings.co.za).

## Our approach to materiality

Informed by the latest developments in global reporting standards and frameworks, we have adopted 'double materiality' across our reporting suite:

- **Financial materiality:** Our IR provides information on those matters that are likely to influence report users' assessment of the Group's future cash flows over the short term (under 12 months), medium term (one to three years) and long term (beyond three years). Our AFS reflect the effects on company value and cash flow that have already taken place at the time of the financial year end.
- **Impact materiality:** Our SR provides disclosure on the most significant impacts of our operations and activities on people, society and the environment over the short, medium or long term; this includes impacts caused by the Group's own operations, products or services, as well as the impacts directly linked to the Group's upstream and downstream value chain. We have also made provision in the SR for financially-material ESG risks and opportunities impacting the business, thus adopting a 'double materiality' perspective for our SR.

To identify the matters for inclusion in our reports, we conducted an independently facilitated materiality workshop with Group representatives. In this workshop we identified significant dependencies and impacts on the resources and relationships we depend on, assessed recent trends and internal risk assessments affecting our operating environment, considered our stakeholders' interests, and evaluated the robustness of our strategy.

## Approval and assurance

While this SR is not independently assured as a whole, certain information and the associated underlying processes were subject to internal or external audits to support the credibility and integrity of our reporting:

- Sustainability data: Selected metrics, including key performance indicators related to renewable energy usage, recycling, sustainable packaging, and the carbon footprint analysis, are externally validated by independent assurance providers.
- Operational and non-financial data: These are subject to internal audits overseen by the Audit and Risk Committee (ARC) to ensure compliance and effective risk management.

As members of the Shoprite Holdings Board, we acknowledge our responsibility for ensuring the integrity of this SR. The Social and Ethics Committee (SEC) oversees the preparation of the report, reviews its content, and ensures that appropriate processes and assurance measures are in place.

Supported by the SEC, the Board believes this report provides a balanced view of all material sustainability matters for the financial year ended 30 June 2024, accurately reflecting the Group's strategic sustainability commitments. This report highlights our ongoing efforts to enhance environmental performance, manage climate risks, and promote sustainable business practices.

Following a thorough review, the SEC have approved this report and recommended it to the Board for final approval.

The Board approved this SR on 4 October 2024.

### Board Chairman

Wendy Lucas-Bull

### Social and Ethics Committee Chairman

Nonkululeko Gobodo (Lead Independent Director)

### Audit and Risk Committee Chairman

Linda de Beer

### Independent Non-Executive Directors

Peter Cooper, Graham Dempster, Dawn Marole, Siphon Maseko, Hlengani Mathebula, Paul Norman, Eileen Wilton

### Non-executive Director

Christo Wiese

### Executive Directors

Pieter Engelbrecht (Chief Executive Officer)

Anton de Bruyn (Chief Financial Officer)



# Achieving our purpose

## Our purpose

**Uplifting lives every day** by pioneering access to the most affordable goods and services, creating economic opportunity, and protecting our planet.

**The Shoprite Group's intent is to create considerable value for our stakeholders by:**

- maintaining world-class retail operations
- promoting customer centricity
- investing in our employees
- prioritising transformation, diversity and inclusion
- investing in and supporting our communities
- creating economic opportunities
- investing in our technology systems and processes
- enhancing responsible corporate citizenship
- protecting the environment.

## Our vision and strategy

Our vision is to be Africa's most profitable omnichannel retailer. Our strategy is to create **a smarter Shoprite** through advanced analytics and technology to optimise our core retail business and personalise experiences for customers. We target headroom opportunities in growth segments to increase share-of-wallet and leverage our scale to win in the long term.

## Living our values

Our values guide our behaviour to fulfil our purpose, and they define how we do business.

### Doing the right thing

- Putting our customers first
- Acting ethically with excellence, integrity and care
- Creating shared value for our stakeholders
- Making a difference beyond our own doors
- Improving food security and affordability
- Prioritising transformation and equality

### Saving to share

- Providing our customers with the lowest prices
- Improving efficiency and productivity and managing costs through frugal cost management and wastage reduction
- Pursuing efficacy, opportunity and innovation
- Helping others where we can

### Developing local

- Investing in our people
- Creating opportunities to develop local talent and support small businesses to develop local products, contributing to social upliftment
- Embracing economic transformation
- Supporting our communities where our customers' needs are

## Sustainable development approach

Our sustainable development approach prioritises our contribution to three UN SDGs where we have the greatest potential to make a difference: SDG 2 – Zero Hunger, SDG 8 – Decent Work and Economic Growth, and SDG 12 – Responsible Consumption and Production.

We have a strong record of integrating sustainability-related impacts, risks and opportunities in our business decisions and activities as we seek to deliver on our purpose – to **uplift lives every day** by pioneering access to the most affordable goods and services, creating economic opportunities, and protecting our planet.



# Group profile

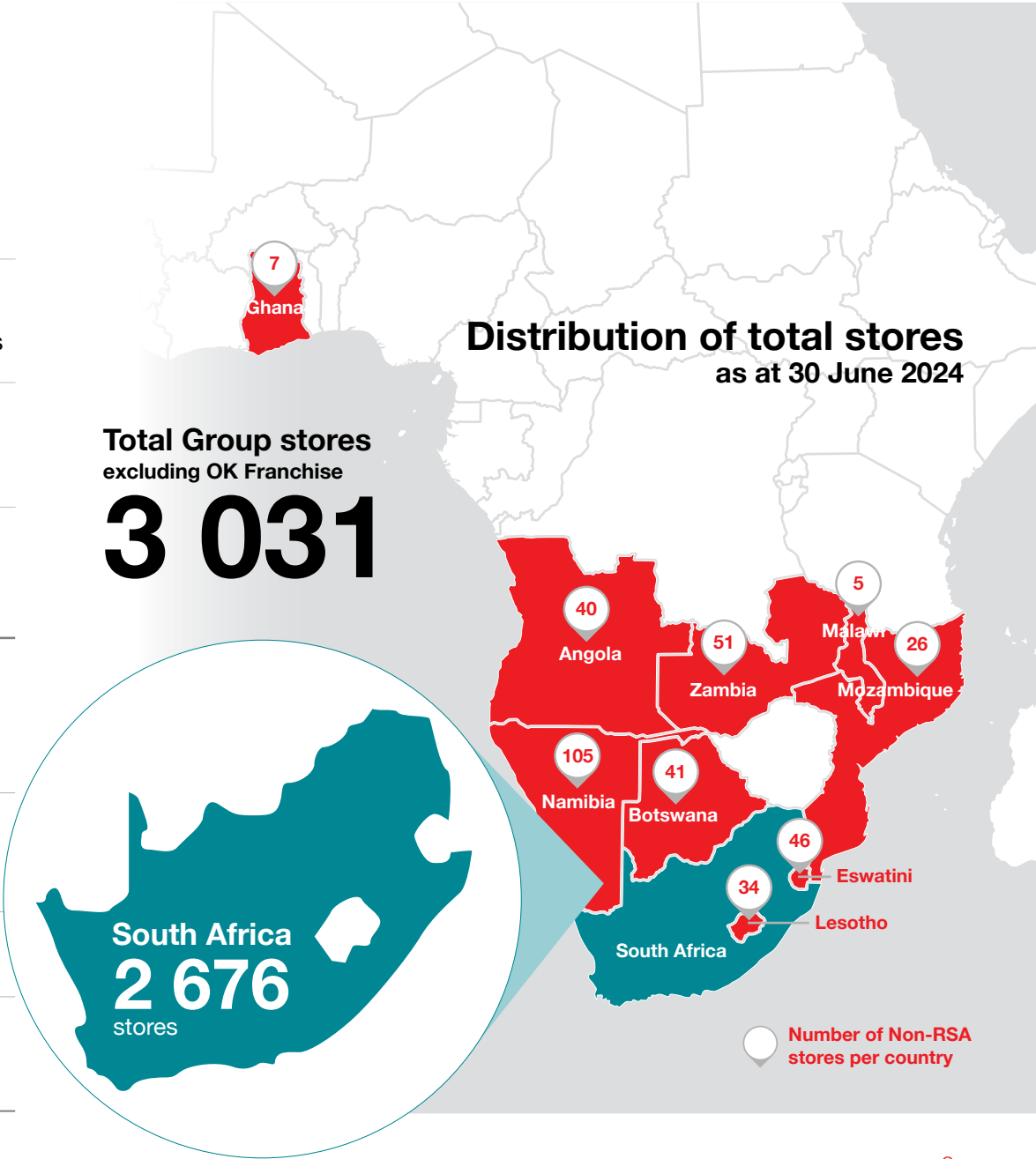
## Our geographic and portfolio diversity

The Shoprite Group is Africa’s largest food retailer. With supermarket retailing as our core business, we operate a clearly segmented brand strategy predominantly in South Africa.



R240.7bn	31 million	160 216
Sale of merchandise	Xtra Savings rewards customers	Total Group employees
Total Group stores	OK Franchise stores	National DCs
3 639 <small>This includes OK Franchise</small>	608	32

Operating Segments	Brands	Sales growth percentage	Store expansion (net new stores)
Supermarkets RSA	Shoprite, Usave, Checkers, Checkers Hyper, LiquorShop, Little Me, Checkers Outdoor, Petshop Science, UNIQ clothing by Checkers	12.3%	201
Supermarkets Non-RSA	Shoprite, Usave, Checkers, LiquorShop	6.1%	15
Furniture	House & Home, OK Furniture	2.3%	(4)
Other operating segments	OK Franchise Division, Medirite, Transpharm, Computicket	21.1%	80





## Group profile continued

## Our ecosystem of value

### Advanced analytics and insights

Our data-focused teams, specialist software and external data partners transform the data we gather from over one billion grocery transactions per year and 31 million Xtra Savings rewards members into actionable insights using data analytics for our business and suppliers. This includes (amongst other examples) using an AI pricing optimisation tool to help our buyers determine the best pricing, deploying a powerful end-to-end supply chain software solution to replenish and forecast stock needs, and maintaining the integrity of our cold chain.

### Customer and rewards

Our market-leading Xtra Savings rewards programme, which was launched to improve our understanding of customers' needs and save them time and money through personalisation, has more than 31 million members, saving a combined R16.9 billion on customers' grocery bills this year alone. With roughly 2 500 swipes per minute, we now have the largest consumer data set on the continent, informing our decision-making on pricing, promotions, ranging and digital communications, providing a highly personalised shopping experience. The programme allows us to predict trends, identify new sales opportunities in under-indexed categories, and it helps us – as well as our suppliers, through our Rex platform – to understand customer behaviour and improve efficiencies.

### Lighthouse private labels

We are leveraging the Group's scale to invest in product development and innovation in our private label brand portfolio to differentiate the Group's offer and range. Our private label products provide customers with better choices and value, both through our low-price products such as our Ubrand entry-level lines, as well as our premium offerings informed by consumer preference on health, wellness and sustainability such as our Simple Truth and Forage & Feast range. Shoprite's Homegrown private label range supports local job creation by offering products that are 100% South African.

### Other adjacencies

Given the scale of our core retail platform, and being the preferred anchor tenant in most new shopping mall developments, we are well positioned to open retail stores in adjacent categories, providing our customers with affordable access to a wide selection of products in categories such as baby, outdoor, pet, pharmacy and clothing. Our customers benefit from a one-stop offering with a supermarket at its core and a wide variety of affordable choices in close proximity.



### Digital commerce and last-mile logistics

Leveraging the wide network of Checkers and LiquorShop stores, the Group's market-leading sixty-minute delivery service, Checkers Sixty60, is delivering significant value to both our customers and our business. Checkers Sixty60 is now available in 539 locations across South Africa, making use of the large store network as micro-fulfilment centres. We have recently launched a new Checkers Sixty60 app, offering customers over 10 000 larger Checkers Hyper general merchandise products, delivered same-day with an agreed 60 minute time slot. Pingo provides the last-mile logistics capabilities with more than 6 000 independent drivers.

### Alternative income

To sustain growth, we are leveraging our platform advantage of customers and 2 322 core retail stores to unlock alternative income in the retail media, data monetisation and financial services space. Our Rainmaker Retail Media Network enables precision targeting and omnichannel advertising solutions by connecting brands with relevant customers, and we have launched our own customer insights platform, Rex, which provides supplier partners with access to the Group's alternate data to improve their business and unlocks new income opportunities. We have been rolling out various low-cost digital and financial services offerings, including our Money Market Account, the most affordable entry-level transactional bank account in South Africa.

### Supplier partnerships and development

In our drive to improve the customer experience, we have entered supplier partnerships with leading global and local brands – such as Starbucks, Lindt, Krispy Kreme Doughnuts and Kauai – bringing their products to selected Checkers supermarkets and some of these brands directly to homes via our Checkers Sixty60 app. Through our recent partnership with Discovery Vitality Healthy Food, consumers will soon see the benefit of up to 75% cash back on healthy food items. We are empowering and supporting local entrepreneurs and suppliers through Shoprite Next Capital and our CredX supply chain finance offering.

# Key performance indicators and targets

## Group sustainability targets

### Energy and Greenhouse gas (GHG) emissions

**42%** reduction in absolute Scope 1 and Scope 2 GHG emissions by 2030 (2020 base year)

**25%** reduction in absolute Scope 3 emissions from use of sold products by 2030 (2020 base year)

### Water

**20%** reduction in water-use intensity by 2030 (2020 base year)

### Waste

**Zero organic waste to landfill** by 2025

**Increase in cardboard and plastic recycling** by 4%

### Sustainable packaging

**100%** of private label packaging to be reusable, recyclable or compostable by 2025

**30%** average recycled content across all private label packaging by 2025

## Key performance indicators

### Customer centricity

Number of Shoprite's 600g in-house loaves of bread for R5 sold (million)

FY 2024  
**29.6**

FY 2023  
**42.8**

Xtra Savings loyalty programme members (million)

FY 2024  
**31.0**

FY 2023  
**27.8**

Instant cash savings rewards accessed through Xtra Savings (R billion)

FY 2024  
**16.9**

FY 2023  
**13.5**

Number of Checkers stores providing Sixty60 home delivery service

FY 2024  
**539**

FY 2023  
**466**

### Investing in our people

New jobs created across the Group, mostly in lower income sector

FY 2024  
**6 490**

FY 2023  
**8 131**

Permanent employees across the Group

FY 2024  
**156 911**

FY 2023  
**151 091**

Number of fatalities: employees and key contractors

FY 2024  
**20**

FY 2023  
**13**

Investment in employee training and development (R million)

FY 2024  
**779.9**

FY 2023  
**680.7**

Distributions to SA employees through Shoprite Employee Trust (R million)

FY 2024  
**243**

FY 2023  
**211.9**

### Building an inclusive and responsible supplier base

Spend on B-BBEE compliant businesses (R billion)

FY 2024  
**143.8**

FY 2023  
**135.2**

Spend on >51% black-owned suppliers (R billion)

FY 2024  
**25.2**

FY 2023  
**23.4**

Spend on >30% black women-owned suppliers (R billion)

FY 2024  
**18.3**

FY 2023  
**16.8**

SMME vendors included on our Enterprise and Supplier Development programme

FY 2024  
**64**

FY 2023  
**64**

### Enhancing community livelihoods

Socio-economic spend in communities in which we operate in SA (R million) (excluding subsidised items)

FY 2024  
**423.1**

FY 2023  
**404.0**

Donated worth in surplus food and goods (R million)

FY 2024  
**233.9**

FY 2023  
**225.6**

Meals served per day to vulnerable communities through our CSI programmes

FY 2024  
**195 659**

FY 2023  
**183 583**

Community food gardens supported in South Africa since inception of programme

FY 2024  
**248**

FY 2023  
**215**

Number of meals served in ECDs (million)

FY 2024  
**1.7**

FY 2023  
**1.2**

### Reducing environmental impacts

Total Scope 1 and Scope 2 carbon emissions (million tonnes CO<sub>2</sub>e)

FY 2024  
**2.4**

FY 2023  
**2.5**

Scope 1 and Scope 2 emissions intensity (tonnes of CO<sub>2</sub>e per square metre)

FY 2024  
**0.424**

FY 2023  
**0.473**

Renewable energy consumption as % of total energy consumption

FY 2024  
**6.5**

FY 2023  
**5.5**

Water-use intensity (kl per occupied space)

FY 2024  
**0.767**

FY 2023  
**0.855**

Plastic diverted from landfill (tonnes)

FY 2024  
**13 502**

FY 2023  
**16 015**

In-store packaging reusable, recyclable, or compostable (%)

FY 2024  
**98.7**

FY 2023  
**97.8**

\* Data not available



# Leadership reviews

Our leaders provide high-level insights on the year in review, sharing perspectives on our strategic achievements, challenges faced, and the path forward.

They offer their vision on navigating the dynamic business environment, driving innovation, and upholding our commitment to sustainability and governance.

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## Shoprite leadership visit small business projects

The SEC visited Never Overthink Situations Transfer Opportunities Passionately (NOSTOP) non-profit organisation (NPO), which benefits from the Group’s surplus food donations and mobile soup kitchen programme, supporting its feeding schemes and community workshops in the Kraaifontein community.



# Chief Executive Officer's foreword



Pieter Engelbrecht  
Chief Executive Officer

**It is a privilege to introduce the Shoprite Group's SR and to lead a company that consistently strengthens its operational resilience while increasing its positive impacts in fulfilling our purpose – to uplift lives every day and protect our planet.**

As a Group, we are authentically purpose-led in all that we do and we continue delivering strong results.

**We continue to invest in the business on various fronts, including technology and digital, supply chain, stores and, most importantly, our people. I am incredibly proud of how our collective efforts are reflected not just in our results, but in the difference we make to the lives of our people and customers every day.**

This year we established the role of Chief Sustainability Officer within our Executive Team, underscoring the Group's profound commitment to sustainability. This strategic addition reflects our dedication to integrating sustainable practices across all facets of our operations, ensuring that our environmental and socio-economic goals are deeply embedded in our business strategy and decision-making processes.

## Responding to a challenging operating context

In South Africa, consumers face significant economic pressures due to low economic growth rates, high living costs and high interest rates. Challenges such as persistent food price inflation, infrastructure concerns and high crime further complicate daily living. Similar challenges, including youth unemployment and income disparity, affect our other markets within Africa. We are deeply committed to understanding and addressing these challenges as they impact our customers and communities.

The recent formation of a new coalition government in South Africa marks a positive move towards stability and a chance to tackle enduring issues. It also introduces a period of vulnerability and uncertainty that impacts business and consumer confidence. In response, we are committed to enhancing the affordability and accessibility of retail goods and services.

We keep our internal food price inflation below the official rate and employ data-driven insights to craft competitive pricing and promotions. As South Africa's largest corporate employer, we steadfastly support local small, medium and micro-enterprises (SMMEs), black-owned and black women-owned suppliers, and youth development programmes, fostering resilience and sustainable growth.

Our distribution centres and inventory management systems adeptly manage supply chain uncertainties and maintain an industry-leading in-stock level of 98% across our stores. We invest in alternative energy and water backup systems to facilitate continuous operations and safeguard perishable goods. Leveraging frequent purchase cycles, extensive customer data, and a broad store base, alongside our on-demand delivery capabilities, we are well-equipped to serve our customers. These efforts are bolstered by significant investments in advanced analytics.

## Supporting customers under heightened pressure

As South Africa's leading low-cost retailer, we are acutely aware of the economic and nutritional challenges facing South African households. Our commitment to affordability drives us to offer the most cost-effective goods and services, maintaining low internal food price inflation while

subsidising over one and a half million essential items each week, such as R5 bread loaves, R5 deli meals and R5 sanitary pads.

Our Xtra Savings rewards programme plays a major role in providing financial relief, saving our customers billions of Rands this year alone through significant discounts and personalised savings, enhancing our role as a trusted partner in their financial well-being.

We've also expanded our private label range to include more affordable and high-quality options. Our commitment to local sourcing and small business support not only enhances our product





## Chief Executive Officer's foreword continued

offering, but also boosts local economies and creates jobs, fostering a more inclusive and resilient supply chain.

Furthermore, we prioritise our customers' health and well-being by promoting healthier eating habits and providing access to essential healthcare services through our Medirite Plus chain, demonstrating our dedication to improving customers' quality of life.

## Embracing digital innovation

The rapid advancement of digital technologies is reshaping the retail landscape, and we are at the forefront of this transformation. Our digital strategy is centred on leveraging data and technology to enhance customer experiences, optimise operations and drive innovation.

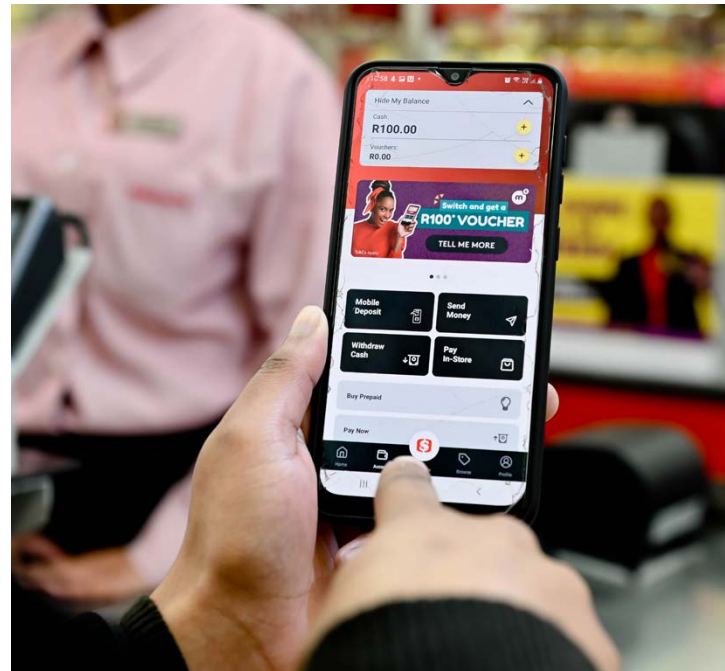
Our Checkers Sixty60 app exemplifies our commitment to digital excellence. This market-leading 60-minute delivery service has revolutionised shopping, offering unparalleled convenience and access to a wide range of products. By integrating advanced analytics and machine learning, we have optimised delivery routes and can reach our addressable market more efficiently. This programme meets our customers' evolving needs and supports our sustainability goals by reducing their carbon footprint.

Furthermore, our investment in data analytics and Artificial Intelligence-driven solutions has enabled us to make more informed business decisions. From dynamic pricing optimisation to predictive stock replenishment, these technologies are enhancing our operational efficiency and responsiveness to market changes, and reducing our environmental footprint.

Our Rex platform, which provides rich customer insights to our suppliers, is another testament to our innovative approach to retail.

## Leading employer and employee empowerment

As South Africa's largest private sector employer, we take immense pride in our dedicated and diverse workforce. Our employees are central to our success, and we prioritise their well-being and development. The Shoprite Employee Trust has been crucial in fostering a sense of ownership and motivation, distributing over R500 million to qualifying employees to date, with the vast majority of beneficiaries being black and black women, highlighting our commitment to equitable empowerment. We continue to invest in comprehensive training, career opportunities, and robust health and safety measures, enhancing personal growth and driving Shoprite Holdings' collective success. Recognised as a Top Employer for 2024 by the Top Employers Institute, we are committed to creating a supportive and inclusive environment where every employee feels valued and empowered.



## Conclusion

Our unwavering commitment to sustainability is evident in our actions. Through supporting our customers, communities, small businesses, and reducing environmental impacts, alongside embracing digital innovation and investing in our employees, we strive to create a lasting positive impact. We look forward to advancing these efforts to drive sustainable growth and long-term value.

Thank you for your continued trust and support.

**Pieter Engelbrecht**  
Chief Executive Officer

# Social and Ethics Committee Chairman's review



Nonkululeko Gobodo  
Chairman of Social and Ethics Committee

**It gives me pleasure to present the Social and Ethics Committee's review of the financial year ended 30 June 2024. Guided by the King IV™ Code, we remain focused on continuous improvement, fostering an ethical and holistic approach to adding value to the organisation through our activities.**

Our commitment to responsible environmental practices, social upliftment and good governance is essential for the Group's long-term sustainability and its ability to create value.

**In this review, I will share reflections on some of the Committee's key activities and developments from the past year. During this reporting period, the Committee held three meetings, attended by Committee members and key executives.**

These sessions were crucial in overseeing the Group's sustainability strategy, policies, performance and ethics culture. Attendance records and more details about the Committee's role, responsibilities and composition are provided on [page 19](#).

## Activities and developments

The Committee's annual work plan is designed to meet our oversight responsibilities through a rolling agenda, addressing material items at each meeting and specific items at set times of the year.

## Governance of ethics

We are pleased to report no material breaches of the Group's Code of Conduct this year. We review the statistics from the ethics hotline, which saw a significant increase in calls, primarily related to reviewed human resources issues following the rollout of the Group's harassment policy. We are comfortable that management addressed these matters diligently. We also monitored compliance with the JSE Listings Requirements, insider trading policies and conflicts of interest requirements, and maintained transparency in the Group's gift registry. Next year, we plan to review the Group's ethics practices to continue enhancing governance frameworks.

## Transformation

A key focus has been our oversight of the Group's transformation strategies and programmes. We reviewed the Broad-based Black Economic Empowerment (B-BBEE) scorecard elements to promote alignment and effectiveness. Significant progress has been made in advancing diversity, particularly in promoting underrepresented groups within executive and senior management roles. The Group's five-year employment equity plan aligns with, and sometimes exceeds, sectoral targets, and the Shoprite Employee Trust continues to foster a sense of ownership among employees, rewarding qualifying South African employees with annual distributions from Shoprite Holdings' dividends.

We have closely observed the inspiring impacts of the enterprise and supplier development programme, Shoprite Next Capital, dedicated to nurturing small business growth. This programme focuses on empowering black- and women-owned businesses and supporting small and emerging suppliers with financial support.

## Environmental stewardship and ESG ratings

This year, we placed added focus on monitoring the Group's environmental programmes. The Group's Chief Sustainability Officer presented an updated environmental sustainability strategy to the Committee and the Board, emphasising the enhanced approach. We also closely monitored the Group's ESG assessments and ratings, which evaluate the Group's performance and impact in these critical areas. This included receiving an 'A-' Leadership Level rating from the global non-profit Carbon Disclosure Project (CDP) for both water security and climate change disclosures. The Group's efforts include meticulous tracking of environmental sustainability performance against key indicators and best practice global standards of disclosure. This increased focus strengthens the Group's environmental stewardship efforts, making them more robust, transparent, and aligned with its long-term sustainability goals.



# Social and Ethics Committee Chairman's review continued

## Community empowerment and development

The Committee focuses on the Group's delivery of its societal responsibilities, including overseeing corporate social investment (CSI) programmes that focus on hunger relief, food security, youth unemployment and enterprise and supplier development. We review CSI spending and progress to ensure that the Group's efforts address immediate needs while fostering long-term socio-economic growth and community resilience.

In May 2024, the Committee visited several sites to see the Group's efforts in action. At Suikerbossie Park in Cape Town, managed by the non-profit Apple Tree, we saw community gardens with a mushroom farm and medicinal garden, supported by Shoprite. We also visited NOSTOP, which benefits from the Group's surplus food donations and provides feeding schemes and community workshops. Additionally, we visited Wonder Snacks, a family business that has grown with the Group's support, enhancing local employment. These visits demonstrated the Group's commitment to sustainable development and community support.

## Food safety and quality assurance

Shoprite is unwavering in its commitment to providing quality products that meet the highest health and safety standards. The Committee oversees management and performance, including monitoring regular factory audits and product tests, and promoting rigorous supply chain management and adherence with local regulations and international best practices.

## Employee health and safety

Shoprite is committed to continuous improvement in health and safety management, focusing on reducing injuries and preventing work-related fatalities. Tragically, this past year, two employees were lost in workplace incidents as well as 18 contractors; 17 in transport-related incidents and one key contractor in our supply chain. Details are on [page 41](#). We extend our deepest condolences to the families, friends and colleagues affected, and the Group remains committed to learning from these incidents to prevent future tragedies.

The Group's expanding grocery delivery service creates new job opportunities, but also presents safety risks. This year, a thorough analysis of traffic-related accidents was presented to the Committee. This focused on incidents involving independent contractor motorbike drivers to understand transport risks and improve safety measures. The Committee reviewed key findings and noted measures such as improved motorbike safety, enhanced driver safety gear and introducing telematics for optimised route planning.

The Committee is pleased with the progress of the Group's employee wellness programme, offering free, confidential counselling and resources for overall well-being, with a strong emphasis on mental health. The Group aims to promote greater use of these services and enhance the resources further in the coming year.

## Leadership-centred cultural transition

The Committee has overseen the progress of the Group's leadership interventions aimed at developing leadership skills and behaviours that align with the Company's purpose, strategy and values. Launched in 2023, this three-year programme integrates leadership principles across the organisation, fostering a cohesive leadership culture.

## Conclusion and appreciation

The Committee is satisfied that the Group has met its major objectives this fiscal year. Robust policies and frameworks are in place, and there is significant progress in integrating sustainability and ESG considerations into the Group's decision-making. We are confident there has been no material non-compliance with legislation or deviation from best practices within our mandate.

A sincere thank you to all the Group's employees for embodying Shoprite's values and contributing to the ongoing evolution of our organisational culture. I also appreciate the Board's active engagement in sustainability matters and their readiness to adapt in our dynamic operating environment.

**Nonkululeko Gobodo**  
Chairman of Social and Ethics Committee



# Chief Sustainability Officer's message



Sanjeev Raghubir  
Chief Sustainability Officer

**It has been a positive year in advancing the Group's commitment to sustainability. As we strive to seamlessly integrate ESG considerations into our strategic decision-making processes, we are not only aligning our business objectives with sustainable practices, but also ensuring that these efforts contribute to long-term value creation.**

The company's purpose of uplifting lives every day is central to our long-term value creation, which sets the tone and foundation for all our sustainability efforts, guiding us towards a future where our business thrives in harmony with the environment and society.

## Meeting increasing stakeholder expectations regarding sustainability

**In response to increasing stakeholder expectations regarding sustainability, the Shoprite Group is keenly aware of the heightened regulatory pressure and societal demands to operate more sustainably and ethically. This is driven by a surge in interest about ethical business practices, climate change, plastic pollution, and biodiversity conservation.**

Regulations now require companies to report and reduce carbon emissions, tackle problematic plastic packaging and take responsibility for product impacts throughout their lifecycle.

In our pursuit of excellence in sustainability management and reporting, we have evaluated various frameworks to identify those most relevant to the Group's specific needs. We have diligently promoted compliance with the South African Companies Act and the King IV Code, and we are aligning our efforts with leading frameworks such as IFRS S1 and S2, SASB, GRI and the JSE's guidelines to bolster our reporting practices.

Engagement with our investors on ESG matters has become more rigorous, reflecting a strong demand for transparency and sustainability in our operations. Importantly, our customers increasingly favour brands like ours that are open about their supply chains, use sustainable materials, and actively work to minimise environmental impacts.

At the Shoprite Group, our response to these challenges is robust and strategic. We have recognised the value of integrating sustainability-related impacts, risks and opportunities across our core activities.

This progressive integration aligns with our purpose to uplift lives every day and is reflected in our commitment to three UN SDGs: Zero Hunger (SDG 2), Decent Work and Economic Growth (SDG 8), and Responsible Consumption and Production (SDG 12).

Our efforts are evidenced, for example, in our activities as the largest private sector employer in South Africa, providing affordable nutrition and groceries, significantly supporting local SMMEs, black-owned, and black women-owned suppliers, and fostering youth development, our various programmes on hunger relief and food security, and our environmental efforts on energy and climate change, water security, waste and recycling, sustainable packaging, responsible sourcing and biodiversity conservation.

## Environmental stewardship

In alignment with our environmental sustainability targets, the Group has incorporated a 20% sustainability weighting into the short-term incentives (STIs) for executives and senior management, focusing on renewable energy consumption, waste recycling and sustainable packaging. We are proud to be recognised as South Africa's leading retailer for our transparency and performance in addressing climate change and water security, earning an 'A-' Leadership rating from the global non-profit CDP for our disclosures.

To enhance our climate change disclosures this year, we transitioned from the Taskforce on Climate-related Financial Disclosure (TCFD) recommendations to the new IFRS S2 standard, aimed at standardising our climate-related reporting to align with global expectations. Our energy resilience plan aims to reduce the Group's grid dependency through

increased energy efficiency and a significant boost in renewable energy use. This year, we sourced 6.5% of our electricity from renewable sources, surpassing our target of 5.5%. This success is primarily driven by our 82 solar photovoltaic (PV) systems across 77 sites, generating clean energy for our operations. We are exploring projects to purchase electricity from independent power producers through the existing transmission network, known as wheeling, and currently trialling this by wheeling renewable electricity to two stores to demonstrate feasibility.

In our commitment to enhancing biodiversity, we are integrating biodiversity conservation and preservation efforts into our daily operations through our focus on reducing food waste, using more renewable energy, conserving water and safeguarding water quality. We are exploring collaborative efforts with the Endangered Wildlife Trust (EWT) to further our conservation activities, and working with World Wide Fund for Nature-South Africa (WWF-SA), our suppliers, and small-scale fishers to restore a Southern African Sustainable Seafood Initiative (SASSI) red-listed mullet species on South Africa's West Coast to the green list.

## Enhancing community livelihoods

In our mission to uplift lives, our CSI programmes significantly impact vulnerable communities by focusing on hunger relief, food security, youth employment and local entrepreneurship. This year, we invested R437.6 million in these areas, including donating R233.9 million worth of surplus food and goods to over 500 organisations.



## Chief Sustainability Officer's message continued

We launched four new mobile soup kitchens, including our first in Lesotho, bringing our total to 31 kitchens that provided over 7.9 million meals and were crucial in assisting communities during crises such as severe weather. We supported 248 community food gardens to build resilience and enhance food security at a community and household level.

We proudly supported 124 early childhood development centres (ECDs) in South Africa and one in Lesotho, providing daily nutritious meals to over 8 490 children and training for practitioners to improve educational environments. Our Retail Readiness Programme and the government's Youth Employment Services programme continue to be pivotal in our efforts to reduce youth unemployment, with this year's programmes training 6 046 unemployed youth and a total investment of over R1.0 billion in the past four years.

## Looking ahead

As we look ahead, our unwavering commitment to sustainability remains crucial in tackling the extensive social and environmental challenges facing our markets. We are focused on managing significant ESG risks and optimising our core business model to generate positive impacts. By fostering collaboration and leveraging our brands, retail network, supply chains and stakeholder relationships, we aim to catalyse collective efforts toward sustainable outcomes.

As we progress, we remain committed to open dialogue. I encourage you to share your views on the Group's performance and disclosure quality. Frank feedback from stakeholders is essential for fostering greater accountability and enhancing our effectiveness as we strive for sustainability excellence.

**Sanjeev Raghubir**  
Chief Sustainability Officer





# Our sustainability approach

Sustainability is central to our business and is supported by our governance structures that drive our progress. We strive to manage our most significant social, economic and environmental impacts and address key stakeholders’ interests, underpinned by a well-defined process for evaluating critical risks and opportunities.

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## Shoprite's innovative private label brands

Shoprite invests in innovative private labels that prioritise health, nutrition, and sustainability, with many products made by local small businesses. The affordable Homegrown range is free from harmful additives and also uses sustainable packaging. Simple Truth targets health- and environmentally conscious consumers, and Oh My Goodness! offers nutritious options for children. Many labels are endorsed or certified by leading health and ethical organisations.





# Our sustainability strategy focus areas

Our strategic sustainability framework guides decision-making and action across the Group in relation to current and emerging social and environmental challenges and opportunities, prioritising sustainability-related issues that impact our ability to create, protect, and enable value across a range of stakeholder groups.

It also helps to align our efforts with national and global sustainable development goals, particularly the three UN SDGs where we have the greatest potential to make a difference: SDG 2 – Zero Hunger, SDG 8 – Decent Work and Economic Growth, and SDG 12 – Responsible Consumption and Production.

2
ZERO HUNGER

8
DECENT WORK AND ECONOMIC GROWTH

12
RESPONSIBLE CONSUMPTION AND PRODUCTION



The following focus areas are key elements of our strategy.

**Embracing environmental stewardship:**

We are dedicated to sustainable practices through resource efficiency, renewable energy use, waste reduction and biodiversity preservation. By adopting water-efficient processes, energy-saving technologies and innovative packaging solutions, we enhance sustainability and reduce resource consumption.

**Providing access to affordable and nutritious food:**

We ensure access to affordable, nutritious groceries while maintaining low food price inflation and adhering to strict food safety and product quality standards.

**Supporting hunger relief and food security:**

We are committed to supporting hunger relief and enhancing food security in communities through targeted programmes and partnerships. These efforts also help build resilience to climate change.

**Promoting equity, diversity, and economic transformation:**

By prioritising fair and inclusive employment practices, ensuring ethical sourcing, and building equitable supply chains, we contribute to economic transformation and social justice. Our efforts drive internal growth by fostering a sense of ownership among employees, rewarding them through the Shoprite Employee Trust, and developing their skills and talent with a compelling employee value proposition.

**Supporting youth employment and job creation:**

We focus on creating new jobs and supporting youth employment through various programmes and partnerships, contributing to economic growth and community development.

**Promoting workplace health and safety:**

We are dedicated to a safe, healthy work environment, emphasising driver safety and overall employee well-being through comprehensive safety management, occupational health services, and employee assistance programmes.

**Developing sustainable and resilient supply chains:**

We support local economies by creating diversified sustainable and resilient supply chains, reducing vulnerability to disruptions, and strengthening partnerships with suppliers to address social and environmental impacts.



# Governance

ESG issues present both increasing challenges and opportunities across the retail environment. Our response to these issues is informed by the Group's purpose and values, our Code of Ethics, and our founding belief that companies have a significant role to play in addressing social and environmental challenges.



## Sustainability governance

Shoprite's governance structure demonstrates a strong commitment to sustainability and ethical practices, integrated through formal governance mechanisms and reflected in our operational strategies. The Shoprite Board is responsible for overseeing the Group's sustainability governance and management processes, and approving how we approach and address sustainability-related impacts, risks and opportunities.

The SEC is mandated to oversee all sustainability-related issues and to review the Group's sustainability strategy, policies, performance, and ethical culture (see page 19). The SEC assists the Board in overseeing the effective integration of sustainability-related issues into the Group's strategy, focusing on:

- human rights, and the safety, occupational health and wellness of our people
- environmental sustainability, including climate change and decarbonisation
- our interaction with and support of the communities in which we operate, underpinned by our activities relating to hunger relief, early childhood development, socio-economic development, skills development, employment creation, and preferential procurement
- ethical issues and the Group's ethics culture
- sustainability-related risks in conjunction with the Audit and Risk Committee (ARC)
- compliance with relevant legislation and regulations.

The SEC works with the ARC to oversee the effective management of the Group's sustainability-related risks. The ARC is responsible for overseeing the integrity of the Group's overall risk and compliance management practices, information security and cyber-risk systems, and integrated and sustainability reporting process.

Our other Board committees have the following sustainability-related roles:

- **Remuneration Committee:** Oversees the Group's remuneration approach to ensure that it is fair, and promotes positive outcomes in short, medium and long term.
- **Nomination Committee:** Oversees that formal succession plans are in place and identifies suitable candidates for the Board.
- **Finance and Investment Committee:** Oversees major investments, disposals and acquisitions in line with Group strategy and capital allocation.

The Board Charter and the committee terms of reference outline each committee's composition, roles and responsibilities, and their delegated authority and reporting duties. These are available at [www.shopriteholdings.co.za/governance.html](http://www.shopriteholdings.co.za/governance.html)

The terms of reference for the SEC incorporate principles from the United Nations Global Compact (UNGC), Organization for Economic Cooperation and Development (OECD) anti-corruption guidelines, the South African Employment Equity Act, and the Broad-based Black Economic Empowerment Act. The SEC reviews its terms of reference annually, with any material amendments subject to approval by the Board.



## Integrating sustainability into the Group's decisions and activities

The SEC is responsible for overseeing the effective integration of sustainability into the Group's overall strategy. This includes oversight of the Group's social and environmental impacts and how sustainability-related risks and opportunities affect Shoprite. The SEC reviews and recommends to the Board the approval of the Group's sustainability strategy and targets in line with reporting requirements.

The SEC meets three times a year to review the Group's sustainability performance. The Chief Sustainability Officer and members of the management team attend these committee meetings by invitation. The SEC Chairman reports on the SEC's activities and recommendations to the Board. The annual work plan for the SEC encompasses topics relevant to the sustainability agenda, ensuring thorough discussions during meetings, subsequent reporting to the Board, and public disclosure.



Governance continued

SEC focus areas in FY 2024

- **Governance of ethics:** Monitoring the implementation of the code of conduct, ethics hotline activities, JSE Listing Requirements, insider trading policies, conflicts of interest, and the gift registry.
- **Transformation:** Reviewing B-BBEE strategy, supplier development initiatives, employee trust and dividend allocation mechanisms, youth employment and training programmes, and employment equity progress.
- **Social and community development:** Monitoring CSI programmes, early childhood development, food security, education initiatives, and community engagement activities.
- **Environmental and social sustainability:** Reviewing the group’s sustainability and ESG strategy, targets for renewable energy, waste management, food waste reduction, biodiversity, conservation strategies, and environmental legislation compliance.
- **Health and public safety:** Monitoring health and safety incidents, including an in-depth review of key independent contractor fatalities and safety measures, workplace safety initiatives, and food safety and quality assurance.
- **Labour and employment:** Monitoring promotion of equality, handling harassment cases, educational development of employees, bursary allocations, succession planning, and talent pipeline development.
- **Consumer relations:** Monitoring management of consumer complaints, compliance with consumer protection laws, and public relations activities.
- **Committee Governance:** Approving and amending the Committee’s terms of reference and annual work plan, and tracking meeting schedules and agendas.

SEC composition, meeting attendance and evaluation

The SEC comprises six independent Non-executive Board members, and the Chief Financial Officer (CFO), Wendy Lucas-Bull, Chairman of Shoprite Holdings, was reappointed to the SEC, effective 23 May 2024. This structure enables diverse input and specialised focus on sustainability and ethics, which is critical for maintaining social and environmental accountability.

SEC members	Attendance
Independent Non-executive Directors	
Nonkululeko Gobodo (Chairman)	3/3
Dawn Marole	3/3
Paul Norman	3/3
Eileen Wilton	3/3
Wendy Lucas-Bull <sup>1</sup>	3/3
Prof. Hlengani Mathebula <sup>2</sup>	2/3
Executive Director	
Anton de Bruyn	3/3

1 While not a member, W Lucas-Bull attended all meetings by invitation. W Lucas-Bull was subsequently appointed with effect from 23 May 2024.  
2 Appointed member of the SEC on 30 August 2023.

The Board and SEC must evaluate the effectiveness of the committee and its members, including the Chairman, every two years. An independent assessment of the committee will be conducted by an external service provider every four years.

Skills, competencies and access to diversity of views

The Group’s directors are diverse in terms of gender, race and professional backgrounds. They contribute different perspectives to enhance decision-making and improve our reflection on issues under consideration by the Board. Directors are well-placed to consider the significant range of sustainability issues pertinent to our operations and value chain, as well as to our growth ambitions in our respective retail markets. To enhance the Board’s collective knowledge on sustainable development, Board members partake in annual education and knowledge-sharing sessions, including with external environmental experts from organisations such as the WWF. In this reporting year, a second annual engagement session with the WWF was held, covering key local and global sustainability trends and best practices.

For more on the Board’s skills, expertise and competences, please refer to [page 66](#) of the IR.

Linking sustainability to remuneration

Shoprite has aligned its sustainability objectives with its remuneration policy to enable the achievement of sustainability-related goals. The Group has specified a 20% sustainability weighting for STIs, which are geared towards operational strategies like reducing carbon footprint, improving recycling, and enhancing the utilisation of sustainable packaging. This supports accountability and commitment to these objectives.


Relevant policies and codes

We regularly review the various policies and procedures governing the Group’s approach to managing its material sustainability issues, and provide guidance as needed. These include a broad range of employee and ethics-related policies, available internally.

Policies are subject to internal audits to verify their effectiveness in ensuring compliance with relevant laws. Additionally, routine management processes are in place to regularly update all policies, ensuring they remain current and effective.

The Group has position statements, available on its website, that summarise and share our stance on key sustainability-related issues and detail its commitments. These include position statements on climate change, food losses and waste, sustainable packaging, water security, biodiversity and responsible sourcing. We also have a position statement on responsible marketing.

Core sustainability-related policies include, amongst others:

-  Supplier Code of Conduct
- Human rights policy
- Company rules
- Shoprite compliance policy and framework
- Group anti-bribery and corruption policy
- Fraud risk prevention and detection policy
- Health and safety policy

Additional employment and workplace policies include:

- Employment equity policy
- Anti-harassment policy
- Conflict of interest policy and attestation
- Recruitment and selection policy
- Learning quality management system document
- Poor work performance policy
- Remote and flexible working policy

Other policies cover areas such as data and information security, travel and entertainment, ethics and compliance, as well as specialised topics.

# Sustainability strategy

Our strategy is shaped by a deep understanding of our business, stakeholder perspectives, and the changing dynamics in our operating context. The strategy aims to support delivery of our purpose and improve our sustainability performance.

The strategy reflects our commitment to addressing our most material sustainability-related impacts, risks and opportunities. We focus on identifying new ways to positively impact the lives of our people, customers, suppliers, communities and the environment.

The pillars of our environmental strategy – as defined through our materiality process – are: climate change and energy, sustainable packaging, water and wastewater, responsible sourcing, waste, and biodiversity. This year we expanded our key enablers for delivering on our environmental strategy.

## Responding to a challenging operating environment

As a leading retail company in Africa, we are acutely aware of the direct impacts of climate change on our operations and supply chain. The growing severity of climate events drives us to adapt continually to safeguard our business and meet our customers' growing expectations for sustainability. In response, we are building our resilience and responsiveness through advanced technology and data analytics.

Our customers face economic challenges and high unemployment, which increases their expectations for us to act responsibly and contribute meaningfully to addressing socio-economic challenges. Investors are also showing greater interest in how we integrate sustainability into our business practices. We meet these expectations through robust systems for recording and reporting, aligning with evolving global legislation and reporting standards.

To maintain our leadership, we prioritise ongoing staff training and awareness programmes, engage actively with suppliers and partners, and embrace life-cycle thinking in new product development. These efforts are crucial as we navigate changing legislation and reporting frameworks that shape our operational landscape.



Through these strategies, we not only respond to the immediate challenges presented by our operating environment but also position ourselves as a forward-thinking leader in sustainability, ready to meet the future with robust solutions and strategic partnerships.

For a broader overview of our operating environment, please see our IR [page 19](#).



# Sustainability management

Sustainability is increasingly recognised as a strategic imperative throughout our business, with executive management playing a key role in advancing our sustainability strategy.

We are dedicated to enhancing our public disclosures on sustainability and strengthening our management of sustainability-related impacts, risks, and opportunities. This commitment is aimed at ensuring the long-term resilience and sustainability of our business.

## Management oversight

Recognising the importance of sustainability in its business, this year the Group created a Chief Sustainability Officer (CSO) role in its executive and appointed its first CSO. The CSO, supported by a dedicated sustainability team, reports into the Deputy CEO and the SEC. The CSO manages environmental and social sustainability matters, including energy efficiency and renewable energy projects, supported by specialists in renewable energy, waste management and CSI.

The CSO is responsible for designing, implementing and monitoring our sustainability strategy and risk management processes, integrating these into the Group's day-to-day activities. The CSO presents a monthly sustainability update report and dashboard to the Executive team. This dashboard includes climate-related key performance indicators (KPIs) such as electricity and diesel consumption, renewable electricity use, and refrigerant leaks.

An environmental and social update is presented to the SEC three times per year for deliberation and feedback. This includes the Group's performance regarding energy use (both renewable and non-renewable) and climate change-related matters.

## Risk management

Our risk management framework addresses sustainability risks in areas such as employee development, talent retention, customer-centricity, supply chain resilience, socio-economic contributions and environmental stewardship. All risks are identified and assessed through our integrated Enterprise Risk Management (ERM) process, complying with King IV™ guidelines. For more information, refer to our IR on pages 26 to 30.

Management integrates risk management into daily activities, facilitated by the ERM department under the CFO. Environmental risks are a key focus, with the SEC overseeing climate-related risk management. The CSO and sustainability team of specialists identify, assess, and manage these risks and opportunities, considering various time horizons and planning for future uncertainties.

More extensive information is available in our CDP climate change response. We also disclose biodiversity and forest risks in our CDP Forests response and water-related risks in our CDP Water Security response, supported by WWF Water Risk Filter 6.0 data.

The ARC oversees ERM and sustainability-related risks, monitoring external changes that impact core enterprise risks, financial performance, and resilience. Monthly Risk Forums identify risks and formulate plans aligned with our policies.



## Top sustainability-related risks

Through our ERM process, we have identified and prioritised the following sustainability-related risks:

- Disruption in service delivery (such as water and electricity) as a result of infrastructural inadequacies and/or extreme weather events
- Physical impacts of climate change on assets, services and product availability
- Non-compliance with sustainability-related legislation
- Inability to appropriately identify, assess and address material sustainability-related impacts and/or risks
- Food security threats and exposure to social unrest
- Reputational risk associated with misrepresentation of sustainability response measures



## Sustainability management continued

### Responding to stakeholder interests

To fulfil the Group’s purpose of uplifting lives every day, we must understand and respond to stakeholder concerns and address the material interests of those directly impacting our ability to create value. We are dedicated to proactive engagement with priority stakeholders to build institutional trust despite dynamic and divergent interests. Recognising the value of positive relationships, our approach is detailed in the IR (📄 page 22), which outlines key stakeholder groups, their interests, and our responses. Balancing diverse perspectives is essential to delivering long-term value aligned with the broader interests of society.

### Integration into operations

The Group has recognised the strategic value of more effectively integrating the management of sustainability-related impacts, risks and opportunities across our core activities. Our efforts are evidenced, for example, in our activities as the largest private sector employer in South Africa, providing access to affordable nutrition and groceries, investing significantly in supporting local SMME, black-owned and black women-owned suppliers and youth development activities, our various programmes on hunger relief and food security, and our environmental efforts on energy and climate change, water security, waste and recycling, sustainable packaging, responsible sourcing and biodiversity.

The Group is committed to integrating sustainability-related impacts, risks and opportunities into planning and decision-making across its operations. Informed by an analysis of material sustainability issues, our sustainability strategy provides direction and guidance and is taken into consideration during our strategy sessions, business planning cycles and relevant day-to-day decisions. Performance indicators for each focus area highlight activities already underway, helping decision-makers to align available skills and capabilities, and draw on internal experience.

Within its operational framework, Shoprite has established various internal reporting structures that include the Supply Chain Sustainability Forum, Sustainable Packaging Forum, and monthly divisional meetings where sustainability is integrated into these operations. This reflects an organisational commitment to embedding sustainability across all levels of the business, ensuring that these practices are consistently reviewed and improved. Sustainability thinking has become a part of our culture and will increasingly inform the innovative efforts of our teams.

### Metrics, targets and performance

The Group recognises the importance of sustainability metrics and targets in ensuring due allocation of effort to achieve our commitments. We are progressing each of our sustainability focus areas, as indicated by our performance trends. Information on our performance is provided throughout this report and in the data tables in the appendix. We are increasingly digitalising our data process, and the sustainability team has expanded the scope of our environmental data dashboard. In addition to helping us collate and retain accurate sustainability-related data, our data practices ensure that our company and customer’s rights to privacy and confidentiality are not breached.

### Verification and assurance

All sustainability-related information disclosed in our integrated reporting suite has been approved by the Board. Our KPIs to improve our environmental performance and reduce climate impact, along with our carbon footprint analysis, are verified by independent third-party providers. These critical KPIs focus on increasing the use of electricity from renewable sources, recycling cardboard and plastic, and adopting sustainable packaging.

Accredited service providers have assured the Group’s B-BBEE rating and carbon footprint. Management has verified the processes for measuring all other non-financial information.

We use a combined assurance model to ensure that the information we provide, and the associated underlying processes, support the credibility and integrity of our reporting. The Board’s Audit and Risk Committee is responsible for overseeing the effectiveness of combined assurance arrangements within the Company.





# Supporting sustainable transformation

The Shoprite Group actively contributes to sustainable transformation in South Africa – the process of advancing economic growth, social equity, and environmental protection in a manner that addresses historical inequalities and promotes inclusive development for all.

Our commitment and demonstrated results in these areas are central to our continued success and value proposition. Our policies and strategies demonstrate a firm commitment to aligning with the principles of the B-BBEE framework, engaging in efforts that tackle some of South Africa’s pressing social issues. Governance of our B-BBEE strategy is overseen by the Group’s B-BBEE Committee and the SEC.

We are committed to driving economic transformation both internally and externally, through our core business activities and socio-economic development spending.

Our internal strategy drives growth from within by promoting a sense of ownership among employees, developing their skills, and retaining talent. Outside our organisation, we support the advancement of SMMEs, train unemployed youth, and partner with communities to develop practical, lasting solutions for their challenges. These efforts contribute to the ongoing development of the retail sector.

## Our key focus areas in driving sustainable transformation

**Employee ownership:** The Shoprite Employee Trust (SET), holding 40 million Shoprite Checkers shares worth R8.9 billion, has to date distributed over R500 million to employees. The SET rewards qualifying South African employees with annual distributions based on dividends from Shoprite Holdings. In FY 2024, 98.3% (FY 2023: 98.3%) of the South African beneficiaries within the Trust were black and 69% (FY 2023: 68%) black women, reinforcing our commitment to transformation and equitable empowerment within the company. Employees outside South Africa receive a cash equivalent bonus.

**Employment equity and inclusive growth:** Our employment equity policy directs our hiring and promoting strategies to ensure equitable growth. We prioritise internal promotions and integrate employment equity into our appointment processes. Additionally, we offer targeted training and development opportunities to all employees, supporting sustainable employment and community development where our employees live and work (refer to [page 32](#)).

**Skills development for unemployed youth:** Our training programmes, focused on youth with 68.2% of participants under 35, aim to enhance employability in the retail sector by providing practical skills. Programmes such as the Group’s Retail Readiness Programme (RRP) and the Youth Employment Service (YES) are pivotal in reducing youth unemployment. Additionally, our bursary programmes develop specialised skills essential for effective organisational management (refer to [page 34](#)).

**Supplier development and market access opportunities:** Our supplier development and preferential procurement policies, which focus on black-owned and black women-owned SMMEs, provide crucial retail market access and drive transformation beyond our operations. Additionally, through Shoprite Next Capital, we support entrepreneurs with marketing, working capital, packaging, labelling, data sharing, and expansion opportunities to foster the growth of SMME suppliers (refer to [page 42](#)).

**Socio-economic development in our communities:** Our CSI programmes focus on enhancing community resilience through various programmes with a focus on alleviating hunger and promoting food security. Key activities include donating surplus food, developing food gardens, deploying mobile soup kitchens, and supporting ECD centres to positively impact the communities we serve (refer to [page 46](#)). In addition, the Shoprite Foundation undertakes a variety of projects aiming to support community development, education, and empowerment.

Our Shoprite Holdings and Shoprite Checkers B-BBEE scorecards, adjacent, reflect our progress in promoting transformation.



B-BBEE scorecards: Shoprite Holdings and Shoprite Checkers Limited

Element	Weighting	Shoprite Holdings		Shoprite Checkers	
		2024	2023	2024	2023
Ownership	25	11.97	11.04	21.81	21.24
Management control	19	9.97	9.88	9.63	9.16
Skills development	25	14.89	13.98	14.89	13.98
Enterprise and supplier development	46	27.71	28.55	27.71	28.55
Socio-economic development	5	5.00	5.00	5.00	5.00
Total (including bonus)	120	69.54	68.55	79.04	77.93
Participation in YES programme	One additional level	Yes	Yes	Yes	Yes
Final B-BBEE status		Level 6	Level 6	Level 4	Level 4

Supporting sustainable transformation continued

Embedding an ethical culture

The Board is committed to embedding and maintaining a values-based ethical culture within the Company. It charges the Audit and Risk and Social and Ethics Committees with the oversight of ethics management, including combating fraud and corruption. These committees also ensure policies are established, appropriately updated and, when necessary, new Board-approved policies are drafted, with governance around these policies regularly assessed.

We focus on implementing business policies, processes, and practices that are responsible and responsive, reinforcing an ethical culture that protects against unethical and corrupt behaviour and contributing to our social licence to operate. We prioritise the creation of a work environment that respects human rights and promotes health, wellness, safety, and career growth, upholding employee well-being through a safe and fair setting.

This environment aims to empower individuals to excel while aligning with our customer-first culture. We expect all employees to embody our purpose, values, and ethical standards, and to contribute to our strategic growth objectives.

Ethical behaviour is enforced through our disciplinary code, with any incidents of unethical behaviour thoroughly investigated and corrective actions taken as necessary.

Additionally, the Group actively promotes a culture that protects against unethical and corrupt behaviour, including theft, by living its values of acting ethically and with integrity. We maintain a zero-tolerance policy towards unethical behaviour and offer a toll-free, independently managed, anonymous hotline for reporting any unethical actions.

Our ethics policies and guidance include:

- Code of Conduct
- Anonymous whistleblower hotline
- New employee induction programme
- Group-wide 🌐 Supplier Code of Conduct
- Policies aimed at embedding an ethical culture, managing conflicts of interest, and safeguarding whistleblowers
- Ethics awareness communications

Confidential hotline performance trends

We provide a confidential reporting service for employees, contractors, suppliers and other stakeholders. It enables them to raise concerns about potentially unethical, unlawful or unsafe conduct or practices that conflict with our values and Code of Conduct.

In addition to a significant increase in calls about human resources, there was also a rise in reports concerning company policies and fraud, showing more alertness and reporting of policy breaches and financial misconduct. Though theft reports slightly declined, an increase in calls about suspicious activities and successful external ‘Person of Interest’ interventions led to arrests for serious crimes at our stores. The system’s value is evident, **with 25.5% of FY 2023 and 19.0% of FY 2024** reported concerns being validated, demonstrating its role in identifying significant issues.

Compliance-related training FY 2024

Topic	Number of people trained
Anti-bribery and corruption, and fraud	172
Anti-money laundering	28 621
Competition law	107
Consumer protection laws	4 649
Corporate governance and ethics	11
Data protection privacy and cyber laws	12 117
Environmental management	1 934
Financial services insurance, money transfers	44 203
Food safety and hygiene	49 389
Health and safety	103 925
Labour and employment law	123
Licences and permits	1 781
Liquor laws	3 452



Respecting human rights

The Group embraces the 10 principles of the UNGC, which align with key international documents on human rights and anti-corruption, and we strive to integrate these into our operations to build a culture of integrity.

Our 🌐 Human Rights Policy, publicly available on our website, reflects our responsibility to respect human rights. It holds all Group entities, trading divisions, brands, employees, business partners, and suppliers to these standards, with mechanisms in place to monitor and support compliance. The policy is overseen by the CEO and management, with the Chief People Officer ensuring its alignment with Company operations.

We use our risk assessment framework to identify human rights risks, with appropriate mitigation plans actioned and systems in place to monitor and evaluate the effectiveness of these plans.

We encourage our employees and stakeholders to report any human rights concerns through our confidential tip-off hotline, assured by the company’s zero-tolerance policy towards discrimination and labour abuses.

Shoprite expects its suppliers to adhere to a 🌐 Supplier Code of Conduct that includes human rights among other ethical expectations, ensuring alignment with international norms and the Company’s values.

In our interactions with communities, we show respect for local laws and cultural values while prioritising community well-being and sustainable development.



# Our social impact

Our efforts to optimise our social impact are integrated across our operations and into all areas of our business. We place our **customers** at the heart of our business, ensuring that our services and products align closely with their needs. Our **employees** are supported within a caring environment, afforded opportunities for professional growth, and encouraged to take ownership of their work.

In partnership with our **suppliers**, we foster robust, ethical relationships that contribute to a resilient supply chain. In our **communities**, we are active participants, boosting small businesses, addressing urgent needs, and nurturing sustainable growth for the future. Integral to these commitments is our proactive stance on socio-economic **transformation** in South Africa. Through these actions, we seek to make a tangible and lasting difference, both internally and across the broader retail landscape.

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## Empowering employee engagement

The Shoprite Group's innovative internal app, called SiyaRinga, connects 97 902 employees with essential updates, news, and competitions – delivered free to their phones without data charges. The app also supports wellness programmes and community initiatives, and provides a platform for reporting concerns, making it a key tool for fostering engagement and communication throughout the Group.



# Customer centricity

Meeting customer needs is pivotal to our purpose and business success, especially in an environment marked by high inflation and frequent infrastructural inadequacies.

We strive to ensure customer affordability while enhancing their shopping experience. Our approach is holistic, focusing on value, ease of access, and innovative solutions. We customise our product range to suit the varied preferences of our customers across different regions and economic statuses.

We strive to ensure that all our customers receive quality products and exceptional service, regardless of their spending level. Our in-store offerings provide world-class quality and increasing variety, ensuring consistent availability amidst local and global supply challenges. Meanwhile, our online shopping platform provides innovative solutions in an increasingly digital world.

### Value impact (FY 2024)

Opened **23 Usave and 2 Usave eKasi stores** closer to home  
(FY 2023: 24 Usave and 6 Usave eKasi stores)

Won **36 awards recognising customer and brand excellence**  
(FY 2023: 39 awards)

Sold **29.6 million Shoprite's 600g in-house baked loaves of bread**  
(FY 2023: 42.8 million loaves)

Provided over **R16.9 billion personalised savings** (FY 2023: R13.5 billion) to more than **31.0 million Xtra Savings members**  
(FY 2023: 27.8 million)

## Affordability, accessibility and innovation

### Affordability and accessibility

Amid toughening socio-economic conditions and increasing geopolitical uncertainty globally, our commitment to affordability and accessibility stands firm – to ease the burden of rising costs affecting product prices. Through our rapidly expanding footprint of stores, we offer lower pricing on essential items to an increasing number of lower-income communities to ensure our brands remain within reach, particularly focusing on providing affordable, nutritious food options such as vegetables, fruit, meat, eggs, dairy and legumes.

Our efforts have led to internal food price inflation that is consistently below South Africa's national average. By managing our inventory with precision, and leveraging strong supplier relationships for better pricing, we are minimising the effects of inflation. **This value we provide is augmented through our Xtra Savings loyalty programme, further supporting our customers financially. Accessibility is also expanding, with the growth of Checkers Sixty60 and our Usave and Usave eKasi stores. Our Housebrand, Ritebrand, Ubrand and Hyper Value ranges ensure essentials remain affordable, while our premium labels make quality accessible to all.** Through promotional events such as Black Friday and our regular deep dive promotions, we are able to offer unbeatable prices.

We know that our customers are impacted by increasing transportation costs, therefore we maintain a high on-shelf availability of fast-moving products (97%, FY 2023: 97%) based on our world-class inventory management and our investment in advanced analytics. Our centralised supply chain investment enhances stock control and variety. Together with our long-standing supplier relationships and bulk-buying power, this allows us to maintain the lowest possible prices. Continual technological advancements in our operations are crucial for maintaining efficiency across the board, which not only supports affordability and accessibility but also reduces our environmental impact, while meeting our growing network's needs.

### Subsidised basic items

Our commitment to affordability and accessibility is evident in long-standing subsidised products, including a selection sold at R5. Nationally, Shoprite supermarkets offer a R99 essential bulk combo of five staples such as maize meal, flour, rice and oil. We have kept the price of our 600g in-house brown bread at R5 since 2016, subsidising 569 995 loaves weekly in FY 2024. Additionally, our stores provide various R5 deli meals, with 248.8 million meals subsidised since mid-2017. Our R5 range also features locally produced sanitary pads. At our Usave stores we have reintroduced our R379 Commodity Combo, as well as a focus on affordable snacking options such as a R1 packet of biscuits and R1 bag of chips.





## Customer centricity continued

### Homegrown range offers a one-pot Pasta & Me meal

Homegrown range offers a 350g one-pot Pasta & Me meal, which feeds a family of four for R20. Created by Aziza Parker, who runs a majority women-owned SME employing 15 people to support affordable family meals in Philippi, Cape Town, this nutritious option of noodles, soya, and vegetables has seen **over 166 681 sales** since its September 2023 launch.



### Adding value: Innovative financial and lifestyle services

Shoprite uses its technological infrastructure and strategic partnerships with industry leaders to offer convenient, essential low-cost financial products and services to its customers. **In FY 2024, we facilitated 314.6 million financial service transactions (FY 2023: 288.9 million) across 2 755 stores featuring financial services (FY 2023: 2 380).**

We continue to strengthen our Money Market services, offering convenient in-store counters where customers can transfer money, pay bills, purchase lotto tickets, top-up services, buy bus tickets, take out insurance and renew car licences. Our Money Market Accounts, usable with an app, cater to all South African citizens and foreign residents, with all digital transactions being free except for a nominal R5 fee on cash withdrawals. Account management is streamlined through the Shoprite app, WhatsApp, USSD, or in-store with an Xtra Savings card. **In FY 2024, 3.9 million customers used Shoprite Money Market Accounts, a significant increase from 3.3 million customers in FY 2023.**

Shoprite's Xtra Savings programme remains South Africa's premier rewards scheme, offering instant discounts and personalised deals based on shopping patterns. **Membership has surged by 11.4% to 31.0 million (Shoprite 19.0 million, Checkers 12.0 million), with customer savings reaching R16.9 billion in FY 2024.** In September 2023, we launched Xtra Savings Plus, a monthly subscription for unlimited Sixty60 deliveries, marking an African retail milestone. By year end, Xtra Savings Plus had reached its original subscriber target three times over, enabling us to maximise loyalty from our most valuable customers.

Shoprite Send enables cost-effective and clear cross-border money transfers, collaborating with partners in supportive countries. **In FY 2024, we facilitated 359 473 money transfers to 71 different countries (FY 2023: 87 928 in 65 countries).**

K'nect mobile provides Money Market account holders with affordable airtime and data, available in-store and featuring extended validity periods. SASSA Beneficiaries have the flexibility to receive their grants directly into their Money Market Accounts or pick them up from our extensive network of stores, including Checkers, Usave, and selected OK Foods, servicing 1.97 million SASSA beneficiaries monthly.

The Social Relief of Distress (SRD) vital grant assists approximately 10 million unemployed South Africans, with recipients able to withdraw their funds at our supermarket tills. This year **5.9 million** SRD grants were disbursed through this facility. We also process National Student Financial Aid Scheme (NSFAS) payments, with R60.8 million disbursed to **52 074** beneficiaries this year. In addition, our customers benefit from FNB bank card replacement services, savings stamps for budgeting major expenses and events, virtual vouchers, contactless payments including tap-to-pay and scan-to-pay, and Computicket services for booking events.



### Customer delivery option

Our Sixty60 one-hour, on-demand grocery delivery service includes a commitment to punctuality and first-choice product availability, with compensation offered if we fall short. We have also introduced a sector-first monthly subscription for unlimited Sixty60 deliveries.

**Now available at 539 Checkers stores nationwide (FY 2023: 466 stores),** Sixty60 continues to lead as South Africa's top online grocery platform with ongoing category and delivery method additions. Following the success of Checkers Sixty60, we have now introduced a sector-first monthly subscription plan that gives customers unlimited free deliveries from Checkers Sixty60 (with a minimum spend), 10% off one in-store shop per month, and double personalised offers in-app and in-store.

Checkers Sixty60 relies on proximity sourcing, with orders filled from the nearest stores. Deliveries are managed by Pingo, our joint venture with RTT On-Demand, which provides complete client integration for real-time order and tracking updates and allows customers to communicate specific instructions to the driver. We have also seamlessly integrated our Medirite Courier Pharmacy Service with our courier partner's system to ensure efficient processing and delivery of monthly prescriptions from Medirite.

We have recently launched a new version of the Checkers Sixty60 app, enabling customers to shop for over 10 000 larger Hyper products, with same day delivery scheduled within an agreed 60-minute time slot.

### Recognising our efforts

The Shoprite Group was named Company of the Year at the News24 Business Awards 2024.

- Xtra Savings programme won the Best Retail Rewards Programme title for the third consecutive year at the 2023 SA Truth Loyalty Awards.
- At the 2024 International Loyalty Awards, Xtra Savings won the Best Rewards Programme in Africa award, while Xtra Savings Plus won the Best Loyalty Launch or Initiative globally for its innovative unlimited delivery offer.
- Forage and Feast, the premium private label range from Checkers, won the 2023 NielsenIQ BASES Breakthrough Innovation Award in the food category.



# Customer centricity continued

## Catering to different customer circumstances and preferences

### Store differentiation

The Group’s different store banners and brands cater to all income levels, ensuring value for everyone.

#### Our core offerings

**Checkers** is aimed at the more affluent consumer. The Checkers brand emphasises better value, choice, and ease of shopping experience, with a wide range of products from premium to everyday items. The banner aims to democratise premium categories. **Checkers FreshX** supermarkets are modern, focusing on premium fresh foods and convenience in a user-friendly layout and feature specialised departments.



**Shoprite** is aimed at the middle to low income consumer. Shoprite’s mission is to make daily necessities affordable, while also being seen as a reliable provider and safe haven helping those most in need, a beacon of light through its stability and through what it does in the communities.



**Usave** is our smaller-format no-frills brand offering a limited range of basic products at the lowest price possible in small-format stores. Usave eKasi are Usave-branded flexible format container stores in mainly rural areas close to customers’ homes, helping to cut down on their transportation expenses. These stores offer a select range of essential items, including our cost-effective Ubrand products, across various categories.



### Adjacent value-added retail services

Our core offerings are enhanced by an expanding array of adjacent value-added retail services, tapping into various industries to facilitate a seamless one-stop shopping experience. By strategically organising related products within our supermarkets, we streamline the shopping experience for our customers.



- **UNIQ**, our independent apparel line from Checkers, offers premium essentials focusing on simplicity, comfort and quality fabrics at great value. Since its 2023 inception, **the brand has grown to encompass 22 stores**, with swift self-service checkouts.



- **Little Me**, with **12 stores**, curates a selection of leading baby products, including exclusive maternity wear, catering to the needs of infants and mothers-to-be.



- **Petshop Science** offers a comprehensive selection of for pet owners at supermarket affordability, **with a rapidly growing presence of 86 stores**.



- **Checkers Outdoor**, introduced in 2022, caters to outdoor enthusiasts and **has expanded to 22 stores**.



- **Medirite Plus**, our health and wellness chain, ensures easy access to cost-effective healthcare products and prescription services, **with 13 dedicated pharmacies**.



## Customer centricity continued

### Meeting consumers' growing sustainability consciousness

Our customers are increasingly aware of the importance of environmental and social sustainability, which shapes the evolution of our private brands. In response, we are enhancing our selection of sustainable products.

Many of our private labels are endorsed by Beauty Without Cruelty and the Heart and Stroke Foundation or are certified by Diabetes South Africa.



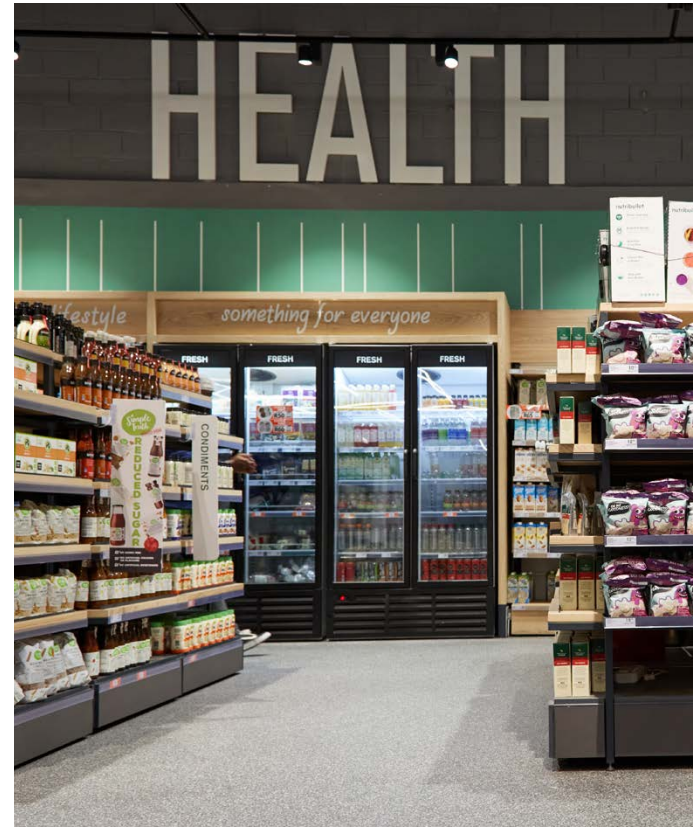
Our premium private label ranges embody a farm-to-fork ethos, aiming to meet consumer desires for affordability, quality, and sustainability in both sourcing, production and packaging.

Our exclusive Homegrown label champions 100% South African products, bolstering local emerging businesses and resonating with consumers eager to support local entrepreneurship. Forage and Feast in Checkers and Checkers Hyper stores delivers premium foods made with responsibly sourced ingredients such as sustainable fish, palm oil, and cocoa.

Our Better for our Planet campaign raises consumer awareness on sustainability, sharing our environmental progress and inspiring more environmentally friendly choices. With over 300 plant-based products, we cater to those recognising the reduced environmental impact of plant-based meat alternatives.

We are also expanding our range to include low electricity consumption appliances to help customers reduce their carbon footprint. Checkers held a competition that awarded 120 winners a comprehensive home solar solution, highlighting our commitment to combating energy challenges and promoting sustainability.

The rollout of electric vehicle charging stations at select stores with solar PV installations enables shoppers with electric vehicles to recharge conveniently.



### Providing healthier options

Shoprite is conscious of maintaining a balance between offering its customers a variety of choices and promoting healthier eating habits. We are constantly expanding our health and wellbeing range to stay current with trends. Our private label Homegrown range offers products free from MSG, Tartrazine, and Azo Dyes, and includes sustainable palm oil. Our Simple Truth brand meets the demand for healthier and environmentally friendly products, while Oh My Goodness! specifically caters to children's nutritional needs with healthier options. From September 2024, Checkers and Sixty60 customers will be able to get 75% cash back on healthy food items through the Discovery Vitality Healthy Food programme.



### Ensuring customer satisfaction

In the Group's latest customer satisfaction survey, Shoprite maintained its lead for offering 'Lower Prices,' while Checkers excelled in 'Value for Money,' 'Appealing Promotions,' and availability of necessary items. Customer satisfaction scores remain consistent, with Shoprite at 7.8, Checkers at 8.4, Checkers Hyper at 8.5, and Usave at 7.3 out of 10.

As a committed member of the Consumer Goods and Services Ombud (CGSO), we adhere to the Industry Code of Conduct as part of the Consumer Protection Act. This commitment includes addressing customer complaints and grievances at no cost, reinforcing our dedication to superior product and service quality.

The nature and number of customer complaints are monitored for trends to continuously improve our customer experience.



## Customer centricity continued

### Customer health and safety

Shoprite implements various measures to create a safe and welcoming environment in our stores, reflecting our unwavering commitment to customer health and safety.

We regret to report a serious incident at one of our stores, resulting in a customer's tragic death linked to security guards' actions. An in-depth investigation is underway, and we are fully cooperating with all relevant authorities. Pending investigation results, we will conduct a comprehensive disciplinary process and review and reinforce our training programmes to ensure all staff across our stores meet our service standards. We extend our deepest condolences to the family of the deceased and commit to maintaining transparency with our stakeholders as we address and learn from this profound event.

We maintain a comprehensive and proactive approach to security to ensure the physical safety of our customers and employees in our stores. We have strengthened our premises with advanced surveillance and on-site security experts. Our centralised command centre uses updated technology to manage risks, supported by a team with extensive law enforcement experience. Employees are well-trained in safety protocols to handle security threats and emergencies. In partnership with local law enforcement, we share information and collaborate on crime prevention.

We are dedicated to upholding health and safety standards across all our stores, ensuring compliance with regulations and our internal protocols. We prioritise cleanliness throughout our stores, with a focus on high-traffic areas and frequently touched surfaces to minimise the risk of contamination. Maintaining a suitable air temperature and adequate ventilation ensures optimal air circulation and customer comfort. We proactively prevent accidents by keeping floors clean, dry, and hazard-free, reducing the likelihood of slips, trips and falls.

All products available in our stores meet our stringent safety standards (reviewed on [page 44](#)).

Robust protocols are in place for emergencies such as fires, medical incidents or natural disasters, ensuring swift and effective responses to minimise harm.

### Responsible marketing practices

We value the trust our customers have in our brands. We ensure that the marketing of our private label brands aligns with our values and adheres to the Advertising Regulatory Board's Code of Advertising Practice, which regulates the content of South African advertising. Through this, we ensure our marketing efforts are honest and transparent. We also oversee our suppliers' compliance with this Code. Any advertising found in conflict with the Code is promptly withdrawn.

We integrate responsible marketing into our product development. Our dedicated team manages the process from concept to shelf, guaranteeing quality and compliance with health regulations. Regular audits and tests offer our customers transparent and informative labelling, including ingredients and nutritional information. All labels on our private label brands are scrutinised to ensure our claims are substantiated. We only make claims on packaging when we have reports or data to support the claims through a third party.

Our product range is carefully selected to cater to our customers' varied needs and choices. This includes regulated items such as alcohol and tobacco. We encourage consumers to make informed choices and to use these products in moderation, fully cognisant of the associated health risks.

As a responsible retailer, we support and adhere to all regulations aimed at the safe and responsible sale of these products.

The purpose of the Shoprite Group is to uplift lives every day, and we understand the importance that nutrition and a healthy diet plays in uplifting the lives of South Africans. It is for this reason that we pioneer access to the most affordable and nutritious essentials of a balanced diet, including fresh fruit and vegetables, proteins, carbohydrates, and whole grains. The Group also reformulates private label food products to be healthier and more nutritious by reducing sugar, salt and fat content. For those that are less fortunate, we help to build community level food security through our various CSI programmes, including community food gardens, surplus food donations, mobile soup kitchens and ECD centres that provide children with daily nutritious meals.





# Investing in our people

This year, the Group embarked on a process to benchmark itself against the Top Employer Institute's standards, a global authority in recognising excellence in people practices. We were proud to receive the Top Employer accreditation for 2024, underscoring our commitment to a supportive, inclusive workplace that enhances our position as an employer of choice.

The fundamental role of our people strategy is to make the Shoprite Group a compelling place to work. Designed to support the Group strategy and purpose, it focuses on attracting and retaining the right talent and enabling our talent to do their best work. Our focus on employee development is a cornerstone of our capacity-building strategies. By promoting the development of skills and offering growth opportunities to our employees, we aim not only to enhance their career prospects but also to contribute to the growth of our business.

Value impact (FY 2024)

160 216 people employed

(FY 2023: 153 726 people)

76.3% employee retention

(FY 2023: 74.3%)

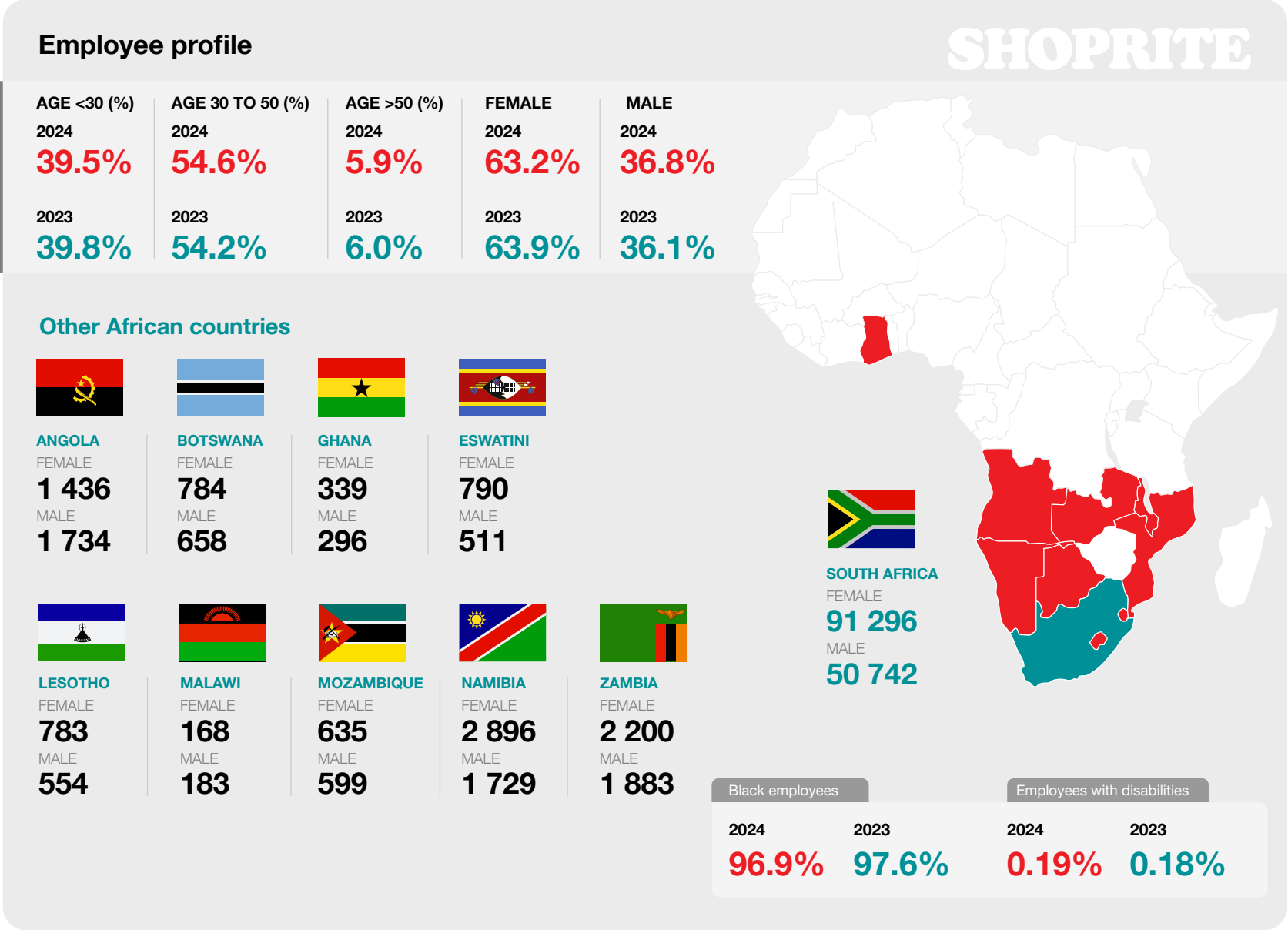
R779.9 million Invested in training

(FY 2023: R645.2 million)

3.6 million training hours

(FY 2023: 2.9 million)

1 933 completed leadership programmes



Investing in our people continued

Job security and purpose-driven careers

The Shoprite Group stands out as an employer in the dynamic retail landscape, providing fulfilling careers for people eager to make a difference in the industry.

The Group’s expansion and diversification continue to create new career opportunities. At the core of our growth is a deep-seated commitment to our employees, our customers, our communities, and the environment. Our employee value proposition (EVP) underscores the meaningful contribution each team member makes to our purpose-driven company.

Our people strategy fosters learning, development, hybrid working where possible, and diversity, to enable our staff to excel and reach their full potential.

During the year, we created 6 490 jobs through 219 new store openings (excluding OK Franchise) and on-demand delivery expansion, and financial and other digital product growth areas.

New jobs created at Shoprite Group	2024	2023
Under 30 years old	2 171	365
30–50 years old	4 036	7 165
Over 50 years old	283	601
Total	6 490	8 131

Our robust growth agenda maintains job security and increases employment opportunities. We remain committed to avoiding retrenchments, enhancing our value proposition, especially for employees who lack transferable skills.

We create opportunities to advance careers within our organisation, promoting 15 465 employees in FY 2024 (FY 2023: 14 130). Our career framework helps us to identify opportunities for talent mobility within and across the Group.

To improve our recruitment efforts, we have boosted our presence on social media platforms such as LinkedIn, led by our internal communications team. Our marketing has unified our brand presentation across these channels. We are also sharing information on our sustainability performance to attract applicants who prioritise corporate responsibility, leading to better response rates for job postings.

In the next financial year, we will launch a digital recruitment platform to match job seekers, many of whom are reliant on grants, with local job openings. Candidates will be able to submit their CVs and the system will recommend suitable local jobs for application. Our goal is to make jobs more accessible and enhance job stability by reducing commute times. Incorporating AI for initial assessments will streamline the hiring process.

Developing a future-fit workforce

To ensure our readiness for the Group’s transition to an omnichannel retailer, fully harnessing the benefits of digitally driven advanced analytics, we are enhancing the technical capabilities and succession planning of our workforce. At the same time, we are assisting young people in enhancing their employability skills and providing them with valuable experience with which to launch their careers.

We are shifting from a traditional retail model to a more flexible and adaptable approach. This transition aims to include a wider range of skills and requires management and leadership styles that foster individual engagement as our services expand.

Skills acquisition is a key challenge for our business, particularly in South Africa’s complex socio-political and economic context. We prioritise finding efficient methods to access needed skills promptly, recognising that agility in skill acquisition is a critical competitive advantage.

While we invest in developing skills internally, we also explore external avenues to meet our skill requirements. This year, almost 6 500 employees have been recruited across the Group, with good progress made in sourcing talent in scarce and critical skill areas.

The skills shortage in retail continues to pose a significant risk and challenge for our business. Therefore, a primary focus is on developing these critical skills internally. We prioritise developing behavioural sets to support an inclusive workforce.

Continuous learning and training are crucial for business efficiency and growth. We offer accessible learning opportunities for employees to enhance their skills and our Talent and Learning Investment Committee (TLIC) strategically allocates educational resources and prioritises learning outcomes. This approach aims to meet business needs while advancing diversity and transformation goals.



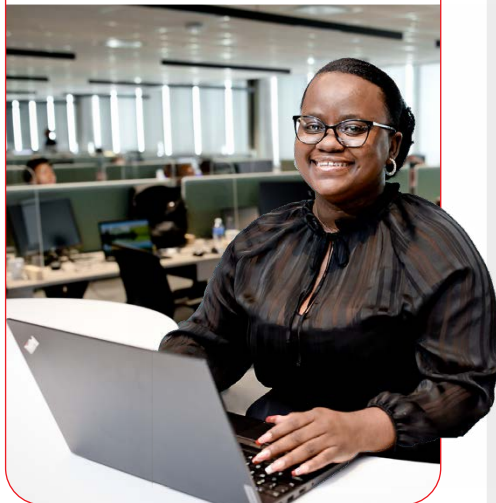


## Investing in our people continued

### Investing in Learning & Growth

Our commitment to delivering impactful, globally benchmarked learning and development practices reinforces our purpose to uplift and transform the lives of all employees.

We deliver through an ecosystem that supports professional development, productivity and performance.



#### People+

##### Technical and power skills

World-class digital learning platform ensuring that the relevant learning is at our employees' fingertips.

#### Learning @zone

Online Learning Community available where employees can engage on various business topics, share tips and learn from each other.

#### Learning @campus

Specialised learning campuses offering artisan programmes, critical retail skills and management development programmes, leading to formal qualifications within the retail sector.

#### Career Development

Personal and career development courses available to promote career mobility.

#### Learning is more accessible –

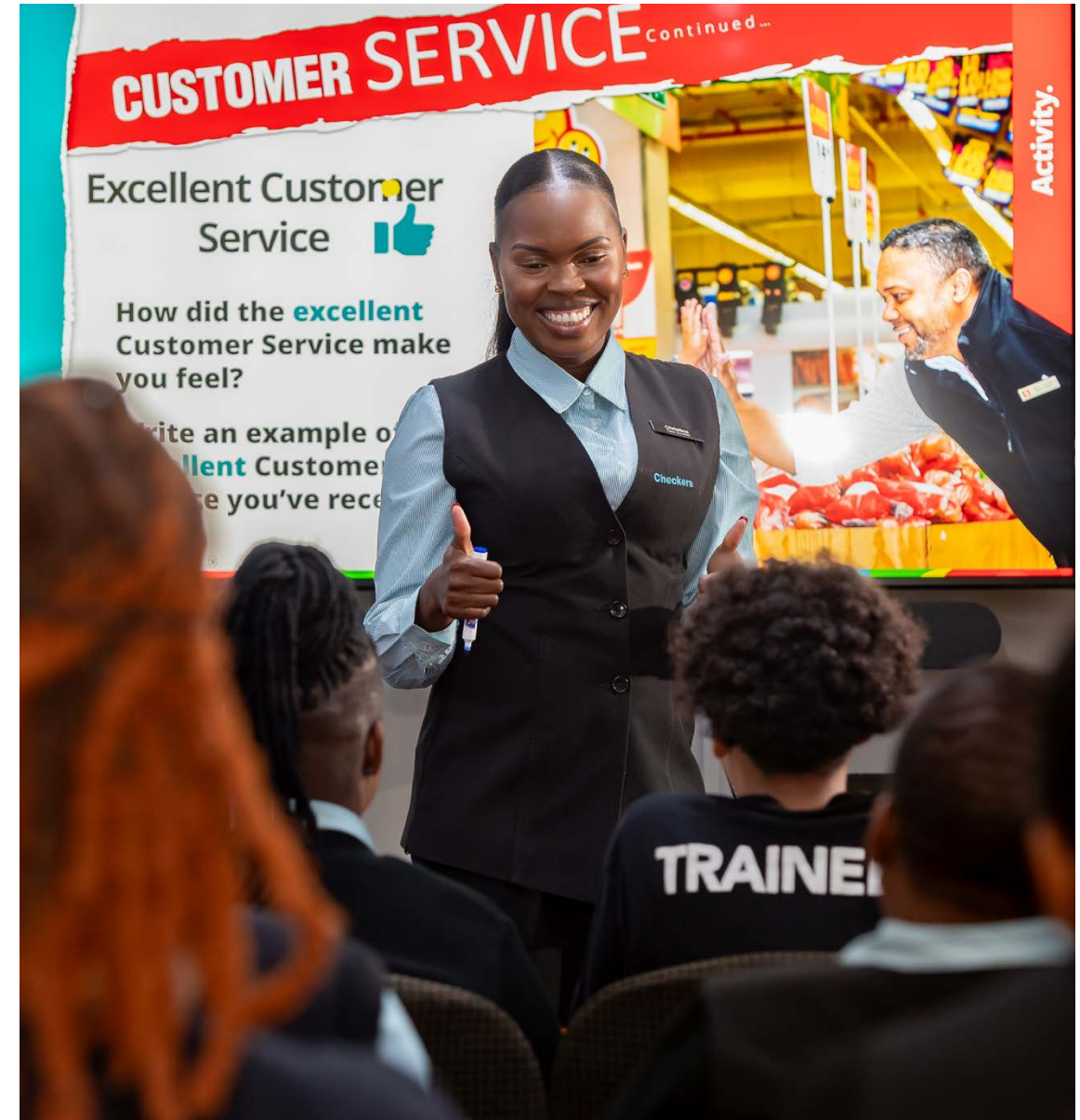
We have expanded our e-learning or digital learning footprint by installing e-learning devices in speciality brand stores. Furthermore, we have launched an enterprise-wide online learning community that enables our employees to engage on various learning topics. **We now offer 1 689 e-learning courses, have installed e-learning kiosks at 1 958 of our sites (with 392 sites added this year), and have distributed 3 467 e-learning devices to aid both personal and professional development. Our comprehensive e-learning infrastructure extends to 10 countries.**

#### Learning offerings remain credible –

We have six learning campuses that have obtained an accreditation with the Quality Council for Trade and Occupations (QCTO) to offer retail qualifications that will equip our employees with nationally recognised qualifications.

#### Learning offerings deliver employee value –

Our learning strategy centres on fostering career growth and promoting professional mobility. With the appointment of 1 060 trainee managers, we empower employees to develop their careers and explore new opportunities. Additionally, we offer 1 689 e-learning courses that emphasise career development and prioritise the growth and development of young talent.



## Investing in our people continued

### Skills and training focus areas

Our skills and training focus areas, below, are guided by our learning strategy.

#### Building leadership capacity:

We are rolling out leadership interventions, aimed at developing leadership skills and behaviours aligned with our Company's purpose, strategy, and values. Launched in 2023 and underpinned by Our Shoprite Leadership Way, this programme integrates leadership principles across the organisation to support our valued workforce. It includes leadership onboarding, tailored programmes, coaching, and continuous learning through interactive platforms and sessions.

By the end of FY 2024, 1 060 of our 12 000 middle and apprentice managers had participated in these development programmes.

#### Building scarce and critical roles:

Our approach to developing scarce and critical skills comprises two key elements: internal mobility programmes and skills acquisition programmes. Our Retail Academy prioritises our existing talent pipeline through the implementation of accelerated development programmes that focus on retail-specific roles. Our Tech Academy, launched in 2023, addresses the shortage of technological expertise by nurturing emerging IT talent. The Academy offers participants the opportunity to complete rigorous formal curricula and acquire practical experience through immersive workplace-based learning activities. A total of 67 apprentices have been trained to date.

**Building critical skills:** The TLIC identifies the critical capabilities required to develop a future-fit organisation. In support of the Group's strategy, we prioritise customer service training to enhance frontline employee skills, recognising their crucial role in delivering a superior customer experience. Our goal is to foster genuine connections and understanding of customer needs. This approach aims to enhance customer engagement, with 84 117 employees trained this year in customer service.

#### Building skills and economic contribution:

Our accredited programmes enhance retail, artisanal, and management skills, while allowing employees to gain formal qualifications. Out of the 16 467 beneficiaries enrolled in management programmes, 96.7% are employment equity (EE) candidates. Similarly, 99.2% of the 7 177 beneficiaries in accredited programmes are EE candidates, with 58.6% being female.

We have partnered with a NGO that supports individuals with disabilities, helping identify potential learnership candidates. This partnership ensures these students have a dependable support system during their educational journey. By the end of FY 2024, we successfully absorbed 27 of the learners into our stores.

#### Business growth and continuity:

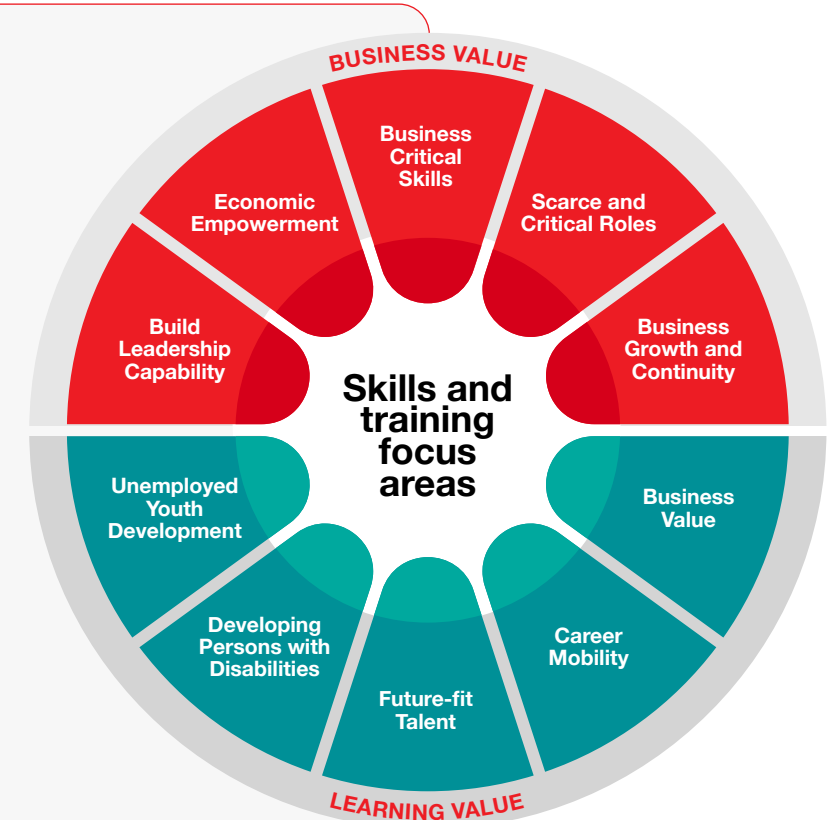
Sustainability awareness and best practices are central to the Group's sustainability strategy. This year we provided environmental management training to 1 934 staff members, covering issues such as environmental sustainability, waste management and sustainable seafood practices.

Retail Varsity*	2024	2023
Active courses	5 465	3 118
Number of beneficiaries trained per year (all training)	166 242	171 442
Training hours	3.6m	2.9m
Average training hours per employee per year	21.8	17.0
Learners (employed and unemployed) graduated from the Group's Retail Varsity with a national qualification	893	1 582

\* Figures are inclusive of active and inactive employees.

### Investment in skills development and training programmes

Training programme	2024 investment (Rands million)	2023 investment (Rands million)
YES	94.9	91.5
Retail Readiness Programme	35.2	43.1
Bursaries	19.6	11.7
Capabilities Academies	9.8	1.5
Disability programme	6.9	6.5
Accredited programmes	30.8	26.5
'Signature' Leadership programmes	12.0	10.1



The Shoprite Group is the largest private sector employer in South Africa and one of the top graduate employers in the country. In 2023, for the third consecutive year, we were awarded the Gradstar Students' Choice Award for Employer of Choice in the retail sector.



Investing in our people continued

Our talent pipeline: focusing on youth

With South Africa’s youth unemployment at approximately 64%, our talent attraction and development strategy prioritise creating opportunities for young people.

Our bursary programme is aimed at attracting talented students to critical roles such as pharmacy, chartered accounting, information technology, and retail business management. Our bursaries provide comprehensive financial support for tuition and on-campus accommodation, tied to workback agreements. This benefits students by ensuring employment post-graduation, and the Group by channelling highly skilled individuals into key business areas.

For details on our unemployed youth training programmes, the Retail Readiness Programme and the YES programme, please refer to the Communities section on [page 50](#).



Bursaries	2024	2023
Number of bursaries per academic year	231	200
Value of bursary spend per year – RSA and Non-RSA	R19.2m	R14.9m
Trainee accountants completing articles (per year)	10	10

Diversity, equity and inclusion

We are committed to nurturing a workplace that celebrates diversity and inclusion, where every individual feels valued and an integral part of our shared success. Our commitment to diversity and inclusion is rooted in our purpose and values, which guide our actions and shape the way we do business. The Group’s Code of Conduct and set of values outline the expected behaviours of all our employees.



Zero tolerance stance

In our commitment to providing a fair and safe working environment, we strictly prohibit unfair discrimination. We maintain a zero-tolerance approach to bullying, harassment, gender-based violence, and victimisation. These standards are upheld through policies and programmes within our employee wellness programme (EWP). We continuously educate our workforce on our harassment policy and its significance in our workplace. Regular employee engagement campaigns raise awareness about discrimination.

We provide an anonymous and secure whistleblowing facility for confidential reporting of potentially unethical, unlawful, or unsafe conduct or practices. Concerns can be reported via a toll-free hotline, email to the external service provider, or through the Group’s employee ‘SiyaRinga’ mobile app. This confidential hotline is a crucial tool for upholding ethical standards within the Group, facilitating effective reporting and resolution of concerns.

When unethical behaviour is reported, we use our disciplinary code to guide thorough investigations and take corrective steps where necessary.

Investing in our people continued

Promoting inclusivity

Our substantial investment in leadership development supports our diversity and inclusion aspirations and nurtures our desired organisational culture. A cornerstone of Our Shoprite Leadership Way is its evaluation of leaders, not just based on business outcomes, but also on their management and leadership approach, emphasising the importance of individual and team engagement and management. Training includes raising colleague awareness and skills in recognising individual biases, ensuring all team members feel valued and that their uniqueness is acknowledged. We prioritise assisting our leaders in grasping the fundamental principles of respect, crucial for retaining and advancing our employees.

Equitable representation

We implement an EE policy to advance diversity throughout our business and actively promote underrepresented groups in executive and senior management roles. Our five-year EE plan align with sectoral targets. Our strategy includes proactive recruitment processes and succession planning crafted to ensure we have a strong bench of upcoming leaders but also to maintain visibility on the diversity of our future leaders. Over the past three years, we have integrated metrics into long-term incentives for leaders focusing on meeting EE targets, particularly at the top management level. We are pleased with our progress and confident in meeting stakeholder expectations and FY 2025 targets for black and female representation within the Group.

Gender representation at management levels in South Africa	Top management		Senior management		Middle management	
	Female	FY 2024 Target	Female	FY 2024 Target	Female	FY 2024 Target
	29.7%	26%	28.6%	30%	47.6%	48%
Progress with transformation at management levels in South Africa	Black	FY 2024 Target	Black	FY 2024 Target	Black	FY 2024 Target
	36.1%	39%	68.8%	68%	83.3%	83%

Women represent 63.2% of the workforce.

We are actively promoting gender equality in traditionally male-dominated roles, particularly among our drivers. The Group has also facilitated the certification of the first female Master Butchers in Africa, with 36 women managers and trainees now certified.

In our commitment to youth employment, employees under 30 make up over 39% of our permanent workforce. To enhance opportunities for individuals with disabilities, we offer a disability learnership programme and ensure a supportive environment. We collaborate with a Disability NPO and Protected Workshops to facilitate the recruitment of people with disabilities. **Currently, we have 299 employees with disabilities (FY 2023: 274).**



Advancing women drivers

We follow a structured approach to integrating and advancing female drivers within the company, setting realistic recruitment targets, and supporting career development through training and visibility.



We promote success stories on social platforms to highlight career progression opportunities, such as female drivers participating in prestigious competitions and taking on roles as electric truck drivers and driver instructors. We are developing guidelines to help branches manage female drivers effectively, considering work-life balance and the specific challenges of the working environment.

We aim to have recruited 30 female drivers by the end of 2025.



## Investing in our people continued

### Remuneration, benefits and rewards structures

Our ongoing commitment is to ensure fair and equitable reward and recognition processes. We regularly benchmark our competitive salary packages against industry and retail sector standards, strengthening our attractive employee value proposition and supporting our recruitment strategies and equity goals.

We aim to offer salaries at the market median, but we recognise the need to provide above-average pay for scarce, essential skills, particularly in digital areas. Our benefits are strategically tailored to complement salaries, based on job responsibility levels and the Group's skill retention needs. For instance, we increasingly support flexible working arrangements where feasible, enabling employees to optimise their time management.

Incentive programmes for Executive and Senior management, such as short-term incentives (STIs) and Executive Deferred Incentives (EDIs) are both weighted 20% towards non-financial measures, with STIs for managers also aligned to individual and business unit performance.

We strengthen our employee value proposition by providing competitive salary packages and incentive programmes. We remain committed to investing in the minimum wage for Shoprite entry-level salaries, paying on average 11.1% above the national regulated minimum wage of R27.58 for General assistants. We have recently concluded a three-year agreement for the bargaining unit, awarding them at an advantaged 8% per year.

The Shoprite Employee Trust, established by Shoprite Checkers with 40 million shares in 2022, rewards all qualifying South African employees (those who have served over 24 months and who do not receive other long-term incentives) with annual distributions based on dividends from Shoprite Holdings. In 2024, 98% of the beneficiaries within the Trust were black and 69% black women, reinforcing our commitment to transformation and equitable empowerment. Employees outside South Africa receive a cash equivalent bonus.

We provide retirement and health care benefits, skills development opportunities, Edu loans as well as employee discounts.

Our remuneration policy is presented annually to shareholders and is detailed further in our IR ([click here](#) to view remuneration review).

### Shoprite Employee Trust delivers R500 million to over 122 000 employees

The Shoprite Group's Shoprite Employee Trust (SET), holding 40 million Shoprite Checkers shares worth R8.9 billion, has to date distributed over R500 million to employees. After five distributions, the Trust has reached over 122 000 employees, recognising their essential role in the Company's success and investing in a committed, long-term workforce. The SET won two awards at the inaugural Employee Share Ownership Scheme awards, hosted by the President and his cabinet in April 2024, for best governance policies, largest number of beneficiaries and highest asset value.



### Celebrating excellence in Shoprite's Truck Driver of the Year Competition

Every year, Shoprite holds its Truck Driver of the Year competition, a testament to the resilience, skill, and dedication of its drivers who play an essential role in maintaining the retail giant's vast supply chain. This year, Josias Moila earned the title of Driver of the Year, standing out among more than 1 400 participants from South Africa and neighbouring countries. The competition rigorously assesses contestants through written exams, yard tests, and road tests, overseen by a national safety organisation. While Moila's victory highlights individual excellence, the event primarily celebrates the collective commitment of all drivers whose expertise ensures that Shoprite stores receive timely deliveries, regardless of the challenges faced on the roads.

Investing in our people continued

Employee engagement and workforce relations

Employees covered by collective bargaining agreements

RSA	2024	2023
Employees that are union members	28.5%	30.5%
Number of trade unions with recognised agreements	6	6
Non-RSA	2024	2023
Employees that are union members	42.5%	46.9%
Number of trade unions with recognised agreements	7	8

Employees are free to associate and join trade unions. We stand against forced labour, child labour, employment discrimination, and are committed to providing a safe work environment. We offer well-established grievance mechanisms for employees and conduct continuous labour relations risk monitoring and thorough investigations of any allegations. Our framework agreement with UNI Global Union Alliance since 2010 facilitates global social dialogue for fostering positive industrial relations.

We engage collaboratively with our main union, the South African Commercial Catering and Allied Workers Union (SACCAWU), on wage negotiations and mutual interests to effectively manage labour relations, fostering a positive and long-standing relationship. In May 2024, an agreement was reached with SACCAWU, resolving matters that had been in dispute for several years. This resolution now opens the path for enhanced engagement on issues of mutual and long-term interest.

During the review period, we encountered minor incidents within our distribution centres that led to brief work stoppages, with no significant disruptions.



We promote a culture of engagement among our employees by using various communication channels, aiming to inspire them to deliver exceptional customer service.

Our employee digital platform, SiyaRinga, is accessible to everyone without data charges. Our communication encompasses diverse topics, including our wellness programme health topics, opportunities to participate in community support activities, and updates on employment benefits and news. The number of app registrations has increased 6.7% year-on-year, reaching 97 902 employees. The Group also publishes a quarterly employee newsletter.

To further engage with our employees and gauge their sentiments, we conduct an annual “pulse check” survey, allowing us to understand their interests and concerns more deeply.

This effort is complemented by the regular presence of our CEO and Chief Operating Officers in stores each month.



This ensures that our leadership remains accessible and closely connected to the day-to-day operations.

Employee turnover	2024	2023
Management turnover %	10.5	11.2
Full-time employee turnover, excluding management %	13.3	14.6
Part-time employee turnover %	32.2	34.8

Our retention rate for full-time staff, excluding management, has shown improvement, with turnover in FY 2024 at 13.3% compared to 14.6% the previous year. This rate includes dismissals for conduct and a significant volume of voluntary departures, which is a common trend within our industry. As our roles often serve as entry points into the job market, it is common for employees to seek new opportunities.

We are pleased to note a significant decrease in resignations this year, while management turnover aligns with industry standards. Our turnover rate for employees with digital skills has dropped to 17.4%, below industry standards.

Our SET plays a pivotal role in our employee retention efforts, particularly for those with two or more years of tenure.

Anecdotal evidence suggests that dividends are frequently used for essential expenses, underscoring the Trust’s significance in long-term financial planning.



## Investing in our people continued

### Health, safety and wellbeing

We are committed to creating a safe, healthy work environment across our facilities while actively promoting the overall wellbeing of our employees. Our safety management is stringent, and we provide essential care services such as Occupational Health, an employee wellness programme, and online learning and support resources to raise awareness and encourage our colleagues to prioritise their health.

#### Safety

The Group has made significant strides in health and safety management over the past two years, with dedicated management and employee engagement. We strive for continuous improvement and focus on preventing fatalities and reducing injuries from the workplace. Regrettably, there were two employee fatalities, as well as 18 contractor fatalities; 17 in transport-related incidents and one key contractor in our supply chain. Please see [page 41](#) for details. We remain unconditional about safety and every loss of life is tragic and unacceptable.

### Our risk management approach

Shoprite implements a robust health and safety management system that provides a framework, based on the requirements of ISO 45001, for managing occupational health and safety risks and opportunities. The system is implemented across all business areas and is overseen by specialised managers and teams, including a Group Health and Safety Manager for both the supply chain and the retail business unit. This year we strengthened our approach by appointing a dedicated manager to oversee and enhance health and safety within the supply chain division.

We use a digital risk management platform through which we assess and manage health, safety, and compliance risks. The platform is used to identify hazards, systematically enforce controls to prevent incidents, and centralise health and safety records. It also assists in tracking and ensuring adherence to legal standards across all locations. The Block Meat Company, the meat facility we acquired from Massmart, achieved ISO 45001 certification during the review period.

In our retail division, the primary safety risks revolve around incidents such as slips, trips, and cuts, with behavioural factors often playing a significant role. In our supply chain, the key risks are linked to transportation, hazardous materials, fire hazards, and high-pressure systems.

Regular audits and inspections are pillars of our compliance with safety regulations, with enforcement notices meticulously tracked, reflecting minor breaches.

Nurturing a strong safety culture is a cornerstone of our preventive strategy. Our approach includes actively tracking and analysing inspections, the efficacy of training and the effectiveness of safety controls.

### Focus areas and developments

The Health and Safety department collaborates with the Wellness and Learning and Development teams to roll out and update training programmes, ensuring continuous improvement. These programmes focus on proactive education to prevent accidents and on learning from past incidents. **In FY 2024, 103 925 employees and contractors received health and safety training.** This year we improved our health and safety induction training and introduced an Occupational Health and Safety (OHS) legal liability training module. Wellness programmes are conducted in collaboration with the Group People Department and an external Occupational Medicine Practitioner (OMP).

Our electronic health and safety management system is firmly in place across all supermarkets and distribution centres (DCs) and this year we extended it to our Franchises.

At our main distribution campuses in Canelands, Basson and Centurion we have clinics that provide valuable on-site primary healthcare, medical fitness evaluations, and emergency response services. These sites also have contractor health and safety permit offices which extend their services virtually to our wider supply chain. During the year we revised rules around fire safety and hot works permits to reduce the fire risk within our DCs.

To strengthen the safety culture in our DCs, we have started implementing a behaviour-based safety programme to embed safety principles, complementing Our Shoprite Leadership Way programme. We have refined our incident investigation methods to pinpoint specific behaviours leading to lost time incidents and incorporated this into our task observation processes. In the next financial year, each DC will have a Capability Maturity Model Integration (CMMI) rating reflecting its health and safety maturity. Another key area is daily leadership engagements. At our DCs, health and safety officers report directly to DC leadership. Further interactions include committee meetings, incident investigations, site visits, and management risk forums. Tool box talks and 'stop for safety' moments are held to discuss near-misses and incidents, raising awareness and fostering compliance. These proactive discussions at DCs are examples of leading metrics we track.

We are deriving more insight from our incident data. This includes assessing road transport-related incidents against kilometres travelled to gain clearer insights and to inform targeted safety interventions. In the next financial year, we plan to enhance communication tools for reporting incidents in our supermarkets. Another objective is to customise our safety programmes to meet the specific needs of our retail and supply chain environments.



### Prioritising driver safety

The safety of our truck drivers is a top priority for the Group. We continue to strengthen our efforts, which include comprehensive defensive driving training and fleet maintenance. Our vehicles are equipped with fatigue management technology that uses algorithms and machine learning to interpret visual cues and prevent fatigue-related risks, alerting drivers with audio and physical signals. This system has effectively prevented numerous accidents. In FY 2024 we had 1 368 drivers who underwent training totalling 35 058 hours across 9 962 different training programmes. We hold regional competitions to select the top driver, culminating in a national event to determine the year's best driver.

Please see feature on enhancing safety for Checkers Sixty60 delivery drivers, overleaf.

## Investing in our people continued

### Enhancing safety for Checkers Sixty60 delivery drivers

Shoprite's Checkers Sixty60 home delivery service has expanded rapidly in response to increasing consumer demand for quick home delivery options.

This expansion not only addresses customer needs, but has also facilitated significant job creation through the addition of numerous motorcycle delivery drivers, each operating as a micro-entrepreneur.

Checkers Sixty60 is now available in 539 locations across South Africa, with all deliveries managed by Pingo, our 50/50 joint venture with RTT On-Demand.

#### Driver safety focus

With the growth in the fleet and operations, driver safety has become a paramount concern for the Shoprite Group. Recognising the inherent risks associated with road travel, the Company has implemented comprehensive safety measures targeting asset, driver and system controls. These measures include equipping bikes with mobile device holders, providing standardised safety gear such as helmets and neck braces, and introducing telematics to facilitate detailed accident root cause analysis. By end FY 2025, we aim to ensure that 95% of the drivers in our network are equipped with Pingo motorbikes that include quality control measures and managed maintenance programs.

#### Safety training and awareness

Shoprite provides ongoing behavioural training and awareness programmes to enhance driver safety, supported by our rider awareness and culture project. Drivers undergo a K53 rider test at induction followed by annual defensive driving courses and practical training sessions. The Company also employs telematics to monitor driver behaviour, providing insights that help in safety enhancement. Moreover, weekly safety-themed content and videos are circulated among the staff to foster a culture of safety. In adverse weather conditions, we limit delivery slots to protect our drivers and ensure their safety.

#### Incident management and analysis

Despite these extensive safety protocols, incidents involving injuries and in some instances fatalities still occur. In FY 2024, there were 17 fatalities (see [page 41: Responding to fatal incidents](#)). The Road Transport Fatal Frequency Rate (RTFFR) stood at 0.08 fatalities per one million kilometres travelled. Shoprite conducts in-depth root cause analyses to understand these incidents, distinguishing between controllable and uncontrollable factors such as third-party driver behaviour, weather conditions and road safety. Living up to our customer-first commitment, our offering includes a service guarantee that refunds the R35 delivery fee if an order is more than 30 minutes late or if a customer receives less than 80% of their first choice product; this is funded entirely by Checkers Sixty60 without penalising drivers.

#### Independent contractor status and benefits

Pingo drivers are classified as independent contractors, meaning incidents on public roads fall outside the Occupational Health and Safety Act's scope. Nonetheless, Shoprite provides comprehensive benefits to the drivers, including coverage for

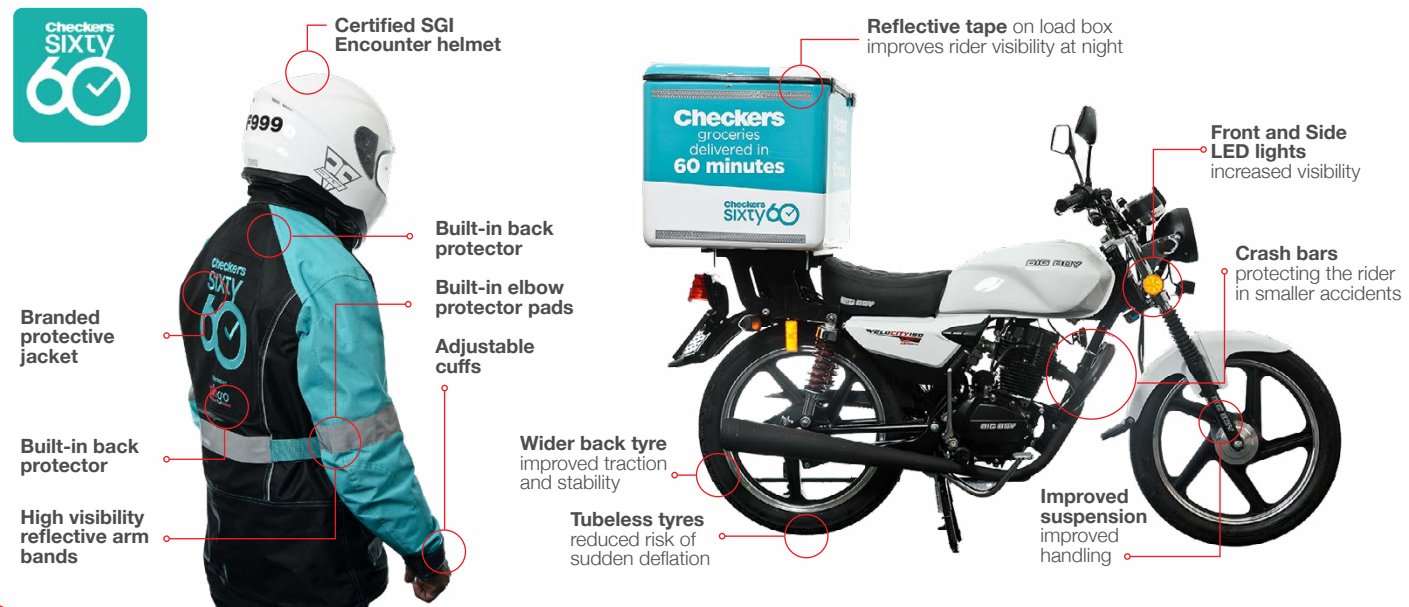
death, disability, hospital care and funeral expenses. Drivers are thoroughly vetted, and vehicles meet legal requirements that are periodically reviewed with ad hoc compliance inspections.

#### Optimising operations and scheduling

Operational efficiency is also a key area of focus. Shoprite uses forecasting models to predict hourly customer demand at each store, considering the impact of major promotions to optimise the scheduling of drivers. The drivers are scheduled weekly with adequate rest periods to prevent fatigue. Additionally, the management has designed the delivery operations to ensure drivers can complete deliveries within a 30-minute return window to the store, thus maintaining efficiency without compromising safety.

We have created a total of 11 681 jobs through Checkers Sixty60 since inception in 2019.

#### Enhancing safety for Checkers Sixty60 delivery drivers





Investing in our people continued

Our safety performance	2024	2023
Number of fatalities		
– Employees	2	4
– Contractors	18	9
Road transport fatal frequency rate (RTFFR) – logistics	0	–
Number of lost-time injuries (LTI)		
– Employees	2 154	2 308
– Contractors	57	78
Lost-time injury frequency rate (LTIFR) (employees)	6.7	7.6
Number of medical treatment cases (MTC)	345	900
Total number of recordable injuries, including MTCs, LTIs and fatalities	2 501	2 902
Total recordable injury frequency rate (TRIFR)	7.8	9.5
Permanent disabilities	8	–
Days lost due to injury	16 809	19 889

- Definitions:
- RTFFR: fatalities per 1 million kilometres travelled.
  - LTI: a work-related injury resulting in the employee/contractor being unable to attend work, or to perform the full duties of his/her regular work, on the next calendar day after the day of the injury, whether a scheduled work day or not.
  - LTIFR: number of LTIs per 1 000 000 hours worked.
  - TRIFR: number of recordable injuries (fatalities + lost-time injuries + medical treatment cases) per 1 000 000.
  - Permanent disabilities: lost-time injury where there is a disability of 25% or more (American Medical Association Guides to the Evaluation of Permanent Impairment) and/or loss of job or redeployment results as a direct consequence of the injury.
  - Days lost due to injury: the total number of calendar days (not working days), from the day following that of the injury to the day on which the injured person is able to resume full duties of his/her regular work.

Shoprite classifies safety incidents according to five levels of severity. We document all safety incidents that result in time away from work (level 3 to 5 incidents). We record lost time injuries from the first day off and our scope for recording lost time injuries includes every individual on the Group’s payroll, whether they are part-time or full-time staff. This year our LTIFR improved from 7.6 to 6.7, with notable improvements in our supply chain division. The common causes of LTIs at our stores in South Africa are slips, trips and ergonomics, resulting in cuts. Third-party fatalities are motor vehicle incidents. In our supply chain, the most common cause is material handling equipment related incidents.

While we are encouraged by performance improvements this year, we acknowledge ongoing opportunities to deepen our safety culture across the business.

**Responding to fatal incidents**  
It is with deep sadness that we report the loss of two of our colleagues in work-related incidents; one died in a motor vehicle incident and another was fatally shot during a robbery at a Usave store. We also mourn the loss of 18 of our independent contractors (17 in transport-related incidents and one key contractor in our supply chain). Our deepest condolences are extended to their families, friends and colleagues. Recognising the severe impacts of their loss, we offer the families impacted by fatalities various support mechanisms and benefits, including through funeral policies and specialised trauma counselling. Our culture fosters intimacy and support, with colleagues rallying around affected employees and their extended families during times of adversity. In-depth investigations are undertaken in each case to identify the cause(s) of the incidents and gain insights to inform mitigation measures. Our goal is to prevent such tragedies from recurring and to ensure that every member of our team feels safe and protected.

Health and wellbeing

We want all our employees to feel supported with their health and wellbeing. Supporting mental wellbeing is a particular focus. We encourage employees to make use of our extensive company-funded employee wellness programme (EWP) which offers free, confidential counselling and advisory services to support individuals in identifying and managing challenges. The programme offers three counselling sessions per issue, with flexibility for extension at the manager’s discretion. The EWP offers several health and wellness related services that are delivered through a combination of internal resources and third-party service providers. The benefits extend to immediate family members of employees.

**This year, 33 875 employees made use of the EWP services compared to 28 106 employees in FY 2023. Our third annual survey showed high satisfaction with the EWP among 286 respondents, with 94.7% praising the support centre.**

The Group encourages employees to undergo regular health screenings, including tests for blood pressure, glucose, cholesterol, body mass index, and HIV. Our Medirite pharmacies conveniently located in Shoprite and Checkers supermarkets across South Africa offer wellness screenings that are covered by most medical aids.

The Group conducts regular campaigns and educational programmes to proactively address factors that may contribute to increased depression and financial stress.

Our EWP features a dedicated wellness website offering a range of resources to support the physical, mental, and financial wellbeing of employees and their families. Our monthly newsletter highlights specific health topics, offering practical tips and valuable insights to enhance overall employee well-being.

Proactive safety and community engagement

Acknowledging the potential challenges posed by service delivery protests, we have enhanced our security protocols to ensure the well-being of our stores and the informed safety of our team members. We keep our employees updated on possible local disruptions and preparedness measures. Committed to community partnership, we proactively engage with nearby communities to understand and address their concerns, aiming to pre-emptively resolve issues. Our early warning systems aid us in monitoring situations and managing risks efficiently.

During the period of 7–9 August 2023, our stores were affected by 102 protests, mostly in the Western Cape due to a taxi strike, resulting in looting at two stores. Immediate response by tactical units and law enforcement ensured both stores resumed trading within a week, with 62 suspects arrested.

# Building an inclusive and responsible supplier base

As Africa’s largest fast-moving consumer goods retailer, we embrace our prominent role in improving lives and promoting sustainable, inclusive supply chains. This involves supporting small, local suppliers to join the retail sector, strengthening local economies. We also collaborate closely with all our suppliers to ensure our customers enjoy responsibly and ethically produced goods of the highest quality.

### Value impact (FY2024)

- + **R143.8 billion** Spend on **B-BBEE compliant businesses** (FY 2023: R135.2 billion)
- + **R1.2 billion** of fresh produce **procured annually** is **from South African SMMEs** (FY 2023: R830 million)
- Directed **11.6% of supplier spend** to black-owned businesses (FY 2023: 11.5%) and **8.4% to black women-owned businesses** (FY 2023: 8.3%)
- R25.2 billion** spend on **>51% black-owned suppliers** (FY 2023: R23.4 billion)
- R18.3 billion** spend on **>30% black women-owned suppliers** (FY 2023: R16.8 billion)

## Increasing local sourcing and supplier diversity

We rely on a diverse network of suppliers, working with both large and small businesses. By steadfastly upholding ‘developing local’ as one of our core values, we prioritise partnering with local suppliers, to support local economies. In South Africa, our focus lies on increasing expenditure with SMMEs, particularly black-owned and black women-owned businesses. As these businesses grow, more employment opportunities are created within communities.

Our extensive network and operational scale are catalysts for growing SMMEs into larger suppliers by offering market access opportunities. With 32 distribution centres strategically positioned across all provinces, we facilitate streamlined local purchasing.

In South Africa, our five-year localisation strategy aims to expand our private label products. We give precedence to local suppliers to develop these ranges, except when they cannot meet our demand or if production is restricted by geography. In these cases, we continue to foster local economic growth by seeking partnerships with local SMMEs.

The Group has continued to achieve substantial improvements in its preferential procurement practices.

- Procurement from suppliers that are owned by historically under-represented groups, recorded an annual increase of 6.4%. Our emphasis on securing B-BBEE certificates has led to a measurable increase in business with B-BBEE compliant suppliers.
- SMMEs on the enterprise and supplier development (ESD) programme generated R21.3 million in sales this year (FY 2023: R4.9 million).
- Our spending with black women-owned suppliers has risen by 8.5%, reaching R18.3 billion.
- This year, 90.3% of our private label grocery products have been produced locally (FY 2023: 88.8%).
- In South Africa, 199 of our growers are SMMEs (FY 2023: 194), representing over R1.2 billion of the fresh produce we procure annually (FY 2023: R830 million).



Preferential procurement	FY 2024 (Rands billion)	% of total procurement	% Year-on-year change
Spend on B-BBEE compliant businesses	143.8	66.3	6.4
Spend on >51% black-owned businesses	25.2	11.6	7.8
Spend on >30% black women-owned businesses	18.3	8.4	8.5
Spend on black-owned SMMEs	2.8	1.3	(3.5)
Spend on black woman owned SMMEs	1.3	0.6	(2.5)



## Building an inclusive and responsible supplier base continued

### Supporting small businesses in our supply chain

Facilitating small-business development in the retail sector, particularly of black- and women-owned businesses, is essential to grow our economy, drive employment and empower individuals.

We recognise the hurdles many small suppliers face in securing funding and scaling their operations to a sustainable level. Our approach is to actively seek out and support entrepreneurs who offer a unique product and operate a commercially viable small-scale business with an annual turnover of R5 million or less.

Through our dedicated ESD division, Shoprite Next Capital, we are committed to elevating the role of small and emerging suppliers within our business ecosystem. This vibrant collective of entrepreneurs not only enriches our product assortment with innovative offerings but also serves as a catalyst for continuous product innovation on our shelves.

We assess potential small suppliers on innovation, quality, and value. Chosen entrepreneurs receive comprehensive support, including marketing opportunities, working capital at the lowest industry rates, and assistance with packaging and labelling. We also offer data sharing, tailored training and onboarding, and strategies for product and market expansion.



During FY 2024, our ESD programme included 64 SMME vendors, with 17 new vendors, bringing a total of 301 products to market. Three vendors successfully completed the programme.

Since its launch in June 2022, Shoprite Next Capital has injected over R9 million in loans into small businesses, driving growth and preserving jobs. For example, a recent R2 million loan to pet food manufacturer Maneli Pets supported a crucial solar installation to maintain production during power outages, preserving 10 jobs.

Our ESD programmes extend crucial support to small, emerging farmers by integrating them into seasonal growing programmes and providing access to our expansive distribution network. This helps ensure they have a reliable route to market and can grow sustainably.

### Inspiring entrepreneur success stories

Maneli Pets began its journey with the Group in 2021, initially stocking its all-natural pet treats in five Checkers stores in the Western Cape. A rapid rise in demand led to its expansion into all Checkers stores nationwide.



Roska, an artisanal ice cream maker, opened a concept shop-in-shop within Checkers FreshX in Sandton, Johannesburg, enabled with Group funding. The brand evolved from a home kitchen to a name known in South Africa's top hotels and restaurants.



Yes! Definitely offers spring water in bottles featuring local artwork, **made from partly repurposed plastic that is fully recyclable and reusable**. The business rapidly expanded from supplying five Checkers stores to 50 in the Western Cape within a year.



Hope Sonic in Cape Town produces popular toys like the Checkers Sixty60 push bike and Kasi Kruza motorbike, both made predominantly from recycled materials. The company has since grown its workforce, primarily from the local area.

### Expanding our 100% South African Homegrown product range

Small businesses play a key role in our 100% South African Homegrown private label, underscoring our commitment to promoting local products. Their integration is an essential part of our approach to enrich the variety and authenticity of our offerings. This programme supports emerging enterprises in gaining a foothold in the retail market. Through our 631 Shoprite supermarkets across the country, we provide participating SMMEs with broad distribution channels, which in turn helps to spur employment in their local communities. Since launching in February 2023, the Homegrown range has grown steadily, with 187% sales growth in FY 2024.

### Supplier of the Year awards

The Group's annual Supplier of the Year awards acknowledge the significant contributions suppliers make to the Group's success, assessing them in 12 different categories such as service excellence and in-store support. This year, Jacobs Jam Company was honoured with the SMME award, while Fair Cape Dairies received recognition for their sustainability efforts, highlighting their commitment to environmental stewardship and community engagement.



Building an inclusive and responsible supplier base continued

Prioritising food safety, product quality

We are unwavering in our commitment to providing our customers with quality products that meet the highest health and safety standards.

From farm to fork, our supply chain management and close cooperation with suppliers ensure compliance with both regulatory requirements and our stringent internal standards. We collaborate with various stakeholders to uphold food and product quality excellence, aligning with local regulations and international best practice.

Our internal private label development is meticulous, from concept to market launch, managed by experts in food safety, compliance, and regulation. This dedicated team guarantees our food originates from audited, approved suppliers. We conduct regular factory audits and monthly product tests, ensuring transparency through comprehensive ingredient lists and nutrition labelling.

Our food safety framework rests on three pillars: stringent food safety criteria for new suppliers, independent audits within our stores and distribution centres, and weekly reviews of customer feedback to promptly address any concerns. Training in food safety is fundamental to our operations, protecting customers and enhancing staff expertise. This year we provided 167 103 hours of training on food safety.

During the reporting period, 3 691 hygiene audits were conducted to ensure continuous improvement and adherence to food safety best practice.

Our food safety framework rests on three pillars:

Pillar 1

Stringent food safety criteria for new suppliers

Pillar 2

Independent audits within our stores and distribution centres

Pillar 3

Weekly reviews of customer feedback to address any concerns

During the review period, one private-label product recall occurred, resulting in the swift withdrawal of 8 580 units, with no customer incidents reported. Our Quality Assurance team efficiently handled the recall and worked closely with the supplier to implement corrective actions, ensuring steps are taken to prevent recurrence. We follow strict protocols and standards for all recalls, with a focus on food safety.

We adhere to SASB standards for our recall definitions, focusing specifically on food safety-related recalls.

Responsible and ethical sourcing

To ensure the sustainability of our resource base, we nurture resilience throughout our value chain. We value transparency and accountability, collaborating with our suppliers to uphold high standards and enhance their social and environmental contributions.

Sourcing standards

The Group's Supplier Code of Conduct outlines the ethical, social, and environmental criteria our suppliers must meet to collaborate with us. This Code applies to all current and prospective third-party trade and non-trade suppliers, including their subcontractors and others in our value chain, across the countries where we operate. It requires adherence to relevant local laws and the UNGC's 10 principles. The Code encompasses, amongst others, expectations for safe working conditions, fair treatment of employees, ethical business practices, environmental stewardship, and transparent reporting of environmental impact. It advocates for the humane treatment of animals and adherence to B-BBEE standards. We have recently updated the Code to better align with our evolving internal and external operational contexts. The revised Code has been distributed to all suppliers and is published on our website.





# Building an inclusive and responsible supplier base continued

## Our suppliers' environmental practices

We promote collective responsibility for sustainable practices across our supply chain.

Annually, we carry out a Supplier Sustainability Survey to enquire into our suppliers' environmental efforts, with a particular focus on climate change, water and waste management, and sustainable packaging. The survey solicits information about environmentally friendly products, sustainability strategies, and the management of energy, emissions, water, and waste. It also examines advancements in packaging sustainability, responsible material sourcing, participation in environmental activities, and broader corporate social responsibility engagement. The goal is to evaluate current practices and encourage environmental impact reductions.

Most of our suppliers have embraced policies for responsible sourcing and sustainable packaging. Where there are shortfalls, the Group offers support to elevate their practices to expected levels.

Data gathered from the survey informs our strategy to alleviate supplier-related environmental risks. This year marked the completion of our fourth survey by 204 suppliers.

## Promoting ethical and environmental standards

We encourage sustainable agriculture in South Africa by being members of the Sustainable Initiative of South Africa (SIZA) and mandating our suppliers to obtain certifications such as localg.a.p or GLOBALG.A.P., which detail comprehensive sustainability standards. SIZA offers a platform that reinforces our commitment to ethical, sustainable trade, and its Environmental Assurance Model aligns with our dedication to transparency and ongoing improvement within our supply chain.

Our environmental standards emphasise the reduced and safe usage of agrochemicals, effective waste management, and the preservation of soil and water resources.

Through our participation in the WWF-SA SASSI programme, we demonstrate our commitment to the sustainability of seafood and collaborate with SASSI to implement responsible sourcing strategies. Annually, we train approximately 50 SMME suppliers in sustainable fishing practices.

This year, we have also partnered with WWF-SA, our suppliers, and small-scale fishers on a fisheries improvement plan for a red-listed mullet species on South Africa's west coast, aiming to restore its status to the green list.



## Product offerings with sustainable attributes

We are expanding our range of sustainable products in response to strong consumer demand, supporting customers who prioritise responsible choices.

In FY 2024, 71% of our fish stock was aligned with the SASSI's standards for sustainability (FY 2023: 68%), although this is subject to variation as species classifications change.

Where feasible and appropriate, our newer developed premium label ranges, such as our Forage & Feast line, strive to use responsibly sourced and recyclable packaging, complete with On-Pack Recycling Labels (OPRLs) and use only responsibly sourced palm oil and cocoa to support anti-deforestation efforts.

We ensure that the paper and board in our in-store packaging is 100% Forest Stewardship Council (FSC) certified. We plan to conduct a comprehensive risk assessment of forest-related risks for other commodities and will report these findings in upcoming CDP Forest disclosures.

Through our partnership with the LiveKindly Collective, we have expanded our range of plant-based items, currently offering more than 300 products and meals. We also offer a choice of dairy-free alternatives and organic or free-range eggs, and free-range chicken at Checkers FreshX meat markets.

Our UNIQ clothing line features items made from organic cotton and recycled materials. We are in the process of setting a baseline and targets to increase sustainable attributes in our clothing offerings.

Awareness has led many suppliers to adopt more environmentally friendly practices. We endorse these efforts with environmental marketing campaigns that highlight sustainable options beyond our private labels.

Value impact (FY 2024)

71% of our fish stock was aligned with the SASSI's classification for sustainability (FY 2023: 68%)

We ensure that the paper and board in our in-store packaging is 100% FSC certified

# Enhancing community livelihoods

To fulfil our purpose of uplifting lives every day, we take responsibility for positively impacting vulnerable communities. We prioritise community engagement through our CSI programmes. Our strategy targets hunger and promotes food security, youth employment, and financial inclusion, leveraging our scale for maximum impact.

### Value impact (FY 2024)

Invested **R437 million** into communities, focusing on hunger relief, food security, youth training, education, and ESD\*\*

Supported **124 ECD centres** improving **nutrition outcomes for 8 490 children** (FY 2023: 114 centres, 7 287 children)

**Served 195 659 meals** per day (FY 2023: 183 583) to vulnerable communities through our **CSI programmes**

**240 community food gardens** supported in South Africa and **eight** in Non-RSA operations, since inception of programme

\*\*Excludes: subsidies on R5-meals and products; staff training and bursaries, SMME payment terms, and Shoprite Foundation interventions.



CSI programme	FY 2024	FY 2023
Community food gardens	248	215
Household food gardens	1 380	1 260
Surplus donations	R233.9m	R225.6m
Shoprite mobile soup kitchens	31	31
Shoprite mobile soup meals served	7.9m	7.1m
ECD centres supported	124	114
Meals delivered to ECD centres, including S4G, supported by the Group	1.7m	1.2m
Act for Change Fund collection	R412 864	R576 831

## Uplifting lives, building resilience: Our focused CSI commitment

Our CSI strategy and programmes are integral to our business, reflecting our purpose and values by actively promoting community well-being, safety, and sustainability. To achieve our purpose of uplifting lives every day, we have made it our responsibility to make a difference in the lives of the most vulnerable through the Group’s #ActForChange Fund, as well as its other CSI programmes in partnership with community organisations and the Shoprite Foundation.

Leveraging our extensive reach, in addition to our core business of providing affordable goods and services, we concentrate on three crucial areas:

- **Hunger relief and food security:** Our contribution is intrinsic to our role as the largest food retailer on the continent. Our efforts include affordable pricing for essentials, feeding programmes and supporting the development of community food gardens.
- **Youth unemployment:** Through well-established targeted training programmes, we aim to equip young individuals with essential skills for employment, supporting our robust talent pipeline and addressing a critical socio-economic challenge.
- **Local entrepreneurship:** This area strengthens our value chain and supports the economic fabric of local communities through the growth of small enterprises. Our small business development programmes are reviewed on [page 43](#) of this report.

Our CSI department invested R437.6 million in FY 2024 in programmes across these focus areas. Our beneficiaries encompass a wide range of non-profit organisations.



Looking ahead we will continue to further expand our CSI efforts outside South Africa with programmes including soup kitchens, food gardens, educational programmes, and surplus food donations. We also aim to forge stronger partnerships with our suppliers to amplify our impact in CSI.



## Enhancing community livelihoods continued

### Alleviating hunger and promoting food security

#### Redistribution of surplus food

The Group's surplus food donation programme ensures that food suitable for human consumption reaches those in need instead of going to waste. We also enable surplus food donations via our distribution centres to larger beneficiaries. In our stores, unsold food is first directed for use by our service department or deli. If there is surplus food, it is donated to vetted charity organisations, ensuring safe handling and distribution. Our beneficiary organisations include community and disability care centres, aftercare facilities, shelters, old age homes, orphanages and soup kitchens, to name a few. We educate our employees on efficient, safe surplus food donation processes. Our scanning system simplifies bulk item logging for efficient donations. We also enable surplus food donations via our distribution centres to larger beneficiaries.

We are expanding our reach and impact, growing our volumes of food donation across all the countries in which we operate.



#### Fundraising

The #ActForChange Fund enables customers to contribute towards efforts to support communities. Financial donations can be made throughout the year at any Group store till, starting from R5. Funds support communities in need across South Africa through reputable NGOs such as Gift of the Givers, Meals on Wheels, Operation Hunger, and SA Red Cross, to name a few. **We also raise funds through in-store fundraising events. During this fiscal year, the fund received R412 864 in contributions from customer donations (FY 2023: R576 831).**

During disaster relief campaigns, customers can purchase goods for donation via the CheckersSixty60 app. The Group matches donation and refunds the delivery fee. This has led to significant support for those in need. For instance, over R1 million worth of groceries was collected for Meals on Wheels in July 2024 for Mandela Day, aiding vulnerable individuals in the community.

In addition, the Group donates a meal for every three swipes customers make using their XtraSavings card through our Swipe for Good programme.



Checkers Sixty60 partners with non-profit Meals on Wheels for Mandela Day contributions.

In FY 2024, the Act For Change Fund generated R412 864 through customer donations at till points. Additionally, donations through purchases totalled R314 694, in-store fundraising events raised R774 974 and donations in tins in aid of Childline amounted to R355 300.

#### Value impact (FY 2024)

Donated **R233.9 million** worth in surplus **food and goods** (FY 2023: R225.6 million)

**3 128** employees completed **surplus food donation awareness training** (FY 2023: 6 744)

#### Disaster-relief efforts

We are committed to assisting our communities during crises such as extreme weather or social unrest. Our Shoprite Mobile Soup Kitchens immediately deploy, serving warm meals to affected community members. We stay in touch with relevant relief organisations and authorities to assess needs and offer swift support. Beyond food assistance, we provide tailored aid such as hygiene packs and blankets.





Enhancing community livelihoods continued

Expanding our charitable reach

The Group partners with Taking Care of Business (formerly The Clothing Bank), which empowers entrepreneurs primarily using retail supply chain waste. Through its Repair Programme, unemployed community members are trained to repair faulty appliances. Participants earn an income from selling repaired items and offering repair services, with training including vital financial, business, and life skills. This approach also reduces waste by diverting appliances from landfills. **The Group supports by donating damaged appliances at 31 of our Checkers stores nationwide, with plans to expand. To date, we have donated appliances worth over R3 million to the cause.**

We provided Taking Care of Business with the fabric covers used on Sixty60 motorbikes during the 2023 Rugby World Cup and Christmas campaigns. Unemployed women repurposed these into items such as dresses, pillows and pet beds for local sale.

This year, we initiated a clothing resale programme. All imperfect garments from our UNIQ stores are given to Taking Care of Business, engaging skilled unemployed individuals to mend and resell them.



Shoprite Mobile Soup Kitchens

Our Shoprite mobile soup kitchen programme has been a cornerstone of Shoprite's outreach since inception in 2007, steadily expanding its capacity, reach and positive impact. Our fleet of soup kitchens plays a crucial role in providing prompt hunger relief to local communities. Each soup kitchen serves 1 000 nutritious meals daily to diverse communities. Each meal consists of a cup of ready-made fortified soup served with two slices of bread sponsored by our partners.

Value impact (FY 2024)

This year, we launched four new mobile soup kitchens, bringing the total to **31 soup kitchens that now operate in five countries.**

Launched our **first mobile soup kitchen in Lesotho.**

Our mobile soup kitchens provided **more than 7.9 million meals throughout the year.**

The programme's reach is extensive, underscoring our dedication to broad geographic coverage. Nevertheless, the demand for meals in communities continues to rise, surpassing our supply. We persist in broadening our reach throughout South Africa and aspire to extend our services to every country where we operate.

During times of disaster, such as extreme weather events, we redirect our soup trucks to assist distressed communities.



Supporting ECD beneficiaries

Shoprite supports ECD centres in South Africa and one in Lesotho, focusing on providing nutritious meals and offering practitioner training to enhance educational environments. This year, we aligned our practitioner training with the National Curriculum Framework to help ECD centres meet the standards required to get children ready for preschool. We also introduced a level one first aid programme. Our goal is to complete tailored training programmes at all 124 ECDs by the end of FY 2025.

Focus area	Description	Value created
Nutritional support	We support the nutrition of children up to age five by providing them with a nutritious meal every school day, in partnership with The Lunchbox Fund, an NPO dedicated to meeting children's dietary needs. Several of the ECD centres cater to children of our employees.	Supported 124 ECD centres in South Africa and Lesotho, improving nutrition outcomes for 8 490 children, (FY 2023: 114 centres, 7 287 children)
Practitioner training	We run various training programmes to develop the skills of ECD practitioners and build the capacity of ECD centres. Partnering with the Early Care Foundation, we offer tailored training including the C.A.R.E. programme (children's rights, nutrition, learning, classroom activities), Money Management (financial sustainability), Child Development (mentoring), Fire Safety, and First Aid.	Provided skills development training to 134 ECD practitioners, (FY 2023: 61 practitioners)



## Enhancing community livelihoods continued

### Cultivating community food security

Investing in community and household gardens is integral to our strategy for sustainable food security in vulnerable communities. We support over 248 community gardens and issued 345 household food gardens this year.

#### Community gardens

We contribute to food security through our community and household food gardens. These gardens not only help ensure food security but also build resilience against climate change by conserving water and planting trees. They provide skill-building and income-generating opportunities at both community and household levels.

#### Value impact (FY 2024)

Since the programme's inception, **we have invested in 240 food gardens in South Africa** and **eight in Non-RSA countries** (FY 2023: 215 and seven).

Total investment into **food gardens since inception is R60.9 million** (FY 2023: R50.1 million).

**We established 33 additional food gardens** this financial year in South Africa (FY 2023: 38).

Our food garden programmes have indirectly **impacted an estimated 80 280 beneficiaries since inception** (FY 2023: 61 064 beneficiaries), with **18 149 beneficiaries** this financial year (FY 2023: 7 529).

Our implementation partner, Food and Trees for Africa, conducts community food garden assessments on our behalf. Investment is dependent on assessment criteria.

Our mentorship and training programmes cover all educational information needed by beneficiaries – from seed and water management to entrepreneurship.

**Our food gardens produced a harvest of an estimated 88 427 kg during the review period (FY 2023: 73 474 kg) and provided 3 058 community members with training opportunities in food gardening (FY 2023: 2 580).**



**Market days:** Our market days provide beneficiaries with the opportunity to sell their fresh, organic produce in a formal retail environment. During the reporting period, 82 local community food gardens were invited to sell their fresh and organically-grown produce directly to the public at selected Shoprite and Checkers supermarkets nationwide on 16 May 2024 and 12 October 2024.

The Group is also working towards increasing its food garden footprint with eight food gardens now established in Botswana, Lesotho and Eswatini.

**Household food gardens:** Our Garden in a Bucket campaign aims to provide community members with the resources and training needed to start or maintain a household food garden. The gardening kits contain a variety of seedlings, fertiliser, and gardening tools, enough resources to provide a family of four with one portion of vegetables for a year.

By sponsoring 345 household food gardens, we helped 1 380 household beneficiaries (FY 2023: 315 food gardens and 1 260 beneficiaries).

**Planting trees:** Our Trees & Gardens for Home campaign aims to create a greener environment, develop community skills, and mitigate the effects of climate change. The campaign provides community members with fruit trees and indigenous trees, along with the necessary training and tools to nurture the growth of trees.

Since inception in 2019, 2 020 trees have been donated to communities where our food gardens are based, including 500 during the review period (FY 2023: 520 trees). A total of 319 beneficiaries (FY 2023: 270 beneficiaries) each received one indigenous and one fruit tree.

**Lesotho seedling garden campaign:** In our first campaign beyond South Africa, we equipped community members in Lesotho with thousands of seedlings, along with the necessary training and tools, to cultivate their own fruit and vegetables, thereby promoting self-sufficiency.

Enhancing community livelihoods continued

Fostering youth employability

We are dedicated to fostering the retail aspirations of South African youth through various development programmes. Our key programmes are the Retail Readiness Programme (RRP) and the Youth Employment Services (YES) programme, in collaboration with government and labour. This year, we facilitated the training of 6 046 unemployed youth through these programmes, with a total investment of more than R1.0 billion over the past four years.

Our investments in youth development aim to attract and cultivate individuals who align with our employment equity goals and represent diverse backgrounds. We also offer comprehensive study bursaries in various academic fields. More details can be found on [pages 34 and 35](#).

Retail Readiness Programme

The Group’s RRP is South Africa’s largest retail skills programme, training young individuals aged 18 to 34 without prior work experience. Participants undergo two weeks of classroom training followed by five weeks in-store. Operating in five metro areas to enhance accessibility, it offers NQF level 3 qualifications upon completion.

Retail Readiness Programme	2024	2023
Unemployed youth trained	3 112	4 065
Participants who completed the programme	86.0%	78.7%
Number of participants offered jobs within the Group	1 111	1 293
Average absorption rate	36.0%	32.0%
Investment per year	R35.2m	R43.1m
Investment since inception	R620.5m	R585.3m

Youth Employment Service (YES) programme

The YES programme offers 12 months of on-the-job training, preparing participants for careers in retail or entrepreneurship. Shoprite’s commitment to the programme earned recognition at the YES’s ESG Awards in October 2023. The YES programme strategically provides employment opportunities across Group activities, including supplier development, retail operations, OUTsurance, and Packa-Ching. Some of our Sixty60 delivery service drivers are part of the YES programme, and we are actively increasing female participation to promote employment and entrepreneurship among women.

YES programme	2024	2023
Unemployed youth trained	2 934	2 185
Number of participants offered jobs within the Group	4 254	2 249
Investment per year	R94.9m	R91.5m
YES, unemployed youth placed at Group supplier development programmes (#)	104	146
YES, unemployed youth placed at our retail operations (#)	2 239	1 869
YES, unemployed youth placed at OUTsurance (#)	537	390
YES, unemployed youth placed at Packa-Ching (#)	51	20

Shoprite Foundation interventions

During the reporting period, the Shoprite Foundation has undertaken a variety of projects, aiming to support community development, education, and empowerment:

- **Canelands Community Project:** Focused on uplifting youth, this project involves skill development through the YES and Retail Readiness Programmes. It also includes empowering matriculants with bursaries and providing assistance for early childhood development. This project enhances the community around the Group’s KwaZulu-Natal distribution centre through the YES Programme and RRP to improve employability of the youth. It also extends bursaries for tertiary education, enhancing ECD through educator training, providing necessities like water, and infrastructure support like painting and refurbishments.
- **Coding robotics in schools:** The Foundation is collaborating with the Department of Basic Education to pilot coding and robotics in the curriculum, providing AI and robotics resources to schools. In partnership with Sifiso Tech, it is providing Mountview and Verulam Secondary Schools with educator training, multimedia centres, and customised robotics kits. It also renovated Mountview’s Consumer Studies lab with new equipment and facilities.
- **School shoes:** In collaboration with the Eyesizwe Mining Development Trust, the Foundation distributed more than almost 7 700 pairs of school shoes to underprivileged learners across five South African provinces made from entirely recycled and recyclable materials. The shoes are made from sanitised, non-toxic medical waste materials, transformed into durable, waterproof footwear.
- **Technical skills development:** Addressing the shortage of technical artisans, such as plumbers and electricians, and high youth unemployment, the Foundation sponsors schools specialising in technical skills. This includes supporting the Oosrand Secondary School with an agricultural tunnel for agricultural studies.



# Our environmental impact

We are committed to decreasing our environmental footprint by promoting **responsible resource use** and enhancing efficiency. Informed by insights from local and global trends and **best practice** guidelines, our strategies include embracing renewable energy, water conservation, waste management, sustainable packaging, and encouraging sustainable practices across our supply chains while safeguarding biodiversity.

We also invest in **strengthening water security** and **climate resilience** within local communities.

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## Expanding installed renewable energy capacity to reduce the Group’s carbon footprint

Shoprite’s solar panels now cover an area that is bigger than

**27 soccer fields**

The solar photovoltaic (PV) facilities generate sufficient **clean energy to power nearly 10 200 homes** annually.



# Reducing environmental impacts

Our progress in reducing environmental impacts is closely tied to innovation in technology. We invest significantly in researching and adopting environmentally friendly technologies.

We also recognise the collective responsibility for effective environmental stewardship and actively involve our customers, employees, suppliers, and communities in our efforts to reduce consumption and progress towards our net-zero goal endorsed by the Science Based Target Initiative (SBTi).

We affirm our dedication by establishing precise targets, consistently tracking our progress, and maintaining transparency in our performance reports following established industry benchmarks. Our proactive approach to tackling climate change and water issues has gained external recognition.

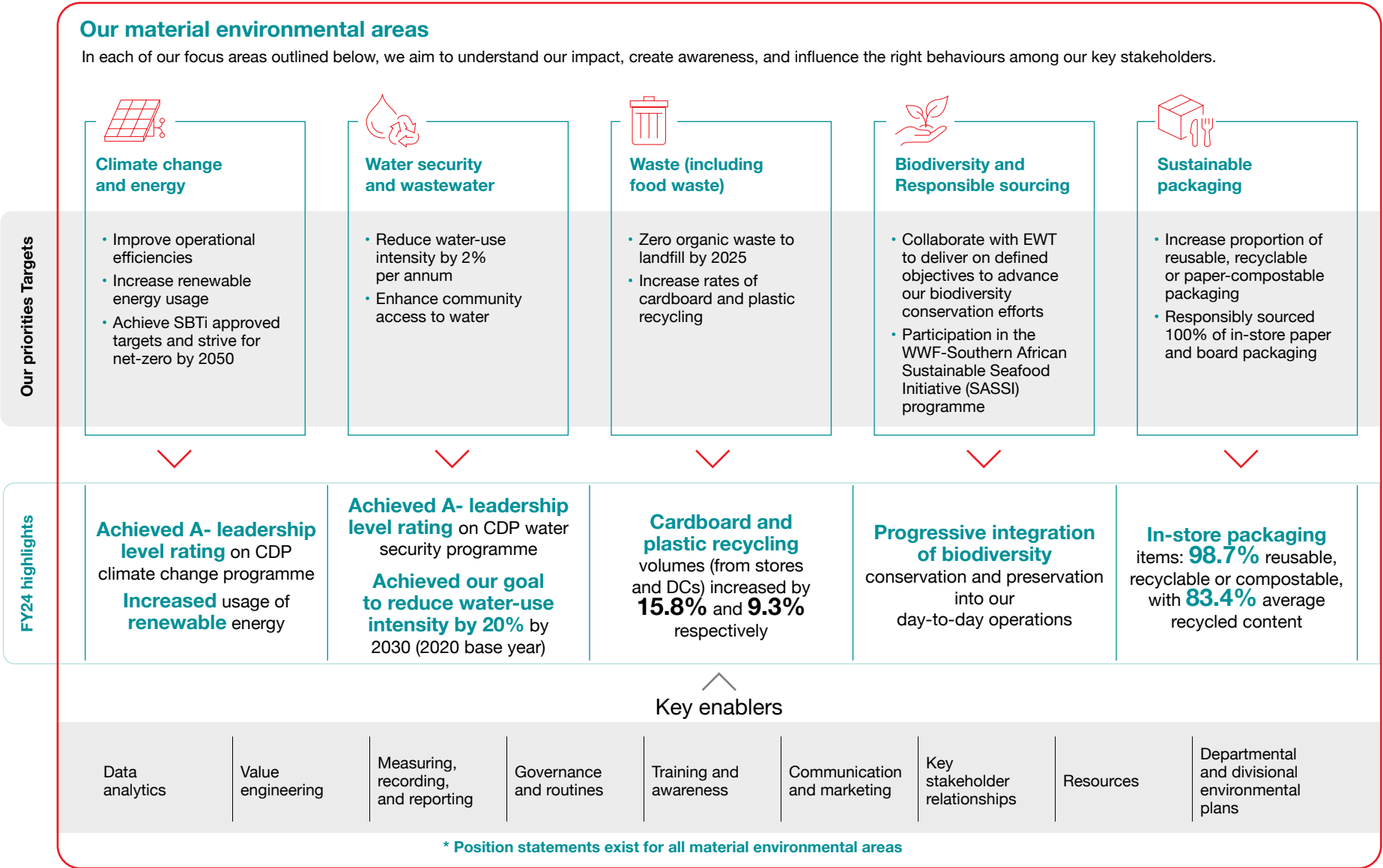
In each of our environmental focus areas outlined below, we strive to understand our impact, raise consciousness, and guide responsible behaviour among all stakeholders, with particular emphasis on our suppliers, workforce, customers, and local communities.

Linking environmental performance to executive remuneration. The Group assigns a 20% sustainability weighting to STI incentives, comprising:

• Renewable energy consumption (10%)

• Waste recycling (plastics and cardboard) (5%)

• Sustainable packaging (reusable, recycled, and compostable materials) (5%)





# Climate change and energy

The Group recognises the impacts of climate change on its direct operations and supply chain. We therefore remain committed to fighting this crisis by adopting to the United Nations Framework Convention on Climate Change (UNFCCC) goal of limiting global warming to well below 2 °C above pre-industrial levels and pursuing efforts to limit the temperature increase even further to 1.5 °C.

## Value impact (FY 2024)

**Renewable energy consumption** has reached 6.5% of total electricity consumed (FY 2023: 5.5%), which is **26.2% of our 2030 target**.

**82 rooftop solar systems** across 77 sites, with **73 in South Africa** and **four in Namibia**; **installed capacity of 36 172 kWp**.

**Scope 1 + 2 emissions intensity**, measured as tonnes of CO<sub>2</sub>e per square metre, **decreased by 10.3%** compared to the previous year.

Climate change is one of the biggest challenges facing the world. The Group recognises its effects will directly and indirectly impact our business and the communities in which we operate. Supporting the UNFCCC goal of limiting global temperature rise to below 1.5°C above pre-industrial levels, our climate strategy focuses on reducing our GHG emissions and continuously improving energy efficiency within our operations and in our supply chain through supplier engagement; and strengthening the resilience and adaptive capacity of our operations and the communities in which we operate.

This year represents our fourteenth consecutive submission to the CDP, with our climate change score improving to an A- category ranking (FY 2023: B). For more information, visit our website to access our CDP climate change response report.

Our Scope 1 and 2 emissions, as well as our use of renewable electricity, undergo third-party verification, with details available in our CDP climate change response.

**Climate-related physical risks:** An increase in the severity and frequency of extreme weather events, such as droughts, floods, and storms, can impact the Group's operations, supply chains, and physical assets. Likely increases in the cost of procuring fresh produce, and potential damage to stores and distribution centres from extreme weather, pose financial risks. We estimate that a significant portion of the Group's assets and operations is vulnerable to physical climate impacts, posing risks to business continuity and necessitating substantial risk mitigation and insurance coverage.

**Climate-related transition risks:** The Group is mitigating financial impacts from South Africa's carbon tax by investing in renewable energy and enhancing energy efficiency. These measures are designed to reduce expenses from carbon tax liabilities.

## Responding to the climate challenge, we have committed to the following:

**Emissions reduction:** Enhancing energy efficiency across our stores, distribution centres, and transportation network, and increasing the use of renewable energy sources to lower GHG emissions.

**Science-based targets:** We have set medium- and long-term science-based targets for reducing GHG emissions and for increasing our use of renewable energy. We are aiming to be net-zero by 2050.

**Climate resilience:** Building climate resilience is crucial for protecting our operations from severe climate events. We assess climate-related risks and opportunities, implementing strategies to mitigate these risks while taking advantage of opportunities identified, spanning from procurement to waste management.

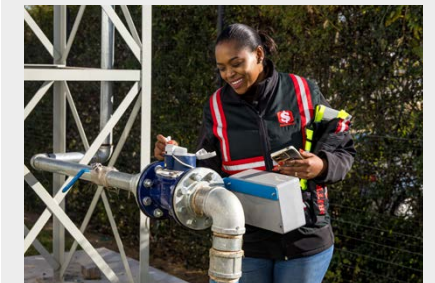
**Adaptive capacity:** Strengthening adaptive capacity within our operations and supply chain to ensure responsible business continuity.

**Stakeholder engagement and collaboration:** Working with regulators, suppliers, NGOs, and other organisations, and communicating with employees, customers, suppliers, and investors to foster shared knowledge and collective action on climate issues.

**Responsible disclosures:** Transparently reporting our climate strategy, targets, performance, and our plans for risk mitigation and adaptation.

## Shoprite leads SA retailers in addressing climate change and water challenges

**The Group leads as South Africa's premier retailer for corporate disclosure, transparency and performance on climate change and water security.**



**We achieved 'A-' Leadership Level Ratings by the global environmental non-profit, CDP, for our environmental leadership and best practice in strategy and action.**

This double A-score marks the Group's second inclusion on the climate change A-list and fourth consecutive year on the water security A-list since 2020.

Climate change and energy continued

Shoprite Group emission reduction targets and interventions

SBTi-approved Company-wide targets	Interventions	Challenges
<b>Absolute emissions reduction</b> Reduce absolute Scope 1 and Scope 2 GHG emissions by 42% by 2030 (2020 base year)	A combination of energy-saving measures (including LED lighting replacements), solar photovoltaic (PV) installations, renewable electricity procurement, and improvements in refrigeration systems and supply chain logistics.	Impact of load-shedding which necessitates greater diesel use, thereby increasing emissions.  High initial costs of implementing renewable energy solutions and upgrading existing infrastructure.  Complexity of supply chain logistics and the need for continuous technological innovation.
<b>Use of sold products' emissions</b> Reduce absolute Scope 3 GHG emissions from use of sold products by 25% by 2030 (2020 base year)	Various efforts are underway to provide customers with lower electricity consumption appliances.  Other opportunities relate to recycling, reusing, diverting waste from landfills, and helping customers reduce their emissions.	Encouraging customers to adopt lower electricity consumption appliances is challenging due to varying awareness levels and higher upfront costs.  Effective recycling and waste diversion programmes require substantial logistical coordination and active consumer participation.

Group GHG emissions	2024 tCO <sub>2</sub> e	2023 tCO <sub>2</sub> e	% of total emissions
Scope 1	748 589	725 405	4.5
Scope 2	1 617 885	1 724 725	9.6
Scope 3	14 416 349	15 053 831*	85.9
Total GHG emissions	16 782 823	17 503 962*	100

\* Restated



Reducing value chain impacts

Scope 3 emissions from value chain activities make up 85.9% of our total greenhouse gas emissions. The majority (69%) of our Scope 3 emissions come from the use of products we sell, primarily appliances used by our customers. We are committed to reducing these emissions by 25% by 2030 from a 2020 baseline. To reduce these, we offer customers a selection of appliances that use less electricity than standard models. The Group is capitalising on increasing market demand for sustainable products, potentially increasing revenues. We are also pursuing opportunities upstream and downstream to promote more recycling and reuse, keeping waste out of landfills.

We engage with our suppliers to lessen their environmental impacts by exchanging best practice and integrating sound environmental practices into procurement policies. By leveraging data analytics, we continue to reduce emissions in our logistics performance.

Performance summary (FY 2024)

- The Group's overall Scope 1 and 2 emissions decreased by 3.4% from the previous year.
- Reliance on diesel generator use during load-shedding increased emissions from stationary combustion, outweighing the benefits of using less grid power.
- Renewable energy consumption increased, with an additional 22 333 MWh of renewable electricity consumed.
- The introduction of energy-efficient LED lighting saved 154 447 MWh of electricity and reduced CO<sub>2</sub>e emissions by 152 130 tonnes.
- Solar PV systems on trailers resulted in savings of 6 010 tCO<sub>2</sub>e.



Climate change and energy continued

Energy resilience

The Group’s electricity mix consists of 93.5% non-renewable and 6.5% renewable sources of energy. Energy consumption encompasses electricity usage in stores, distribution centres, offices and transportation (both mobile and stationary combustion).

Energy resilience is critical for our operations, especially with the increase in electricity outages in South Africa over the last two years. To combat the interruptions, we have relied on diesel generators, leading to a substantial rise in diesel consumption. In South Africa, emissions from diesel generators are lower than emissions from Eskom, so using more diesel actually reduced our carbon footprint. However, an easing of load-shedding during the year, led to a reduction in diesel consumption from the previous year.

To address energy challenges, our energy resilience plan aims to decrease grid dependence by enhancing energy efficiency and increasing renewable energy installations at our operations. Collaborations with independent power producers for electricity supply are also underway. The increase of renewable electricity available via the national grid is central to the achievement of our climate transition plan.

Energy	2024	2023
Electricity consumption (MWh)	1 920 104	1 870 729
Fuel consumption (litres)	84 292 305	102 992 343
Total energy consumption (MWh)	2 752 792	2 899 525

We pursue environmentally friendly technologies for more efficient resource use, aiming to cut GHG emissions. We begin with proof of concept and testing, advancing to pilot projects and, finally, a company-wide rollout upon successful outcomes.



Energy efficiency measures

We employ extensive smart metering to measure energy consumption. This year, we developed a system to enhance the accuracy and timeliness of monitoring electricity usage across our DCs and stores. The upgraded, online, real-time visibility of our operations will help pinpoint opportunities to reduce our energy consumption. This new system is presently being trialled at selected sites and is expected to be rolled out across our operations in FY 2025.

- **Energy-efficient lighting:** By replacing conventional fluorescent lamps with energy-efficient LEDs in all our South African stores and DCs, we have cut the energy demands for lighting, which previously accounted for about 20% of our annual electricity consumption. Total store electricity consumption has been reduced by 11.7%. During the year, we continued to retrofit lighting in stores across our Non-RSA countries, with rollout expected to be completed in FY 2025. All new stores use LEDs.
- **Sustainable backup power:** We are exploring sustainable alternatives to diesel generators for backup power, currently testing inverter and battery solutions at selected Usave stores.
- **Refrigeration impacts:** As mean temperatures climb due to climate change, the Group’s air-conditioning and refrigeration systems face increased demand. This highlights the imperative for adopting more sustainable alternatives to manage the growing load effectively.
  - » We aim to reduce refrigeration-related impacts at the store level, which account for 40 – 50% of annual energy consumption. Transitioning to energy-efficient refrigeration technologies can have a large effect on total store electricity consumption.
  - » We are exploring various interventions, starting with simpler measures like retrofitting open refrigerated and freezer cabinets with doors, upgrading DC fans to electronically commuted fans, installing capacity control on refrigeration systems and optimising refrigerated cabinet set points.
  - » All our distribution centres and most of our plug-in refrigeration cabinets use natural refrigerants.
  - » Many interventions proposed for retrofitting various systems require significant investment and will be implemented in line with our store refurbishment cycle over the next three to five years.
- **Equipment and fixtures improvements:** We are making incremental improvements in fixtures and equipment, such as introducing induction stoves for energy savings.





## Climate change and energy continued



### Renewable energy use

We obtained 6.5% (FY 2023: 5.5%) of our electricity from renewable sources, surpassing our targeted. We consumed 125 567 MWh of renewable energy (FY 2023: 103 234 MWh), which reduced our emissions by 123 684 tCO<sub>2</sub>e (FY 2023: 106 141 tCO<sub>2</sub>e).

Every solar installation we undertake is preceded by thorough safety checks, which include fortifying roofs as needed. We maintain regular surveillance to ensure the installations are safe and performing at their best, employing drone surveillance to do hotspot identification.

We also purchase renewable energy from the owners of the properties where our stores are located, as well as from suppliers. The expansion of renewable energy in our stores within malls relies on these owners installing solar systems. We engage with them to encourage the installation of solar panels on our store roofs to either generate our own solar power or to ensure we receive a fair share of the renewable energy they produce.

#### Value impact (FY 2024)

Our renewable energy is harnessed through solar PV systems.

We have **82 rooftop solar systems** across **77** sites, with **73** in South Africa and **four** in Namibia.

On average **10.5% of the electricity used in our distribution centres** is from **renewable energy**.

We plan to fit **additional solar panels** on suitable rooftops and carports wherever feasible.

We also install solar PV panels on our **trailer roofs**, as outlined below.

The current installed capacity of **36 172 kWp** generates enough clean electricity to **supply nearly 10 200 households for a year**. This resource significantly lowers our carbon footprint.

We are investigating projects that would let us buy electricity from independent power producers (IPPs) through the existing transmission network, known as wheeling. Currently we are wheeling renewable electricity to two stores as a trial to demonstrate overall feasibility. Significant advances are possible with this approach, but they hinge on increased cooperation among different groups to create a national framework for wheeling.

We recognise that the most significant impact on our emissions reduction would come from the decarbonisation of the national power grid.

### Reducing transportation fleet impacts

Our strategy to enhance fleet energy efficiency includes optimising routes and networks, sourcing locally, expanding our network of distribution centres, and improving truck efficiency. We also focus on driver training to minimise fuel use and enhance safety.

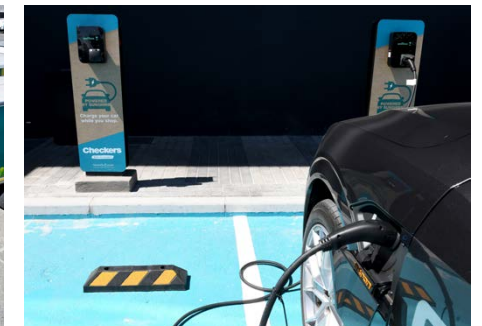
We have focused on equipping trailers with solar PV panels. This allows our trucks to preserve power while stationary, using solar energy to run refrigeration and tailgate lifts, which saves 3.2 litres of diesel per trailer each day. To date, we have fitted solar PV systems on 1 488 trailers, resulting in a reduction of approximately 6 010 tCO<sub>2</sub>e.

We have 898 fuel-efficient trucks and have upgraded our fleet with over 200 Euro 5 compliant trucks that are designed to emit fewer GHGs and increase fuel efficiency. In addition, we are exploring the potential of electric delivery vehicles that can be recharged using our solar installations.

Through reverse logistics, we have further cut our supply chain's environmental impact, saving 2 218 tCO<sub>2</sub>e this year, an increase

from 1 620 tCO<sub>2</sub>e in FY 2023. Reverse logistics involves taking products from their end point back into the supply chain, either to get more value from them or to dispose of them responsibly. This contributes to a more circular economy and efficient process. In FY 2024, our fleet covered 100.1 million kilometres, with 2.0 million kilometres dedicated to reverse logistics, achieving a 34.7% growth in backhauling trips.

Diesel consumption for our trucks and trailers increased to 41.4 million litres (FY 2023: 40.3 million litres) due to the addition of more trucks and stores in operation. Although this increase is noted, overall consumption is lower than it would have been without various interventions, such as optimising fuel efficiency. The exact extent of this reduction is not known.





# Water security and wastewater

We are committed to reducing our water consumption and to collaborating with our stakeholders to safeguard this precious resource and address the challenges of water scarcity.

Operating across countries with acute water security issues, we recognise the intensifying impact of climate change. The Group upholds the human right to clean water, essential for both economic and ecosystem vitality. Our operations depend on a reliable water supply, primarily for food preparation, hygiene and sanitation, and our supply chain partners, such as farms and manufacturers, depend critically on water availability and accessibility.

Value impact (FY 2024)

Achieved our goal to reduce water-use intensity by 20% by 2030, using 2020 as a base year

Supporting community water resilience with 53 PlayPumps in communities across South Africa, benefiting over 17 700 people

Our water-related risks

The Group undertakes a comprehensive water-related risk assessment within its Enterprise Risk Management Framework, using the WWF Water Risk Filter for detailed analysis across all facilities. This tool assesses risks considering water availability and quality, ecosystem effects, and regulatory factors at a basin level. It helps the Group understand the implications for commodities and materials, ensuring a responsive approach to water management. Water withdrawals from stressed areas have shown a reduction to 31.4% from 33.1% the previous year.

Principal water-related risks are an increase in the severity and frequency of extreme weather events and natural catastrophes impacting on the business and suppliers, and suppliers’ ability to supply products impacted by water availability and quality.

To mitigate the risk of product supply disruption we are diversifying our fresh produce and product supply from other regions in the country to ensure continuous supply of goods. We collect information on water-related risks from our suppliers annually to assess and mitigate supply chain vulnerabilities.

Water optimisation

At our facilities – stores, distribution centres, and offices – we primarily depend on municipal water sources, which typically draw from surface waters such as rivers, lakes, and dams.

To strengthen operational resilience, we have installed 2 075 backup water tanks and 2 232 water pumps across 70% of our facilities to safeguard against water outages and ensure continuity during disruptions. We have boreholes at 199 sites to source renewable groundwater, accounting for 1.3% of our total water withdrawal (1.2% in FY 2023), and plan to install additional boreholes at other sites where they are needed.

We use a centralised system connecting smart water meters to monitor water usage efficiently. During the review period, we added 227 smart water loggers to our operations, bringing the total to 572. These devices are crucial for precise monitoring of water withdrawals and discharges. The meters are instrumental in quickly detecting leaks, allowing for rapid repairs that have significantly enhanced our water conservation efforts.

We monitor municipal water usage monthly via utility bills and have online water monitoring software for daily checks at some sites. This was only done at some sites located in water scarce areas (or water-stressed regions). Our distribution centres have catchment dams to collect and treat rainwater, which is then used for washing trucks and crates.

We have made significant progress in reducing our water use intensity in recent years. By year end we had achieved our goal to reduce water-use intensity by 20% by 2030, using 2020 as a base year.

In South Africa, we do not use non-renewable fresh or groundwater sources and ensure that all wastewater is processed by municipal treatment facilities. Before discharge, wastewater from our stores and distribution centres is pre-treated on-site. The Group has not experienced any detrimental water-related impacts or been subject to fines or penalties for water-related regulatory violations.



On World Water Day (22 March 2024), we donated 7 000 litres of bottled water to ECD centres in Verulam, addressing urgent water needs exacerbated by the ongoing water crisis in KwaZulu-Natal.

Our employees receive training in wastewater management and the maintenance or pre-treatment equipment. We have water management plans at all our facilities. Recognising that 31.1% of our sites are situated in water-stressed regions, we actively collaborate with local municipalities in these areas to address water-related concerns.

Water	2024	2023
Total consumption (kℓ)	4 277 637	4 429 640
Water use intensity (kℓ/m²)	0.767	0.855

## Water security and wastewater continued

### Community water resilience

Enhancing community access to water not only builds resilience but also contributes to economic stability. To further this objective, we install and upkeep water 'PlayPumps' in the communities we operate in. We also provide water infrastructure and water conservation training as part of our community food garden programmes.

We have expanded our support of 'PlayPumps' to 53 sites across South Africa, benefiting over 17 700 people.

PlayPumps, akin to 'merry-go-rounds,' harness the energy generated by children playing on them, to pump water from boreholes into reservoirs.

This provides a reliable source of clean water and a playful activity for children.

In supporting community food gardens, as detailed on [page 49](#), we assess their water infrastructure needs and assist as necessary, repairing water systems, supplying water tanks, implementing rain harvesting, or installing boreholes.



We also support water security by selling reverse osmosis-treated municipal water at **R1 per litre in 287 Checkers stores**. Customers can refill their own bottles, offering an affordable option, particularly in areas with unreliable water supply.





# Waste and recycling

The Group strives to reduce and manage its waste streams to minimise effects on human health and the environment, and to promote the concept of the circular economy to eliminate or repurpose ‘waste’ into new resources.

We have implemented leading practices to minimise waste by focusing on reduction, reuse, and repurposing strategies, successfully diverting 80 709 tonnes of waste from landfills this year, an improvement from the 72 000 tonnes last year. Our objectives include reducing edible food waste and non-edible organic waste sent to landfills, enhancing the sustainability of our packaging, and increasing plastic and cardboard recycling rates.

Our most advanced waste management practices are implemented at our distribution centres, where most of the waste is diverted from landfills. We are now concentrating on enhancing the separation of organic and non-organic waste in our stores and divisional offices to reduce the risk of contamination of our recyclables and allow us to divert more waste from landfill.

With strong leadership commitment, we have made good progress in deploying dedicated bins and specific processes for waste separation at source, complemented by focused training programmes. By the end of the year, we successfully established separation at source systems in two provinces. Once fully operational, these systems will support our goal of zero organic waste to landfill by 2025.

## Value impact (FY 2024)

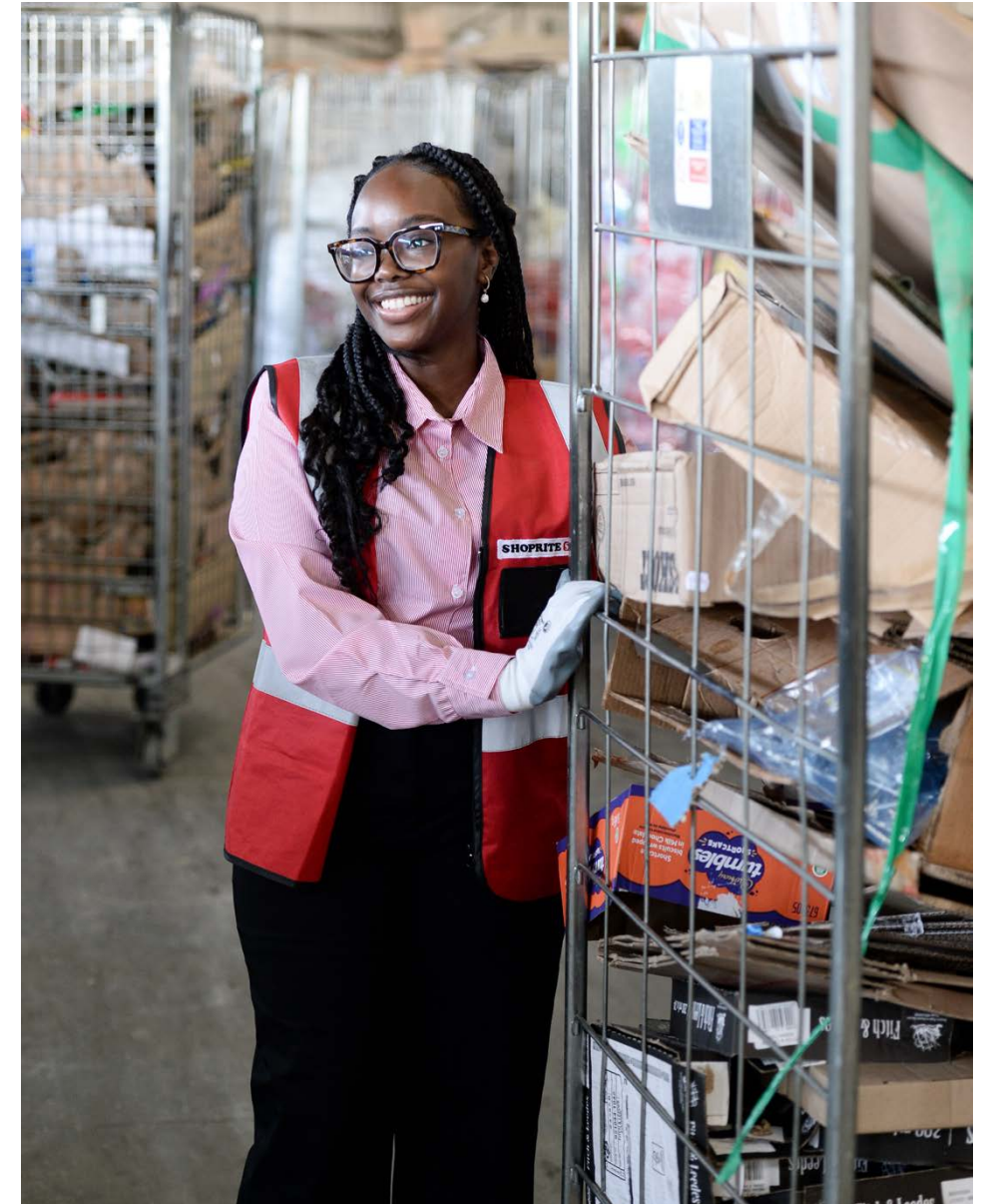
Progressing towards **our commitments to zero organic waste** to landfill by 2025, and to halve food waste by 2030, using 2020 as a base year.

**Plastic recycling** increased by 9.3% year-on-year, surpassing a target of 4%, and **cardboard recycling** increased by 15.8% against a target of 4%.

Converted **2 638 tonnes of food into feed** for approximately 2 800 cattle daily.

Supported 27 entrepreneurs who collected **6.8 million kilograms of recyclable materials** and gave back R8.2 million to the communities they operate in.

We successfully diverted 70 tonnes of electronic waste and 12 765 tonnes of organic waste from landfills this year, surpassing last year’s 53 tonnes for e-waste and 12 575 tonnes for organic waste. Enhanced operational efficiency measures have led to increased recycling of secondary packaging materials such as cardboard and plastic from our stores and distribution centres. Plastic recycling increased by 9.3%, surpassing a target of 4%, and cardboard recycling increased by 15.8% against a target of 4%. Moreover, with IT advancements and store backing, we have increased surplus goods donations by 3.6%.





## Waste and recycling continued

### Reducing food waste

The Group recognises the extensive impact of food waste that goes beyond the immediate social concerns of hunger-stricken areas. It encompasses the loss of vital resources like water, energy, land, and labour, and adds to greenhouse gas emissions due to the disposal of waste in landfills.

Combating food waste in South Africa requires a broad approach, involving efforts from farms and manufacturers to retailers and households, as well as the redistribution of food to those in need. We are committed to this cause as a primary signatory of the Consumer Goods Council of South Africa's food loss and waste voluntary agreement.

Operationally, we adhere to a hierarchy in managing food waste, prioritising prevention by refining our forecasting and stock replenishment processes. Using technology and data analytics, we identify and tackle areas within our operations that are prone to food waste.

We are conducting a comprehensive evaluation of our supply chain — from research and development, through sourcing, to consumption — to identify and implement strategies for minimising food losses and waste.

We partner with like-minded organisations to address food waste, concentrate on equipping our staff with skills in waste reduction, and actively educate our customers on minimising waste. We are dedicated to setting ongoing improvement targets, being transparent about our progress, and leveraging innovation and technology to reduce food waste.

Surplus food fit for human consumption is provided to registered organisations, details of which are outlined on [page 47](#). Food that is not fit for human consumption is repurposed for animal feed and composting, diverting waste from landfills. This year we converted 2 638 tonnes of food into enriched feed for approximately 2 800 cattle daily.



Transforming food waste into animal nutrition, the Group feeds 2 800 cattle a day.

### Innovative recycling

We use recycled plastic crates to transport produce, cutting down our use of cardboard boxes. Checkers initially created shopping trolley baskets from 100% recycled plastic but shifted to using 50% recycled content to improve their durability.

We are increasingly using recycled plastic shelving at our facilities, sourced from various recycling streams including domestic, business, and institutional collections. Made from recycled polyolefin thermoplastic, these shelves exemplify durability and require no maintenance, providing a safe and enduring solution.

In collaboration with a local supplier, we enrich our product offerings with a variety of children's toys, such as building blocks and vehicles, consciously made predominantly from recycled materials.

At two of our distribution centres, we also operate bio-digester bins to process wet and organic waste efficiently.

### Community recycling programme

Many communities face challenges with responsible waste disposal due to inadequate waste management services. The Packa-Ching Polyco recycling programme improves access to recycling facilities and encourages proper waste disposal, directly benefiting numerous communities. Packa-Ching nurtures entrepreneurship, rewarding individuals who gather recyclables with immediate cashless payments for various materials such as plastics, glass, cans, and paper.

Packa-Ching's approach promotes community empowerment with locally owned and operated mobile units. Since inception in 2017 it has expanded

to 27 units serving 707 communities and schools, particularly where recycling services are scarce. Packa-Ching has also created more than 127 new jobs via the Group's participation in this programme. Through our support, Packa-Ching compensates and educates its workforce, equipping them for future opportunities in waste management. In FY 2024, we supported 11 new entrepreneurs who contributed to the collection of 6.8 million kilograms of recycled materials. To date the programme has redistributed over R20 million to waste entrepreneurs and rerouted more than 19.6 million kilograms of waste from landfills.



Servicing more than 700 communities across South Africa, Packa-Ching has diverted more than 19.6 million kilograms of waste from landfill.



# Sustainable packaging

Packaging plays an important role in protecting products and reducing food waste. Packaging waste, particularly plastic, can be a significant environmental problem, especially when not reused or recycled. We are dedicated to working with our suppliers to prevent waste and to promote a sustainable closed-loop system.



## Value impact (FY 2024)

98.7% of our in-store packaging is **reusable, recyclable, or compostable**, with an average recycled content of 83.4%.

We **encourage bag reuse** with our 100% **recyclable Planet bags**, issuing R715 223 in rebates.

**All paper and paperboard packaging** used in our delis, bakeries, and fresh fish departments is **certified by the Forest Stewardship Council or Sustainable Forestry Initiative**.

A closed loop on packaging ensures it is treated as a valuable resource that can be used, reused, collected, and recycled.

**We have set commitments and targets to use sustainable packaging, especially for our own private label brands and in-store formats such as carrier bags and fresh food packaging.**

Our commitment to sustainability and innovation has led to significant progress. Our packaging strategy is customised to South Africa's specific context, prioritising local effectiveness and job creation. We engage with key stakeholders in the plastics, glass, metal and paper recycling industry and follow the Recyclability by Design guidelines and legislation as published by the Department of Forestry, Fisheries and the Environment of South Africa when developing new packaging formats for products.



Our aim is to develop packaging that is easy to recycle, rather than add complexities to existing efficient operations in the industry. Within our operations, we recycle specific waste streams on-site, repurposing them into our shopping bags and packaging, and we take responsibility for our packaging's end of life. We uphold and support the government's Extended Producer Responsibility (EPR) regulations, which motivate the industry to advance the recycling of packaging waste.

The Group belongs to pertinent Producer Responsibility Organisations (PROs) responsible for imposing compulsory fees that all types of producers, including brand owners, are required to pay for their contributions to specific waste streams. We provide monthly and quarterly data reports and actively support the EPR scheme's efforts to use fees to advance recycling infrastructure in South Africa. Notable progress includes funding for essential support infrastructure at facilities, such as solar panels and generators, to reduce the impact of load-shedding on operations.





Sustainable packaging continued

Product packaging improvements

We collaborate with regulators, suppliers, and organisations with a shared vision to enhance packaging sustainability. Our efforts are particularly concentrated on increasing recycled content and the recyclability of our private label product packaging. We also ensure accurate labelling to communicate clearly whether packaging is reusable, recyclable, or compostable.

We track each packaging component across our extensive range of private label products. Currently, 98.7% of the packaging used in store is classified as recyclable, reusable or compostable.

Packaging entails a complex array of materials, each essential for maintaining product safety and consistency. It needs to be suitable not only for consumers but also for manufacturing processes. We continue to develop the expertise of our packaging team and collaborate with suppliers in the value chain when selecting and designing packaging. Research and development (R&D) efforts focus on the functional, commercial, and environmental practicality of new packaging solutions.

We engage with our local and international suppliers to ensure that the packaging used for our products includes the correct on pack recycling labels (OPRL) to communicate the correct disposal of the product at the end of life within the South African waste streams, and we strive to direct the choice of packaging materials. However, our influence is sometimes constrained in cases where the packaging originates from factories that also supply other international retailers.

We undertake thorough trials and meticulously consider all aspects to ensure no compromise on our standards. Our commitment to evolving our packaging has seen significant progress, notably in key categories where technology plays an essential role. This year, we successfully transitioned our private label soups to recyclable mono-polymer stand-up pouches from multi-layer packaging. We are now examining the potential application of this innovative material in other categories of the business.

We are proactively tackling the issue of non-recyclable items, concentrating our R&D efforts on viable alternatives. A key focus is identifying suitable recyclable materials for flexible packaging, which is currently a significant challenge due to insufficient recycling infrastructure. Additionally, we sometimes face the necessity of importing sustainable materials, which leaves us dependent on port operations where delays can have a notable impact.



Shopping bags	2024	2023
Total number of recyclable shopping bags	769m	1.1bn
Recycled plastic used in recyclable shopping bags (tonnes)	10 363	13 365
Total number of reusable bags (Planet bags)	739 095	2.9m
Value of rebates on reusable bags (Planet bags)	R715 223	R940 408



In-store packaging

Currently, 98.7% of our in-store packaging is reusable, recyclable, or compostable, surpassing our 2024 target of 98%.

The average recycled content within our in-store packaging stands at 83.4%, also exceeding our FY 2024 goal of 73%.

All paper and paperboard packaging used in our delis, bakeries, and fresh fish departments carry FSC or Sustainable Forestry Initiative certifications, ensuring responsible sourcing. Moreover, our carrier bags are made from 100% recycled material and are 100% recyclable.

Recyclable and reusable shopping bag options

Across our operations, we offer shopping bags that are recyclable and reusable, made entirely from post-consumer waste recycled materials, encouraging customers to make sustainable choices. Additionally, we promote the reuse of bags through our Planet bags, which are composed of 100% recycled and recyclable plastic, complemented by our rebate programme.

This year, we issued **729 064 rebates totalling R715 223 (FY 2023: R940 408)**. The bulk of the plastic we recycle is transformed into our carrier bags, while recycled cardboard is used for our Sixty60 paper delivery bags. These delivery bags are recyclable and made from 100% recycled FSC-certified paper, sealed with fully recyclable labels. Stores send these and other recyclable waste to our distribution centres. Customers are encouraged to return these bags, and we have seen an uptick in customers reusing them for purposes like covering schoolbooks.



# Biodiversity

We recognise the profound challenge of biodiversity loss and its impact on sustainability. Understanding our dependence on ecosystem services, we are firmly committed to reducing our environmental footprint and fostering biodiversity through focused environmental and social programmes.

## Value impact (FY 2024)

Advancing the **integration of biodiversity** conservation in our day-to-day operations by reducing food waste, using more renewable energy, conserving water, and safeguarding water quality.

Building upon our initial work with **Endangered Wildlife Trust (EWT)**, we are engaging to bridge identified gaps and advance our biodiversity conservation efforts.



We support the SDGs focusing on biodiversity and ecosystems, particularly SDG 14 — Life Below Water and SDG 15 – Life on Land, and commit to:

- implementing a mitigation hierarchy for biodiversity loss — avoidance, minimisation, restoration, or rehabilitation — and adopting a ‘no net loss’ or ‘net gain’ approach for our operations where suitable;
- partnering with suppliers and organisations to promote responsible sourcing of key agricultural, aquatic, and forestry products;
- mainstreaming biodiversity into our direct operations to acknowledge dependencies and reduce ecological impact;
- maintaining transparency in reporting our efforts and outcomes;
- establishing ongoing objectives to decrease biodiversity loss and enhance responsible sourcing practices;
- educating employees and customers on responsible sourcing to raise awareness and understanding.

We are also committed to supporting the Global Biodiversity Framework (GBF), which marks a global consensus to safeguard Earth’s biodiversity, setting a clear agenda for countries and businesses alike to take decisive action. South Africa has committed to this framework, and the private sector is increasingly expected to help meet the GBF’s targets, particularly the ‘30 by 30’ target — protecting 30% of lands and waters by 2030 — which is viewed as critical to mitigating biodiversity loss and climate change. This goal forms a key aspect of the Group’s partnership with the EWT, focusing on expanding conservation activities and aligning with national and international biodiversity commitments.

## Understanding our biodiversity impacts

In 2022, the Group conducted a foundational pilot biodiversity footprint assessment in partnership with the EWT. This assessment adhered to the Biological Diversity Protocol and focused on the direct biodiversity impacts of 10 of the Group’s largest sites, including distribution centres, shopping centres and vacant land. The desktop analysis found that 82% (206.08 ha) of the footprint had negative biodiversity implications, while 18% (46.27 ha) contributed positively. The results indicate that most of these sites fall within endangered or critically endangered ecosystems, emphasising the need for conservation efforts beyond the Group’s immediate operational boundaries, and for enhanced focus on the biodiversity impacts of our supply chains and products sold.

## Taking action to conserve biodiversity

The support from the EWT has enabled us to make informed decisions and promote greater biodiversity awareness and mainstreaming within our direct operations. We are integrating biodiversity conservation and preservation into our day-to-day operations through our focus on reducing food waste, increasing renewable energy usage, conserving water, and safeguarding water quality.

Building upon our initial work with the EWT, we are engaging to bridge identified gaps and advance our biodiversity conservation efforts.

The partnership focuses on the following specific objectives:

- Developing an integrated nature strategy that aligns with international standards and supports South Africa’s sustainable development, with a focus on restoration and risk mitigation in direct operations and upstream activities.
- Completing and updating the Group’s biodiversity footprint accounts and creating biodiversity action plans for direct operations and selected commodities.
- Exploring contributions to the GBF, specifically the 30 x 30 target, and creating a stewardship plan for ecosystems around the Group’s headquarters.
- Benchmarking and improving biodiversity management, including workshops, e-learning for our employees on biodiversity, and communicating these efforts effectively to stakeholders.



# Appendices

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# Sustainability/ESG data table

Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
Property					
Total number <sup>1</sup> of stores (#)	3 031	2 812			FB-FR-000.A
Number of stores in South Africa (#)	2 676	2 472			
Number of stores in Angola (#)	40	37			
Number of stores in Ghana (#)	7	7			
Number of stores in Eswatini (#)	46	44			
Number of stores in Lesotho (#)	34	29			
Number of stores in Botswana (#)	41	40			
Number of stores in Zambia (#)	51	52			
Number of stores in Malawi (#)	5	5			
Number of stores in Namibia (#)	105	99			
Number of stores in Mozambique (#)	26	27			
Total area retail space (m²)	4 937 095	4 375 301			FB-FR-000.B
Total number of distribution centres (#)	32	30			FB-FR-000.A
Total area of distribution centres (m²)	819 711	759 275			FB-FR-000.B
Transport					
Total number of trucks (#)	1 111	1 001			
Number of Euro 5 compliant trucks introduced in 2024 (#)	201	112			
Total number of trailers (#)	1 492	1 394			
Number of trailers with solar PV panels (#)	1 488	1 001			
Number of vehicles in commercial fleet (#)	2 603	2 395			FB-FR-000.C
Tonne-kilometres travelled (tonne-kilometres)					FB-FR-000.D

\* Store numbers and retail space in the table above exclude OK Franchise stores  
Blank cells denote that data was unavailable at the time of reporting

## Governance

Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
Board composition and diversity					
Number of board members (#)	13	15			
Executive Directors (#)	2	3	G1.3	2-9	
Non-executive Directors (#)	1	1	G1.3	2-9	
Independent Non-executive Directors (#)	10	11	G1.3	2-9	
Board tenure					
1 month to 3 years	9	10	G1.3	2-9	
4 – 8 years	3	2	G1.3	2-9	
9 – 32 years	1	1	G1.3	2-9	
Gender diversity					
Male (%)	62	60	G1.1	2-9	
Female (%)	38	40	G1.1	2-9	
Racial diversity					
Black (%)	38	38	G1.1	2-9	
White (%)	62	62	G1.1	2-9	
Age					
35 – 45 years (#)	–	–	G1.1	2-9	
46 – 55 years (#)	3	4	G1.1	2-9	
56 – 65 years (#)	6	5	G1.1	2-9	
65+ years (#)	4	4	G1.1	2-9	
Average age (years)	63	62	G1.1	2-9	
Board attendance					
Audit and Risk Committee (%)	100	100			
Social and Ethics Committee (%)	95	100			
Remuneration Committee (%)	100	94			
Nomination Committee (%)	100	100			
Finance and Investment Committee (%)	88	100			

Sustainability/ESG data table continued

Governance continued				
Key performance indicator	2024	2023	JSE	GRI IFRS/SASB
Anti-corruption and ethical behaviour				
Total number of incidents of corruption confirmed during the year (#)	13		G3.1b	205-3
Number of issues raised through the whistleblowing facility (#)	475	274	G3.1c	
Lobbying and political contributions				
Total amount of political contributions made per political party (ZAR)	0	0	G3.2a	
Incidents				
Number of significant ESG related incidents, including incidents of legal-non-compliance and directives, compliance notices, warnings or investigations, and any public controversies (#)	0	0	G4.1	
Total number and monetary value of fines, settlements, and penalties paid in relation to ESG incidents or breaches, including individual and total cost of the fine, settlements and penalties paid in relation to ESG incidents or breaches (# and ZAR)	0	0	G4.2	
Tax contributions				
Total value paid in taxes (Rands billion)	11.7	10.9	G5.1b	
Profit taxes (Rands billion)	3.3	2.7	G5.1b	
Property taxes (Rands million)	41	48	G5.1b	
Product and services taxes (Rands billion)	6.0	5.9	G5.1b	
Planet taxes (Rands million)	0.2	0.1	G5.1b	
People taxes (Rands billion)	2.4	2.2	G5.1b	
Employment Tax Incentive scheme: amount claimed for qualifying employees (Rands million)	259.9	310.5		
Employment Tax Incentive scheme: Number of qualifying employees	27 682	26 579		

Blank cells denote that data was unavailable at the time of reporting

Social					
Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
Labour					
Total permanent contract employees (#)	156 911	151 091	S1.5a	2-7	
Total temporary contract employees (#)	3 305	2 365	S1.5a	2-7	
Employees with disabilities (#)	299	274	S1.1a	405-1	
Total number of employees (#)	160 216	153 726	S1.5a	2-7	
Gender diversity (permanent employee headcount)					
Total male employees (#)	57 208	54 257	S1.1a	2-7	
Total full-time male employees (#)	29 902	28 989	S1.1a	2-7	
Total part-time male employees (#)	28 987	26 560	S1.1a	2-7	
Total female employees (#)	99 703	96 834	S1.1a	2-7	
Total full-time female employees (#)	35 326	34 475	S1.1a	2-7	
Total part-time female employees (#)	66 001	63 702	S1.1a	2-7	
Racial diversity (permanent employee headcount – RSA business)					
Black employees (%)	97.5	97.6	S1.1a	405-1	
White employees (%)	2.5	2.4	S1.1a	405-1	
Age distribution of employees					
<30 years (%)	39.5	39.8	S1.1a	405-1	
>30 to 50 years (%)	54.6	54.2	S1.1a	405-1	
>50 years (%)	5.9	6	S1.1a	405-1	
Average age of workforce (years)	33.4		S1.1a	405-1	



Sustainability/ESG data table continued

Social continued					
Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
Labour continued					
Employee turnover					
New employees (#)	6 490	8 131	S2.3a	401-1	
Voluntary turnover rate (%)			S2.3b	401-1	
Involuntary turnover rate (%)	6.5	6.9	S2.3b	401-1	
Full-time employee turnover rate (excluding management) (%)	13.3	14.6	S2.3b	401-1	
Group staff turnover (%)	23.7	25.7	S2.3b	401-1	
Management turnover (%)	10.5	11.2	S2.3b	401-1	
Part-time employee turnover (%)	32.2	34.8	S2.3b	401-1	
Employee remuneration and pay equality					
Total spend on employee remuneration and benefits (Rands billion)	19.2	17.0	S2.4a		
Average hourly wage (ZAR)	34.29	32.16			FB-FR-310a.1
Percentage of in-store and distribution centre employees earning minimum wage (%)					
– South Africa (%)	6.4	6.1			FB-FR-310a.1
– Angola (%)	0.0	1.1			FB-FR-310a.1
– Botswana (%)	22.2	0.0			FB-FR-310a.1
– Ghana (%)	0.0	0.0			FB-FR-310a.1
– Lesotho (%)	1.0	0.0			FB-FR-310a.1

Blank cells denote that data was unavailable at the time of reporting

Social continued					
Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
– Malawi (%)	0.0	0.0			FB-FR-310a.1
– Mozambique (%)	45.2	30.1			FB-FR-310a.1
– Namibia (%)	10.0	15.2			FB-FR-310a.1
– eSwatini (%)	0.0	4.7			FB-FR-310a.1
– Zambia (%)	0.0	0.7			FB-FR-310a.1
Employees covered by collective bargaining agreements					
Employees that are union members (RSA) (%)	28.5	30.5	S1.4b	2-30	BF-FR-310a.2
Number of trade unions with recognised agreements (RSA) (#)	6	6	S1.4b		
Employees that are union members (Non-RSA) (%)	42.5	46.9	S1.4b	2-30	FB-FR-310a.2
Number of trade unions with recognised agreements (Non-RSA) (%)	7	8	S1.4b		
Days lost to industrial action (#)	<1	<2	S1.4c		
Number of work stoppages (#)	2	6			FB-FR-310a.3
Total workdays idle from work stoppages (#)	2 hrs	<9 hrs			FB-FR-310a.3
Employee training and development					
Total number of employees benefitting from training (#)	166 242				
Total number of male employees benefitting from training programmes (#)	58 670				
– Black males (%)	97				
– White males (%)	3				
Total number of female employees benefitting from training programmes (#)	107 572				
– Black females (%)	98.8				
– White females (%)	1.2				

Sustainability/ESG data table continued

Social continued					
Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
Labour continued					
Employee training and development continued					
Total training spend (Rands million)	779.9	680.7*			
Total spend on training previously disadvantaged employees as a percentage of total payroll spend (RSA) (%)	4.8	4.8			
Total training spend per employee (ZAR)	4 691				
Total training hours (million hours)	3.6	2.9		404-1	
Average hours of training undertaken by employees (hours)	21.77	19.0		404-1	
Investment in bursaries (ZAR)	19.6	11.7		404-1	
Average training hours (management) (#)	44.85	35.0		404-1	
Average training hours (staff) (#)	19.15	15.0		404-1	
Average training hours (men) (#)	22.15	17.0		404-1	
Average training hours (women) (#)	21.56	17.0		404-1	
Health and safety					
Total number of work-related fatalities (employees) (#)	2	4	S3.1a	403-9	
Total number of work-related fatalities (contractors) (#)	18	9	S3.1a	403-9	
Fatal Injury Frequency Rate (FIFR) (1 000 000 labour hours)	0.006	0.013		403-9	
Fatal Injury Frequency Rate (FIFR) (Key supply chain contractor)	0.08	0		403-9	
Fatal Injury Frequency Rate (FIFR) (Last mile delivery contractor)	0.08	0.05		403-9	
Road transport fatal frequency rate (RTFFR) - Logistics (1 000 000 km traveled)	0.00			403-9	
Number of Medical Treatment Cases	345	900			
Total number of recordable injuries (#)	2 501	2 902		403-9	
Total recordable injury frequency rate (TRIFR)	7.8	9.5		403-9	
Total number of lost time injuries (LTIs) (#)*	2 154	2 308		403-9	
Lost time injury frequency rate (LTIFR)*	6.7	6.2		403-9	

\* 2023 figures recalculated

Social continued					
Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
Socio-economic impact					
New jobs created (#)	6 490	8 131	S2.3		
Jobs created by Sixy60 since launch (#)	11 681	9 091			
Jobs supported in supply or distribution chain (including dependent contractors) (#)	9 018		S2.4b		
Jobs supported in supply or distribution chain (group employees)	1 167	1 073			
Jobs supported in supply or distribution chain (contractors)	7 851	7 183			
Procurement budget spent on local suppliers (% of spend)	98.6		S2.4c	204-1	
Total monetary value of direct financial assistance received from government in all regions (ZAR)			S2.4e		
Economic Contribution					
Revenue (Rands billion)	246.1	219.6			
Operating costs (Rands billion)	50.5	44.7			
Spend on employee wages and benefits (Rands billion)	19.2	17.0			
Payments to providers of capital (Rands billion)	4.6	3.8			
Community investment (Rands million)	437.6	408.8			
Products: Safety, sustainability and innovation					
Product recalls (food safety recalls) (#)	1	1	S4.1b		FB-FR-250a.2
Units recalled (food safety recalls) (#)	8 580	4 512	S4.1b		FB-FR-250a.2
Drug recalls issued (#)	15	18	S4.1b		
Private-label product recalls (% of total number of units recalled)	100	0			FB-FR-250a.1
High-risk food safety violation rate (rate)	0.00	0.00			FB-FR-250a.1

Blank cells denote that data was unavailable at the time of reporting



Sustainability/ESG data table continued

Social continued					
Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
Corporate social investment					
Total CSI spend (Rands million)	437.6	422.5	S2.4a		
Total investment into communities as % of NPAT (RSA)	6.9	7.3			
Total investment into communities (includes hunger relief, youth unemployment, ESD and education) (RSA only) (Rands million)	423.1	408.8	413-1		
Total investment into communities (includes hunger relief, youth unemployment, ESG and education) (Non-RSA) (Rands million)	14.5	13.8	413-1		
CSI spend: food security and hunger relief (RSA) (Rands million)	241.4	236.3			
CSI spend: food security and hunger relief (Non-RSA) (Rands million)	12.3	8.9			
Meals served per day to vulnerable communities through all CSI programmes (#) (million)	0.2	0.3			
Surplus food donations (tonnes per year)	4 408	4 915			
Surplus non-food donations (tonnes per year)	321	269			
Total value of surplus donations (Rands million)	233.9	225.6			

Blank cells denote that data was unavailable at the time of reporting

Environment					
Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
Energy					
Total energy consumed (MWh)	2 752 792	2 899 525	E1.2	302-1	FB-FR-130a.1
Grid electricity (%)	93.5	94.5	E1.2	302-1	FB-FR-130a.1
Self-generated renewable energy (%)	0	0	E1.2	302-1	FB-FR-130a.1
Purchased renewable energy (%)	6.5	5.5	E1.2	302-1	
Energy from fuels (%)	30.25		E1.2	302-1	
Total electricity consumed (MWh)	1 920 104	1 870 729		302-1	
Total energy consumption per GLA (MWh/m²)	0.493	0.559		302-1	
Total energy consumption per turnover (kWh/R)	0.011	0.014		302-3	
Total diesel usage (litres)	79 304 200	99 105 401			
Fleet fuel consumed (GJ)	40 119 717	38 616 003		302-1	FB-FR-110a.1
Fleet fuel renewable (%)	0	0		302-1	FB-FR-110a.1
Greenhouse gas and other air emissions					
Total Scope 1 GHG emissions (tCO <sub>2</sub> e)	748 589	725 405	E1.1a	305-1	IFRS S2
Total Scope 2 GHG emissions (tCO <sub>2</sub> e)	1 617 885	1 724 725	E1.1a	305-2	IFRS S2
Total Scope 3 GHG emissions (tCO <sub>2</sub> e)	14 416 349	15 053 831	E1.1a	305-3	IFRS S2
Scope 3 –					
Category 1 (Purchased goods and services) (tCO <sub>2</sub> e)	2 784 594	2 515 789	E1.1a	305-3	IFRS S2
Category 2 (Capital goods) (tCO <sub>2</sub> e)	61 446	56 722	E1.1a	305-3	IFRS S2
Category 3 (Fuel and energy related activities) (tCO <sub>2</sub> e)	483 224	494 518	E1.1a	305-3	IFRS S2
Category 4 (Upstream transport and distribution) (tCO <sub>2</sub> e)	200 573	196 186	E1.1a	305-3	IFRS S2
Category 5 (Waste generated in operations) (tCO <sub>2</sub> e)	13 428	13 242	E1.1a	305-3	IFRS S2
Category 6 (Business travel) (tCO <sub>2</sub> e)	4 062	2 102	E1.1a	305-3	IFRS S2
Category 7 (Employee commuting) (tCO <sub>2</sub> e)	103 836	99 187	E1.1a	305-3	IFRS S2
Category 9 (Downstream transportation and distribution) (tCO <sub>2</sub> e)	11 359	9 952	E1.1a	305-3	IFRS S2
Category 11 (Use of sold products) (tCO <sub>2</sub> e)	9 943 130	10 853 672	E1.1a	305-3	IFRS S2

Sustainability/ESG data table continued

Environment continued					
Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
Scope 3 –					
Category 12 (End of life treatment of sold products) (tCO <sub>2</sub> e)	490 960	408 390	E1.1a	305-3	IFRS S2
Category 13 (Downstream leased assets) (tCO <sub>2</sub> e)	116 259	118 815	E1.1a	305-3	IFRS S2
Category 14 (Franchises) (tCO <sub>2</sub> e)	203 458	285 256	E1.1a	305-3	IFRS S2
Total GHG emissions (Scope 1, 2 and 3) (tCO <sub>2</sub> e)	16 782 823	17 503 962	E1.1a	305-1,2,3	IFRS S2
GHG emissions intensity – Scope 1 (tCO <sub>2</sub> e/m²)	0.134	0.140	E1.1c	305-4	
GHG emissions intensity – Scope 2 (tCO <sub>2</sub> e/m²)	0.290	0.333	E1.1c	305-4	
Gross global Scope 1 emissions from refrigerants (tCO <sub>2</sub> e)	525 993	448 845			FB-FR-110b.1
Carbon footprint (Scope 1 and 2) (market-based) (tCO <sub>2</sub> e)	2 366 474	2 450 131		305-1	
Carbon footprint (Scope 2 emissions) (location-based) (tCO <sub>2</sub> e)	1 741 568	1 832 076		305-2	
Carbon footprint (Scope 2 emissions) (market-based) (tCO <sub>2</sub> e)	1 617 885	1 724 725		305-2	
Scope 1 and 2 per GLA (tCO <sub>2</sub> e/m²)	0.424	0.473		305-4	
Scope 1 and 2 per turnover (tCO <sub>2</sub> e/R'000)	0.010	0.011		305-4	
Scope 2 per GLA (location-based) (tCO <sub>2</sub> e/m²)	0.312	0.353		305-2	
Scope 2 per GLA (market-based) (tCO <sub>2</sub> e/m²)	0.290	0.333		305-2	
Scope 2 per turnover (kWh/R)	0.008	0.009		305-2	
Percentage of refrigerants consumed with zero ozone-depleting potential (% by weight)	45.8				FB-FR-110b.2

Blank cells denote that data was unavailable at the time of reporting

Environment continued					
Key performance indicator	2024	2023	JSE	GRI	IFRS/SASB
Water					
Total water consumption (MI)	4 278	4 430	E2.1a	303-5	
Percentage municipal water (%)	98.7	98.8		303-5	
Percentage other water consumption (%)	1.3	1.2	E2.1b	303-5	
Groundwater usage (MI)	56	55	E2.1b	303-3	
Total water withdrawal from all areas with defined water stress (MI)	1 343	1 405	E2.1a	303-3	
Fresh water consumption intensity (kl/m²)	0.767		E2.1c		
Waste					
Total solid waste generation (tonnes)			E4.1a	306-3	
Waste recycled (tonnes)			E4.1a	306-4	
Waste reused (tonnes)			E4.1a	306-4	
Waste to landfill (tonnes)			E4.1a	306-4	
Total waste recycled (tonnes)			E4.1a	306-4	
Total cardboard reused & recycled (Group) (tonnes)	60 170	52 061			
Total paper recycled (Group) (tonnes)	850	778			
Total plastic recycled (Group) (tonnes)	6 924	6 350			
Total hazardous waste generation (tonnes)			E4.1b	306-4	
E-waste recycled and donated (tonnes)	69	48		306-4	
E-waste repurposed (tonnes)	0.96	4.99		306-4	
Mixed disposed (processed) (tonnes)	0	23		306-4	
E-waste disposed (landfill) (tonnes)	0	0		306-4	
Food waste to animal feed (tonnes)	7 527	4 484		306-4	
Cardboard repurposed (tonnes)	1 946	2 266		306-4	
Organic waste to composting (tonnes)	4 395	2 223		306-4	
Food waste to energy (tonnes)	0	85		306-4	
Used cooking oil recycled (tonnes)	846	868		306-4	



# GRI Index

GRI standard	Disclosure number	Disclosure title	Disclosure (page) / Comment
General disclosures			
The organisation and its reporting practices	2-1	Organisational details	SR: 6,7,77
	2-2	Entities included in the organisation’s sustainability reporting	SR: 4
	2-3	Reporting period, frequency and contact point	SR: 4
	2-4	Restatements of information	IR: 48, 50 to 52
	2-5	External assurance	SR: 4, 22
Activities and workers	2-6	Activities, value chain and other business relationships	SR: 6,7 IR: 14 to 17
	2-7	Employees	SR: 66    2-7-e omitted as deemed not applicable, Shoprite employee data unaffected by seasonal fluctuations
	2-8	Workers who are not employees	Data not available
Governance	2-9	Governance structure and composition	SR: 18, 19 IR: 65 to 68
	2-10	Nomination and selection of the highest governance body	IR: 65 to 67
	2-11	Chair of the highest governance body	Independent
	2-12	Role of the highest governance body in overseeing the management of impacts	SR: 18, 19 IR: 65 to 68
	2-13	Delegation of responsibility for managing impacts	IR: 65 to 68
	2-14	Role of the highest governance body in sustainability reporting	SR: 18, 19
	2-15	Conflicts of interest	SR: 19 IR: 67
	2-16	Communication of critical concerns	SR: 18, 21, 22, 24
	2-17	Collective knowledge of the highest governance body	SR: 19 IR: 65
	2-18	Evaluation of the performance of the highest governance body	IR: 67
	2-19	Remuneration policies	IR: 74 to 88
	2-20	Process to determine remuneration	IR: 70 to 73 SR: 19
Strategy, policies and practice	2-21	Annual total compensation ratio	Data not currently available
	2-22	Statement on sustainable development strategy	SR: 20
	2-23	Policy commitments	SR: 19, 24
	2-24	Embedding policy commitments	SR: 19, 24
	2-25	Processes to remediate negative impacts	SR: 24

GRI Index continued

GRI standard	Disclosure number	Disclosure title	Disclosure (page) / Comment
General disclosures			
	2-26	Mechanisms for seeking advice and raising concerns	SR: 24
	2-27	Compliance with laws and regulations	SR: 2, 13
	2-28	Membership associations	SR: 19, 45
Stakeholder engagement	2-29	Approach to stakeholder engagement	IR: 22 to 25
	2-30	Collective bargaining agreements	SR: 38, 67
Material topics			
Disclosures on material topics	3-1	Process to determine material topics	SR: 4 IR: 2
	3-2	List of material topics	SR: 17, 22
	3-3	Management of material topics	SR: 21, 22
Economic performance			
Topic disclosures	201-1	Direct economic value generated and distributed	IR: 5 AFS
	201-2	Financial implications and other risks and opportunities due to climate change	CDP C3
	201-3	Defined benefit plan obligations and other retirement plans	IR Remuneration report: 77, 80
	201-4	Financial assistance received from government	Information incomplete
Market presence			
Topic disclosures	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Information incomplete
	202-2	Proportion of senior management hired from the local community	Data not currently available
Indirect economic impacts			
Topic disclosures	203-2	Significant indirect economic impacts	SR: 42, 43, 46 to 50
Procurement practices			
Topic disclosures	204-1	Proportion of spending on local suppliers	SR: 42, 68
Anti-corruption			
Topic disclosures	205-1	Operations assessed for risks related to corruption	IR: 68
	205-2	Communication and training about anti-corruption policies and procedures	SR: 24
	205-3	Confirmed incidents of corruption and actions taken	SR: 66
Anti-competitive behaviour			
Topic disclosures	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None



GRI Index continued

GRI standard	Disclosure number	Disclosure title	Disclosure (page) / Comment
Tax			
Topic disclosures	207-1	Approach to tax	IR: 68
	207-2	Tax governance, control, and risk management	IR: 68
	207-3	Stakeholder engagement and management of concerns related to tax	IR: 24
	207-4	Country-by-country reporting	
Materials			
Topic disclosures	301-2	Recycled input materials used	SR: 60 to 62
Energy			
Topic disclosures	302-1	Energy consumption within the organisation	SR: 55, 69
	302-2	Energy consumption outside of the organisation	CDP C9
	302-3	Energy intensity	SR: 69
	302-4	Reduction of energy consumption	SR: 54 to 56
	302-5	Reductions in energy requirements of products and services	SR: 54, 56
Water and effluents			
Topic disclosures	303-1	Interactions with water as a shared resource	CDP C3 & C9
	303-2	Management of water discharge-related impacts	CDP C3 & C9
	303-3	Water withdrawal	SR: 70, CDP C9
	303-4	Water discharge	SR: 70, CDP C9
	303-5	Water consumption	SR: 70, CDP C9   Partly omitted: Reporting requirements c and d not reported. Baseline for water storage calculated in FY 2024 and any changes in water storage may be disclosed in FY 2025.
Biodiversity			
Topic disclosures	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Partial data is available. We are working on systems to allow full reporting in the future, and to align with GRI's new Biodiversity Topic Standard
	304-2	Significant impacts of activities, products and services on biodiversity	SR: 63
	304-3	Habitats protected or restored	Data not currently available. We plan to implement processes that will enable future reporting
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Data not currently available. We plan to implement processes that will enable future reporting

GRI Index continued

GRI standard	Disclosure number	Disclosure title	Disclosure (page) / Comment
Emissions			
Topic disclosures	305-1	Direct (Scope 1) GHG emissions	SR: 54, 69, 70
	305-2	Energy indirect (Scope 2) GHG emissions	SR: 54, 69, 70
	305-3	Other indirect (Scope 3) GHG emissions	SR: 54, 69, 70
	305-4	GHG emissions intensity	SR: 70
	305-5	Reduction of GHG emissions	SR: 54
	305-6	Emissions of ozone-depleting substances (ODS)	CDP C7
	305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	CDP C7 Reporting requirements a ii-vii omitted as not applicable due to insignificant emissions, except for NOx, which is reported in our CDP report
Waste			
Topic disclosures	306-1	Waste generation and significant waste-related impacts	SR: 59
	306-2	Management of significant waste-related impacts	SR: 59 to 62
	306-3	Waste generated	SR: 70
	306-4	Waste diverted from disposal	SR: 59, 60, 70
	306-5	Waste directed to disposal	SR: 70
Supplier environmental assessment			
Topic disclosures	308-1	New suppliers that were screened using environmental criteria	SR: 24 Shoprite expects compliance with its Supplier Code of Conduct but does not conduct formal environmental screenings
	308-2	Negative environmental impacts in the supply chain and actions taken	Shoprite expects compliance with its Supplier Code of Conduct and addresses material environmental issues with suppliers, for example private label packaging and product ingredients.
Employment			
Topic disclosures	401-1	New employee hires and employee turnover	SR: 67, 76
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR: 37 IR: 80, 86
	401-3	Parental leave	In line with legislation
Occupational health and safety			
	403-1	Occupational health and safety management system	SR: 39
	403-2	Hazard identification, risk assessment, and incident investigation	SR: 39
	403-3	Occupational health services	SR: 39



GRI Index continued

GRI standard	Disclosure number	Disclosure title	Disclosure (page) / Comment
	403-4	Worker participation, consultation, and communication on occupational health and safety	SR: 39
	403-5	Worker training on occupational health and safety	SR: 39
	403-6	Promotion of worker health	SR: 41
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR: 40
	403-8	Workers covered by an occupational health and safety management system	SR: 39
	403-9	Work-related injuries	SR: 41, 68
	403-10	Work-related ill health	SR: 41
Training and education			
Topic disclosures	404-1	Average hours of training per year per employee	SR: 68
	404-2	Programmes for upgrading employee skills and transition assistance programs	SR: 32 to 34
	404-3	Percentage of employees receiving regular performance and career development reviews	All permanent employees
Diversity and equal opportunity			
Topic disclosures	405-1	Diversity of governance bodies and employees	SR: 36, 66 IR: 65
	405-2	Ratio of basic salary and remuneration of women to men	Data not available
Non-discrimination			
Topic disclosures	406-1	Incidents of discrimination and corrective actions taken	
Freedom of association and collective bargaining			
Topic disclosures	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None
Child labour			
Topic disclosures	408-1	Operations and suppliers at significant risk for incidents of child labour	None
Forced or compulsory labour			
Topic disclosures	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	None
Security practices			
Topic disclosures	410-1	Security personnel trained in human rights policies or procedures	SR: 24
Local communities			
Topic disclosures	413-1	Operations with local community engagement, impact assessments, and development programs	SR: 25 to 30

GRI Index continued

GRI standard	Disclosure number	Disclosure title	Disclosure (page) / Comment
	413-2	Operations with significant actual and potential negative impacts on local communities	Shoprite mitigates potential negative impacts through community engagement, environmental assessments, and CSI programmes, ensuring responsible operations and positive local development
Supplier social assessment			
Topic disclosures	414-1	New suppliers that were screened using social criteria	Shoprite expects compliance with its Supplier Code of Conduct but does not conduct formal environmental screenings
	414-2	Negative social impacts in the supply chain and actions taken	Shoprite expects compliance with its Supplier Code of Conduct but currently does not formally identify or address specific social impacts in the supply chain
Public policy			
Topic disclosures	415-1	Political contributions	None
Customer health and safety			
Topic disclosures	416-1	Assessment of the health and safety impacts of product and service categories	SR: 44
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	SR: 44
Marketing and labelling			
Topic disclosures	417-1	Requirements for product and service information and labeling	SR: 30, 44, 62
	417-2	Incidents of non-compliance concerning product and service information and labeling	None
	417-3	Incidents of non-compliance concerning marketing communications	None
Customer privacy			
Topic disclosures	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Shoprite prioritises privacy but does not disclose data on breaches



# Employee profile by region

2024

2023

South Africa

TOTAL	FEMALE	MALE
Number of employees		
142 038	91 296	50 742
136 332	88 550	47 782
Number of permanent contract employees		
139 129	89 853	49 276
133 947	87 289	46 658
Number of temporary/fixed-term contract employees		
2 909	1 443	1 466
2 385	1 261	1 124
Number of full-time employees		
53 658	29 444	24 214
52 222	28 770	23 452
Number of part-time employees		
88 380	61 852	26 528
84 110	59 780	24 330

Angola			
TOTAL	FEMALE		MALE
Number of employees			
3 170	1 436	1 734	
2 988	1 350	1 638	
Number of permanent contract employees			
2 796	1 257	1 539	
2 759	1 273	1 486	
Number of temporary/fixed-term contract employees			
374	179	195	
229	77	152	
Number of full-time employees			
3 170	1 436	1 734	
2 988	1 350	1 638	
Number of part-time employees			
-	-	-	
-	-	-	

Botswana			
TOTAL	FEMALE		MALE
Number of employees			
1 442	784	658	
1 409	774	635	
Number of permanent contract employees			
1 442	784	658	
1 407	772	635	
Number of temporary/fixed-term contract employees			
-	-	-	
2	2	-	
Number of full-time employees			
918	496	422	
885	469	416	
Number of part-time employees			
524	288	236	
524	305	219	

eSwatini			
TOTAL	FEMALE	MALE	
Number of employees			
1 301	790	511	
1 157	732	425	
Number of permanent contract employees			
1 301	790	511	
1 156	731	425	
Number of temporary/fixed-term contract employees			
-	-	-	
1	1	-	
Number of full-time employees			
501	247	254	
437	224	213	
Number of part-time employees			
800	543	257	
720	508	212	

Ghana			
TOTAL	FEMALE		MALE
Number of employees			
635	339	296	
612	312	300	
Number of permanent contract employees			
635	339	296	
612	312	300	
Number of temporary/fixed-term contract employees			
-	-	-	
-	-	-	
Number of full-time employees			
477	228	249	
460	216	244	
Number of part-time employees			
158	111	47	
152	96	56	

Lesotho			
TOTAL	FEMALE	MALE	
Number of employees			
1 337	783	554	
1 156	678	478	
Number of permanent contract employees			
1 337	783	554	
1 156	678	478	
Number of temporary/fixed-term contract employees			
-	-	-	
-	-	-	
Number of full-time employees			
336	175	161	
300	154	146	
Number of part-time employees			
1 001	608	393	
856	524	332	

Malawi			
TOTAL	FEMALE	MALE	
Number of employees			
351	168	183	
367	179	188	
Number of permanent contract employees			
351	168	183	
367	179	188	
Number of temporary/fixed-term contract employees			
-	-	-	
-	-	-	
Number of full-time employees			
275	127	148	
287	130	157	
Number of part-time employees			
76	41	35	
80	49	31	

Mozambique			
TOTAL	FEMALE		MALE
Number of employees			
1 234	635	599	
1 228	644	584	
Number of permanent contract employees			
1 231	634	597	
1 225	644	581	
Number of temporary/fixed-term contract employees			
3	1	2	
3	–	3	
Number of full-time employees			
1 161	610	551	
1 207	636	571	
Number of part-time employees			
73	25	48	
21	8	13	

Namibia			
TOTAL	FEMALE		MALE
Number of employees			
4 625	2 896	1 729	
4 593	2 894	1 699	
Number of permanent contract employees			
4 612	2 895	1 717	
4 583	2 894	1 689	
Number of temporary/fixed-term contract employees			
13	1	12	
10	–	10	
Number of full-time employees			
2 548	1 463	1 085	
2 559	1 471	1 088	
Number of part-time employees			
2 077	1 433	644	
2 034	1 423	611	

Zambia			
TOTAL	FEMALE		MALE
Number of employees			
4 083	2 200		1 883
3 884	2 064		1 820
Number of permanent contract employees			
4 077	2 200		1 877
3 879	2 062		1 817
Number of temporary/fixed-term contract employees			
6	–		6
5	2		3
Number of full-time employees			
2 184	1 100		1 084
2 119	1 055		1 064
Number of part-time employees			
1 899	1 100		799
1 765	1 009		756

# Administration

## Shareholders' diary

### June

Financial year end

### August

Reviewed results

### October

Payment of final ordinary dividend  
Publishing of Integrated Report

### November

Annual General Meeting

### December

End of financial half-year

### March

Interim results

### April

Payment of interim ordinary dividend

**Please consult our website**

**[www.shopriteholdings.co.za](http://www.shopriteholdings.co.za) for the latest published diary dates.**

## Executive Directors

PC Engelbrecht (CEO), A de Bruyn (CFO)

## Independent Non-executive Directors

WE Lucas-Bull (Chairman), NN Gobodo, P Cooper,  
L de Beer, GW Dempster, MLD Marole, SN Maseko,  
H Mathebula, PD Norman, EA Wilton

## Non-executive Director

CH Wiese

## Alternate Non-executive Director

JD Wiese

## Company Secretary

LM Goliath

## Registered office

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PO Box 215, Brackenfell, 7561, South Africa  
Telephone: +27 (0)21 980 4000  
Website: [www.shopriteholdings.co.za](http://www.shopriteholdings.co.za)

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### South Africa

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Website: [www.computershare.com](http://www.computershare.com)

### Namibia

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# Glossary

<b>AFS</b>	Annual Financial Statements
<b>AI</b>	Artificial Intelligence
<b>ARC</b>	Audit and Risk Committee
<b>B-BBEE</b>	Broad-based Black Economic Empowerment
<b>CDP</b>	Carbon Disclosure Project
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CGSO</b>	Consumer Goods and Services Ombud
<b>CMMI</b>	Capability Maturity Model Integration
<b>CSI</b>	Corporate Social Investment
<b>CSO</b>	Chief Sustainability Officer
<b>DC</b>	Distribution Centre
<b>ECD</b>	Early Childhood Development
<b>EDI</b>	Executive Deferred Incentives
<b>EE</b>	Employment Equity
<b>EPR</b>	Extended Producer Responsibility
<b>ERM</b>	Enterprise Risk Management
<b>ESD</b>	Enterprise and Supplier Development
<b>ESG</b>	Environmental, Social and Governance
<b>EVP</b>	Employee Value Proposition
<b>EWP</b>	Employee Wellness Programme
<b>FIFR</b>	Fatal Injury Frequency Rate
<b>FSC</b>	Forest Stewardship Council
<b>FY</b>	Financial Year
<b>GBF</b>	Global Biodiversity Framework
<b>GHG</b>	Greenhouse Gas
<b>GRI</b>	Global Reporting Initiative
<b>IFRS</b>	International Financial Reporting Standards
<b>IPP</b>	Independent Power Producers
<b>&lt;IR&gt;</b>	Integrated Reporting
<b>&lt;IR&gt; Framework</b>	Integrated Reporting Framework
<b>ISO</b>	International Organization of Standardization
<b>IT</b>	Information Technology
<b>IUCN</b>	International Union for the Conservation of Nature
<b>JSE</b>	Johannesburg Stock Exchange
<b>King IV™</b>	King IV™ Code on Corporate Governance 2016, published as part of the King IV™ Report
<b>KPI</b>	Key Performance Indicator
<b>kWh/MWh</b>	Kilowatt-hour and Megawatt-hour
<b>LED</b>	Light-emitting Diode
<b>LTI</b>	Lost-time Injuries
<b>LTIFR</b>	Lost Time Injury Frequency Rate
<b>LuSE</b>	Lusaka Stock Exchange
<b>MTC</b>	Medical Treatment Cases

<b>NGO</b>	Non-governmental Organisation
<b>NOSTOP</b>	Never Overthink Situations Transfer Opportunities Passionately
<b>NPAT</b>	Net Profit After Tax
<b>NPO</b>	Non-profit Organisation
<b>NQF</b>	National Qualifications Framework
<b>NSFAS</b>	National Student Financial Aid Scheme
<b>NSX</b>	Namibian Stock Exchange
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>OHS</b>	Occupational Health and Safety
<b>OMP</b>	Occupational Medicine Practitioner
<b>OPRL</b>	On-pack Recycling Label
<b>PRO</b>	Producer Responsibility Organisation
<b>(Pty) Ltd</b>	Proprietary Limited
<b>PV</b>	Photovoltaic (conversion of light into electricity)
<b>QCTO</b>	Quality Council for Trade and Occupations
<b>R&amp;D</b>	Research and Development
<b>RRP</b>	Retail Readiness Programme
<b>RSA</b>	Republic of South Africa
<b>RTFFR</b>	Road Transport Fatal Frequency Rate
<b>SACCAWU</b>	South African Commercial, Catering and Allied Workers Union
<b>SASB</b>	Sustainability Accounting Standards Board
<b>SASSA</b>	South African Social Security Agency
<b>SASSI</b>	Southern African Sustainable Seafood Initiative
<b>SBTi</b>	Science Based Targets initiative
<b>SDGs</b>	Sustainable Development Goals
<b>SEC</b>	Social and Ethics Committee
<b>SET</b>	Shoprite Employee Trust
<b>SIZA</b>	Sustainable Initiative of South Africa
<b>SMME</b>	Small, Medium and Micro-enterprise
<b>SR</b>	Sustainability Report
<b>SRD</b>	Social Relief of Distress
<b>STI</b>	Short-term Incentives
<b>TCFD</b>	Task Force on Climate-related Financial Disclosures
<b>tCO<sub>2</sub>e</b>	Tonnes of carbon dioxide equivalent
<b>TLIC</b>	Talent and Learning Investment Committee
<b>TRIFR</b>	Total Recordable Injury Frequency Rate
<b>UN</b>	United Nations
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNGC</b>	United Nations Global Compact
<b>USSD</b>	Unstructured Supplementary Service Data
<b>WWF</b>	World Wide Fund for Nature
<b>YES</b>	Youth Employment Services