



Supporting our communities



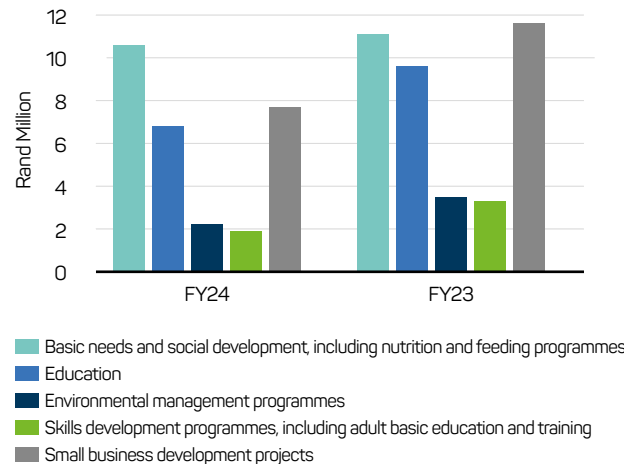
Customers support businesses that give back to the communities they serve. As customers reward us with their loyalty, we can grow, serve more customers, generate more jobs and help build resilience in our communities.

Our CSI strategy emphasises the importance of taking an inclusive and collaborative approach, which we tailor to meet the diverse requirements of the communities we serve. We prioritise knowledge sharing among our cross-regional teams to drive collective action and accountability and leverage best practices and innovative solutions.

Through our CSI strategy, we support sustainable development by:

- Investing in education, healthcare and infrastructure projects to enhance community well-being
- Fostering environmental stewardship through community-based programmes
- Supporting local businesses and entrepreneurs

Pick n Pay CSI



Pick n Pay CSI spend was reduced in line with the prudence exercised across all categories of operating spend as a result of the losses incurred in the business. CSI remains a priority for Pick n Pay but needs to be managed carefully within available resources, and will increase once profitability is restored. CSI spend in our Boxer business was not constrained over the year, with significant ongoing investment in community-based upliftment projects.

Boxer's Ubuntu Projects

Launched in 2002, Boxer's Ubuntu Projects programme supports thousands of individuals and organisations in communities that need it most.

Examples of initiatives include, among others:


- Collaborating with the Smile Foundation, which provides life-changing reconstructive surgery to children. Since launching this partnership in 2002, Boxer has sponsored surgeries for 19 children.
- Boxer has a long-standing relationship with the South African Police Service (SAPS) and assists police stations in surrounding communities with refurbishing their victim-friendly rooms. SAPS makes these rooms available to any child or adult who requires counselling and support. Boxer has refurbished nine victim-friendly rooms in all nine provinces across South Africa.
- The Boxer Athletics Club was established in 2005 and supports professional and amateur athletes across South Africa.

Read about Boxer's educational initiatives on page 38 and how Boxer supports small businesses on page 36.

Boxer's Ubuntu Projects programme focuses on four key areas:

- Education, including assisting the youth and promoting career-defining paths through opportunities that include Boxer's Youth Leadership Programme.
- Small business assistance, including supporting, uplifting and creating opportunities to empower local individuals and organisations across southern Africa.
- Communities, including benefitting customers through job creation, food parcels, school support, and partnerships with community organisations.
- Sports development, recognising sport's important role in empowering and bringing communities together.

Supporting our Boxer communities



90%
of new store employees from local communities

90
small scale rural farmers supplying Boxer Eastern Cape stores

1 100
learners benefitted from Boxer's Youth Leadership Programme

250
permanent jobs created through recycling projects

Targeting hunger

Food insecurity is a significant problem in South Africa, with many people living in poverty and struggling to access enough food to meet their basic needs.

We contribute towards alleviating hunger in South Africa by keeping essential items affordable. We support income-generating rural and urban food community gardens, develop small-scale farmers through Boxer, donate excess food from our stores, and support the Feed the Nation Foundation's hunger relief efforts.

Read more about Boxer's small-scale farming initiative on page 27.

Food gardens

Working closely with Pick n Pay, the Ackerman Pick n Pay Foundation (APF) partners with organisations nationally to train communities on establishing and maintaining income-generating rural and urban community food gardens.

APF sponsors 200 emerging and smallholder farmers at the Buhle Farmers' Academy, which establishes viable farming businesses through effective skills training and support. Farmers receive theoretical and practical training covering vegetable, livestock, grain and poultry production. They also receive training in business management and life skills alongside support services.

APF partnered with A Spring of Hope, a community development organisation, to install shade netting and design and develop organic vegetable gardens at 20 schools in Mpumalanga and Limpopo. In addition to providing students with food for lunches, additional income is earned by selling excess yield to the community. FY24 highlights include:

- 658 Food garden projects supported in FY24
- 245 Total number of active community food gardens
- 413 Total number of active home gardens
- 6 269 Individuals supported in FY24
- 5 Early childhood development centres supported in FY24
- R10 000 Average monthly income generated

Distributing excess food



FoodForward SA



Pick n Pay is one of FoodForward SA's largest retail partners. During FY24, we contributed 901 tonnes of edible surplus food from our stores to FoodForward SA to the value of R40 million.

FoodForward SA distributed this food to 2 451 beneficiary organisations, which helped provide 3.6 million meals in FY24.

In FY24, we increased the scale of our partnership with FoodForward SA to include more stores and by steadily including excess food in our supply chain. We onboarded all stores in the Western Cape with FoodForward SA and aim to extend our partnership with FoodForward SA to our KwaZulu-Natal and Gauteng stores in FY25.

Looking ahead, we are confident this will enable us to increase our food waste diversion and surplus food donations considerably.

FY24 Impact:

R40 million
value of food distributed

3.6 million
meals distributed

901 tonnes
of edible surplus food donated



Feed the Nation Foundation



Pick n Pay supports vulnerable communities through the Feed the Nation Foundation's sustained national food drive. We also provide hampers to support child-headed households within Pick n Pay School Club through the Feed the Nation Foundation.

Impact since inception:

R189 million
value of food distributed

44.2 million
meals distributed

242 079
hampers distributed



SA Harvest



This year, Boxer partnered with SA Harvest to increase surplus food donations to vulnerable communities across South Africa while reducing food waste to landfills. To help measure the impact of this partnership going forward, Boxer is working with our sustainability team to improve how the business measures and tracks its food waste alongside setting clear food waste reduction targets.

Through its partnership with Boxer, SA Harvest has contributed R11 million worth of food towards hunger relief efforts in FY24.

Targeting education

Spotlight | Showcasing Pick n Pay School Club

Access to quality education enables individuals and communities to break the cycle of poverty by increasing their earnings potential, fostering economic growth, and promoting social mobility.

Established in 2003, Pick n Pay School Club is South Africa's largest brand-funded educational resource programme. Through Pick n Pay School Club, we strive to meaningfully and sustainably impact the lives of educators and learners by providing a wide range of free, curriculum-compliant educational materials that help students reach their full potential. Educational materials include workbooks, with lesson plans and worksheets, activity books, posters, certificates, recognition badges and other support materials, available on a central online platform.

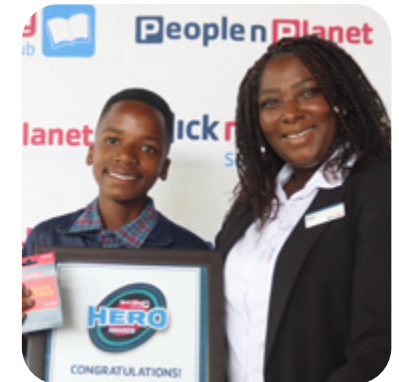
Pick n Pay School Club has distributed 410 tonnes of educational materials to 2 500 primary schools since 2003.

Pick n Pay School Club expands its reach and impact through social media platforms, which provide a powerful educational channel for health and environmental-related issues.

Social media campaigns in FY24 included sharing health tips to encourage our followers to opt for healthier and more sustainable food choices (such as our Live Well brand), showcasing our small business partners, promoting environmental causes, and distributing additional educational materials.

Pick n Pay School Club's reach across South Africa

87 500	1 875 000	2 812 500	3 280	6 to 9 years
Educators	Learners	Guardians	Schools (private, urban, peri-urban and rural)	The average length of participation by schools



Expanding our reach through a growing social media presence

94 044	644 487	1 526	343
Followers in FY24	Monthly average social media reach	Average number of new followers monthly	Pieces of content posted in FY24



Spotlight | Showcasing Pick n Pay School Club (continued)

A focused approach to ensuring we are making a sustainable impact

In FY22, Pick n Pay School Club embarked on a three-year study to monitor the programme's impact on learners and educators, aligned with international standards and the SDGs. We concluded this assessment in FY24, and it provided valuable insights into how we can improve our service to schools and communities.

98.6% of schools feel that the educational material provided by Pick n Pay School Club increases learners' understanding of the content covered in the curriculum. 99.3% feel it improves learners' general knowledge. 98.1% feel it improves learners' marks.

99% of schools feel that the educational material provided by Pick n Pay School Club supports educators in their specific teaching field. 92% of educators feel that the material provided has empowered them in the classroom.

While we received an average rating of 89% for the educational material supplied to schools, we noted demand for content to be available in other languages and greater diversity in the content we supply.

Our contribution to the SDGs

The outcome of the study demonstrated a meaningful contribution to the following SDGs (with a particular focus on SDG 4 and SDG 16):

	Goals
	<ul style="list-style-type: none"> • Improve learners' understanding of prescribed content. • Improve learners' general knowledge.
	<ul style="list-style-type: none"> • Develop, support and encourage recycling projects.
	<ul style="list-style-type: none"> • Provide a formal programme to foster leadership and teamwork at schools.
	<ul style="list-style-type: none"> • Acknowledge schools as sustainable development partners. • Present new partnerships that support education.

We will continue to expand the reach of Pick n Pay School Club in the year ahead. We will also focus on developing new and diverse content, with a specific focus on recycling, the environment and health and well-being.

Find out more about Pick n Pay School Club at www.schoolclub.co.za.

Our Pick n Pay School Club Hero Awards programme is a popular ongoing initiative in primary schools, celebrating everyday acts of bravery, kindness and tolerance among learners who are rewarded with Pick n Pay store vouchers. In FY24, we recognised 981 learners and 216 schools through our Hero Awards programme.

Fostering environmental stewardship

We raise awareness of simple ways people can reduce their environmental impacts.

- In partnership with Clover Danone, we collected 287 273 yoghurt tubs from Pick n Pay School Club members – diverting 1 235 kg of waste from landfill. The tubs were upcycled into envirocrete bricks and used as part of a multi-year project to build a library at Nageng Primary School in Vosloorus. This library was completed in FY24, using one million yoghurt tubs.
- Pick n Pay School Club distributed 35 000 pencil bags made from recycled PET plastic bottles to 200 schools.
- In partnership with Albany Bakeries, we collected 293 678 bread packets from 80 schools.
- In collaboration with PETCO, we have created and provided educational, curriculum-aligned, grade-specific content focusing on plastic recycling to 500 schools each year over the past three years.
- In partnership with Polyco, 85 schools received a share of 320 recycle bins. In addition, 2 500 primary schools received educational materials on how to start a school recycling programme.

- Pick n Pay School Club members regularly participate in community clean-ups to encourage our youth to positively impact the environment. We hosted eight community clean-ups in FY24. Boxer also undertakes community clean-ups in and around the communities we serve. This included a beach clean-up in Durban, with more than 600 kg of waste collected, and a community clean-up initiative involving 117 unemployed youth.
- Pick n Pay continued its partnership with Waste-ED to create awareness about improper waste disposal and provide communities with practical solutions and the right tools to use waste as a resource.

Spotlight | Pick n Pay Clothing

Pick n Pay Clothing donates damaged and returned items to Taking Care of Business (previously The Clothing Bank). Taking Care of Business is a non-profit social enterprise focused on empowering unemployed South Africans by repurposing unwanted fashion and other products and creating self-employment opportunities within the circular economy. In FY24, we donated clothing to the retail value of R15.5 million.

Pick n Pay has collaborated with the Sunflower Fund for 20 years. In FY24, we sold 21 988 “tope” bandanas during the Sunflower Day campaign, raising R450 700 towards fighting blood diseases like leukaemia.

The designs of our reusable shopping bags create awareness and funding for local non-profit organisations as proceeds from these bag sales go to selected charities.

Spotlight | Boxer: growing tomorrow's leaders today

Boxer launched its annual Youth Leadership Programme in 2002. This five-day programme targets disadvantaged youth and creates an opportunity for them to acquire essential leadership and teamwork skills through workshops and engaging, practical challenges. Each year, up to 50 learners from across the country and Eswatini join the programme.

Boxer has supported over 1 100 learners from under-resourced schools and communities across South Africa through its Ubuntu Projects programme since inception. Boxer supplies these schools with various goods and services, including gardening equipment to encourage schools to grow fresh produce and sports equipment to ensure learners benefit from physical activity. Boxer further helps schools refurbish their existing facilities.

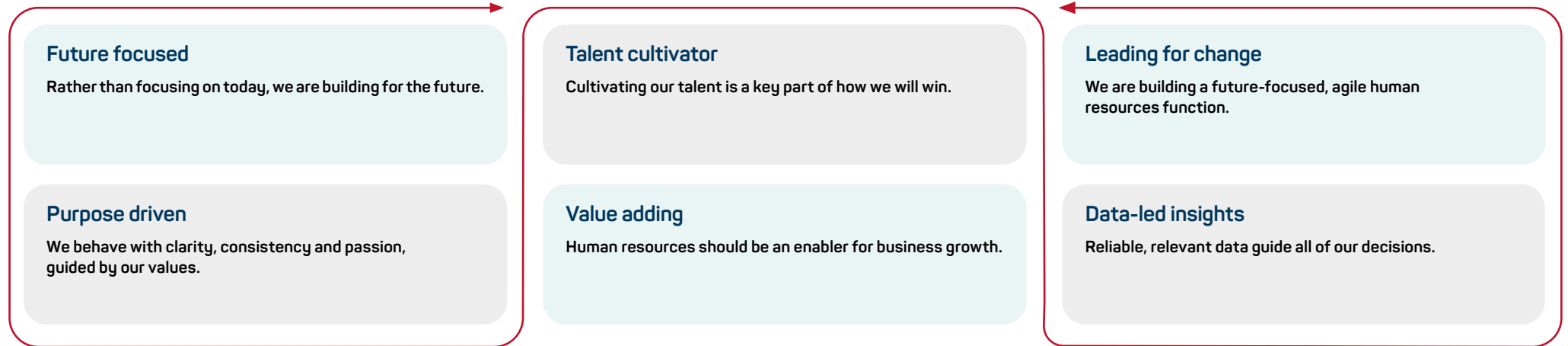


Investing in our people



Our people are the heart of what we do. In striving to be an employer of choice, we are committed to providing our employees with rewarding jobs, effective training and development opportunities, competitive pay, good working conditions and an opportunity to progress.

Our people strategy



- Ensuring that we offer our employees a dynamic workplace experience whether they work in our stores or corporate office.
- Expanding our focus on remuneration to ensure it is more holistic and considers elements of recognition, development and reward.
- Relooking our approach to talent and development to ensure we consider each aspect of an employee's career journey.
- Driving automation and efficiency in our employee practices.



In May and June 2024, Boxer and Pick n Pay successfully concluded and signed three-year wage agreements for their non-management bargaining unit employees, this follows the successful conclusion of a two-year wage agreement with the Joint Affirmative Management Forum (Jamafo) in FY24.

Health, safety and well-being

Health and safety

Employees receive health and safety training as part of their induction, and we provide specific training where required.

We have a team of occupational health and safety (OHS) practitioners who co-ordinate our health and safety activities and provide health advice and referrals when needed.

We conduct monthly internal OHS audits to ensure compliance with the OHS Act and identify and address areas for corrective action or improvement.

This year, we launched a series of in-store campaigns to communicate the importance of workplace safety and to advise our employees on how to prevent injuries on duty. Communication channels included posters, email newsletters, safety meetings, and face-to-face training. As an outcome of these campaigns, injuries on duty for the Group reduced from 1 490 in FY23 to 1 402 in FY24.

We established an operations centre in December 2023 to manage security-related risks at our stores. This centre leverages advanced technologies such as data analytics and remote monitoring capabilities to improve threat detection and response. We also strengthened collaboration with external stakeholders, including law enforcement agencies, to ensure a co-ordinated response to security incidents and better sharing of information and resources.



Employee well-being

Our wellness programme covers mental, physical and financial well-being. Key activities for the past year included:

- Hosting in-person and online wellness days in Pick n Pay, with talks and workshops focused on the five pillars of our wellness strategy, mental, physical, financial, benefits & loyalty and cyber wellness.
- Introducing pre-retirement seminars to assist employees within five years of retirement.
- Partnering with PayMeNow, a platform that enables employees to instantly access a portion of their net salary. As part of this initiative, employees receive free training on managing their money responsibly and reaching their financial goals.
- Conducting health awareness campaigns to encourage employees to complete wellness screenings, including blood pressure, glucose, cholesterol, body mass index and HIV tests.
- Appointing a full-time nurse for Boxer to oversee all in-store wellness screenings.
- Partnering with ICAS (Independent Counselling and Advisory Services) to provide our employees with 24/7/365 counselling services. These services are freely available to employees and their families and cover all aspects of wellness, including mental, physical and financial well-being.

Survey results indicated that our employees feel more productive and engaged when together. We suspended our hybrid working policy for office-based employees, with all employees returning to the office full-time from FY25.

Pick n Pay conducts quarterly employee engagement surveys (eNPS¹) to assess the drivers of morale, motivation and productivity and address areas of dissatisfaction. This has provided us with key insights and learnings while we navigate change and uncertainty within our operations.

Diversity, equity and inclusion

The Group's Code of Ethics and enduring values set out the behaviours we expect of all our colleagues, supported by various anti-discrimination policies.

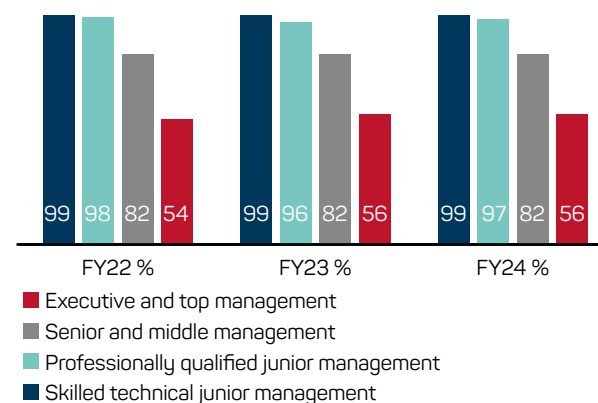
We have a zero-tolerance approach to bullying, harassment, gender-based violence (GBV) and victimisation.

A toll-free, confidential reporting service operated by an independent whistleblowing service provider enables employees to raise concerns about potentially unethical, unlawful or unsafe conduct or practices.

To foster our desired culture, we are implementing a multi-year campaign to deepen awareness of the Group's values and ethics through behaviour-based initiatives.

Our five-year employment equity (EE) plan sets progressive EE targets and commitments, supported by our diversity and inclusion strategy, which the Board approved in FY24.

We have consistently exceeded our EE targets for the past five years.



We retained our level 5 BBBEE rating as at the date of publishing this report. We expect the updated rating to be released within the next two months. Women represent 64% of our workforce and 32% of top and senior management.

We continue providing opportunities for people with disabilities through our retail operations learnership programme. As of FY24, we employ 809 people living with disabilities, with 27 in managerial positions. Boxer continues to apply its policy of employing two people living with disabilities at every new store it opens.

Training and development

Programmes to ensure ongoing talent pipeline progress include our 12-month training and work experience programme for graduates, Chartered Accountant (SA) programme, retail business performance management programme for middle management, and learnership programmes. In addition, Boxer funds bursaries for 38 employees in association with W&RSETA, as well as a bursary scheme to subsidise the cost of higher education for employees and their children.

This year, we invested R103.7 million across the Group (FY23: R102 million) in learning and skills development. HDSA employees accounted for 98.5% of those trained, of who 67% were women.

Our cloud-based system, Workday, continues to improve our human resources capability in Pick n Pay and delivery through digitalisation. The platform maintains our people data on one core system and empowers our employees and line managers to manage their working lives better through self-service and personal development tools. Boxer uses Yobic, which offers similar functionality. In FY24, we launched Workday Recruitment, an automated end-to-end solution that streamlines and manages all aspects of employee recruitment and onboarding.

Pick n Pay uses the Udemy for Business platform for skills development as a responsive and flexible way of providing a broad range of courses to employees in our corporate functions, as well as managers in company-owned store operations. Employees can access high-end courses that deliver relevant skills on demand and complete them when convenient.

¹ The Employee Net Promoter Score (eNPS) measures how likely employees are to recommend the Group as a good place to work.



In 2023, Boxer was recognised at the W&RSETA Good Practice Awards for its exceptional dedication to skills development. Boxer was named the best super large retailer in skills development.

Advanced e-learning in Pick n Pay

+8 000

The number of training courses offered through Udemy for Business

61 261

The number of e-learning courses completed in FY24

Talent management and succession planning

The past year was one of the most challenging in the Group's trading history. Our people experienced intensified competitor trading, significant leadership changes, and continued increased cost of living realities.

The Board and senior management team responded swiftly, announcing a new Chief Executive Officer and restructuring and appointing a new leadership team. 80% of these appointments were internal and leveraged the Group's deep skill and experience. The remaining appointments were former employees, who were able to quickly apply their knowledge and experience within the business without lengthy induction periods.

This challenging period, and the need for a quick and effective response, highlighted the importance of ensuring well-defined talent pipeline, succession and development plans.

As part of our human capital strategy we conduct talent mapping to identify and fill talent gaps in the Group. We train and develop skills and provide adequate support and mentoring to ensure progression and succession in the business.

We are committed to a talent and succession that creates a diverse workforce, encompassing a wide range of backgrounds, perspectives, and experiences. We strive to create an inclusive environment where every employee feels valued, respected, and empowered to contribute to their fullest potential. Our initiatives include comprehensive training programmes, equitable hiring practices, and employee resource groups that support and celebrate the unique contributions of our team members. By embracing diversity and inclusion, we not only enhance our organisational culture but also better serve our customers and communities, driving sustainable success for all.