# Risk and IT Committee

- Overseeing the group's planning and response to the Durban port delays in late 2023
- Continued monitoring and ensuring timely insurance renewals and residual claims from the July 2021 civil unrest
- Overseeing the integration of ERM in the strategy review process
- Continued monitoring to achieve a more integrated, proactive and continuous ERM
- Supporting management on the group's energy response plan (loadshedding first mitigation)
- Overseeing technology innovation, through the migration of significant portions of the legacy application base to modern cloud solutions and further maximising investments already made while simplifying the overall technology landscape
- Continued monitoring of the group's unified security operations programme to further innovate and streamline all prevention, detection, analysis and response efforts and provide improved visibility into the immediate threat landscape
- Overseeing delivery on strategic technology projects that enable the achievement of the group's vision and strategy
- Guiding continued investment in automation capabilities to facilitate associates focusing on more value adding activities
- Supporting investment in further data analytics skills to build required reporting that creates actionable insights, and increase the adoption of data-led decision making across the group

## Future focus areas

- Continuous enhancement of the group's combined assurance framework
- Assessment on the movement of strategic risks (elevation and reduction) and the group's response thereof
- ERM methodology enhancements with linkage to strategy achievement
- Continued monitoring of the group's response to the South African energy crisis
- Resilience and crisis management
- Continued monitoring of risk appetite and tolerances
- Monitoring developments in advanced data analytics, machine learning, and natural language processing to enhance customer experience, personalisation, product recommendation, pricing and forecasting
- Oversee investment in customer-centric solutions using digital platforms and tools to build and maintain long-term relationships with customers, increase retention and loyalty, while offering rewards and incentives
- Oversee the introduction of enhanced application capabilities to support enhanced merchandise processes from product development to customer engagement
- Continued oversight of the implementation of the cyber security roadmap

| Chair | Members |
|---|---|
| Nigel Payne | Daisy Naidoo, Jane Canny, Harish Ramsumer (appointed 1 July 2023), Mark Blair, Praneel Nundkumar (appointed 1 August 2023), Neill Abrams (appointed 1 December 2023) |

## Role

The Committee has been delegated responsibility for governing and overseeing the risk, information and technology (IT) activities of the group. The RITC mandate is available on the group's website **www.mrpricegroup.com**.

The committee is responsible for assisting the board in its oversight of risk, reviewing the group's risk appetite and risk profile in relation to strategy, reviewing the effectiveness of the group's risk management framework and the methodology used in determining the group's risk profile and respective responses. The committee's responsibility is to ensure that risks and opportunities are considered and managed in a manner that influences and fulfils the setting and achievement of the group's strategy (detailed in the **enterprise risk management (ERM) section ◆** on pages 97 to 104 and **material matters section ◆** on pages 105 to 110). The committee members, their qualifications and experience, the number of meetings held and attendance at meetings is detailed on pages **151 - 152 ◆** and **135 - 136 ◆**. To fulfil its role, the committee oversees management's implementation and execution of effective risk management which includes mitigation responses to key risks, reducing risks to within risk tolerance, insurance cover, business resilience, IT risk management and related assurance mechanisms. In addition, the committee plays an oversight and advisory role over the group's IT strategy and execution.

### IT governance

The management of IT within the group is a complex process that involves several toolsets and forums within the Technology and Advance Centres of Excellence (COEs). By monitoring progress, identifying issues and making informed decisions, the organisation can achieve its goals and objectives, mitigate risks, remain compliant and remain competitive in the marketplace. These functions are responsible for ensuring that IT is being used effectively and efficiently. Various mechanisms are used to achieve this, including:

- Project Control Board: monitors strategic and business as usual projects in terms of scope, timeline, budget and resources on a biweekly basis. This ensures that projects are progressing as planned, or issues are escalated appropriately
- Architecture Design Authority: reviews and approves the conceptual architecture design for new projects or changes to existing systems. The frequency of these sessions is weekly and queries raised in the session can be submitted to the forum for round robin review
- The Enterprise Architecture Forum: forum is focused on maturing the architecture practice and is responsible for enterprise roadmap planning, including monitoring of progress and changes to these roadmaps. It serves as a governance body for the continuous improvement and efficiency of the architecture capability. The forum meets every month

- IT executive committee: oversees key IT matters on a bi-weekly basis. This includes monitoring the progress of ongoing projects, reviewing departmental budgets and resources, and making decisions related to IT strategy and operations
- Technology divisional board meeting: attended by the managing directors of all trading divisions and relevant COEs and reports on key items, SLAs, strategic and business as usual projects and progress, including risks and KPIs, every quarter. This helps to ensure that the organisation's technology strategy, which is aligned with the business objectives, is tracking as expected
- Executive committee: monitors strategic projects and provides investment approval for technology business cases, and monitors ROI on technology investments

All key IT matters are subsequently reported to the RITC.

## Committee statement

The committee is satisfied that it has fulfilled its responsibilities in accordance with its mandate for the 2024 financial year. The committee confirms there were no major technology incidents or significant security breaches during the reporting period.