




Risk and IT Committee

CHAIR	MEMBERS
Nigel Payne	Jane Canny, Harish Ramsumer, Mark Blair, Praneel Nundkumar, Neill Abrams, Daisy Naidoo (retired by rotation 29 August 2024)

ROLE

The RITC has delegated responsibility for governing and overseeing the risk and information 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 113 - 120](#) and material matters section on [pages 123 - 126](#) of the [Integrated report](#) ). The committee members, their qualifications and experience, the number of meetings held and attendance at meetings is detailed on [pages 11 - 12](#) and [23 - 24](#). 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.

KEY FOCUS AREAS | FY2025

- Continued oversight in the group’s planning and response to the Durban port delays
- Continued monitoring of and ensuring timely insurance renewals and residual claims from the July 2021 civil unrest
- Overseeing the integration of enterprise risk management (ERM) in the strategy review process
- Continued monitoring to achieve a more integrated, proactive and continuous ERM
- Supporting management on the group’s response to the potential national election crisis scenarios
- Overseeing technology innovation, through the migration of significant portions of the legacy application base to modern cloud solutions and monitoring the maximisation of existing investments 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 of strategic technology projects that enable the achievement of the group’s strategy and vision
- Guiding continued investment in automation capabilities to facilitate increased focus of associates on value-adding activities
- Supporting investment in further data analytics skills and tools to build required reporting that creates actionable insights, and increase the adoption of AI to support data-led decision making across the group

FUTURE AREAS OF FOCUS

- Continuous enhancement of the group’s combined assurance framework
- Assessment of the movement of strategic risks (elevation and reduction) and the group’s responses thereto
- Overseeing ERM methodology enhancements with linkage to strategy achievement
- Continued monitoring of the group’s response to South African electricity supply challenges
- Supporting 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 recommendations, 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

IT GOVERNANCE

The management of technology and information within the group is a complex process that involves several toolsets and forums within the Technology and Advance Centres of Excellence. By monitoring progress, identifying issues and making informed decisions, the organisation can achieve its goals and objectives, mitigate risks and remain compliant and competitive in the retail landscape. These functions are responsible for ensuring that IT is 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 bi-weekly 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 the queries raised can be submitted to the enterprise architecture forum for round robin review
- The Enterprise Architecture Forum: is focused on maturing 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 monthly
- 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, tracking KPIs and risks, and making decisions related to IT strategy and operations
- Technology divisional board meeting: attended by the managing directors of all trading divisions and relevant centres of excellence and reports on key items, SLAs, strategic and business as usual projects and progress, including risks and KPIs, as well as cyber security 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 2025 financial year. The independent performance assessment conducted during the reporting period by The Board Practice concluded that the committees is a key support structures of the board and is highly effective in fulfilling and delivering value on its responsibilities and mandate. The committee confirms there were no major technology incidents or significant security breaches during the reporting period.