

ASSOCIATE WELLBEING AND DEVELOPMENT

5.3.1 ASSOCIATE WELLBEING

The group supports associate wellbeing by creating an environment in which associates can thrive at work and in life. Wellbeing is a core component of the group’s Social (S) ESG commitment, a strategic focus and it is part of the ‘Thrive’ pillar of its Employee Value Proposition (EVP), reflecting the link between holistic support, sustainable performance, workforce resilience and long-term value creation. Associate feedback, gathered through the annual engagement and pulse surveys, informs the ongoing development of relevant and responsive wellbeing initiatives.

Thrive: wellbeing, flexibility and balance

We support your wellbeing and create space for what matters so you can thrive at work and in life.

PHYSICAL

Promoting physical wellbeing through preventative health screening, on-site healthcare support, subsidised healthy meals and discounted gym membership. In FY2026, nutrition and fitness coaching initiatives were introduced to support and cultivate healthy habits and sustained performance.

MENTAL

Supporting mental wellbeing through group counselling, monthly mental health talks and access to confidential emotional wellness assessments with referral to individual telephonic or virtual counselling, supporting early intervention and workforce resilience.

WELLBEING

FINANCIAL

Supporting financial wellbeing through budgeting and debt-management support, annual financial wellness weeks, monthly financial education sessions.

SOCIAL

Supporting connection and positive relationships among associates, with social wellbeing further reinforced through participation in Foundation-related initiatives that enable associates to contribute to their communities.

Through the participation of our Champions (ambassadors) we have witnessed a positive shift in the uptake and impact of our initiatives.



LEADERSHIP WELLBEING

In its second year, the group’s Leadership (Executive) Wellbeing Programme, delivered in partnership with Discovery Health, was refined based on feedback from the inaugural year. Enhancements included the introduction of cancer screening to support early detection. Participants received individualised health reports outlining preventative and remedial actions, supported by appropriate referral pathways.

The programme reinforces a proactive and sustainable approach to leadership wellbeing, enabling leaders to take ownership of their health and model behaviours that support performance, engagement and retention across the group.

There is improved awareness and prioritising of wellbeing in our leaders, which is evident in this years results.

PARENTAL SUPPORT

Over the years, the group has supported early and school age education through the provision of bursaries to the children of permanent associates. The programme has enabled 294 beneficiaries to access primary and secondary education, contributing to educational continuity within the communities where the group has a presence.