

SUSTAINABILITY REPORT continued

Transformation

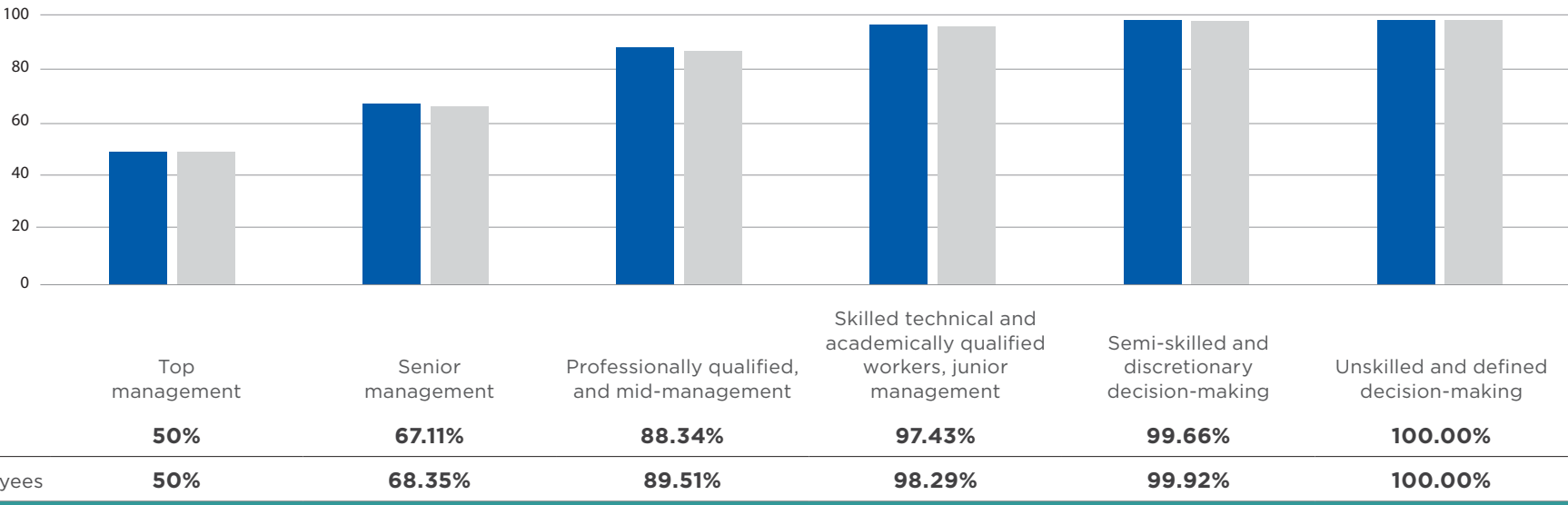
EMPLOYMENT EQUITY

The Group’s employment equity plan focuses on increasing the representation of designated groups, mainly in the senior management and professionally qualified areas. Strategies have been developed to achieve internal employment equity targets, including the implementation of a comprehensive learning and development plan, in-service training of retail management students, granting bursaries, job profiling and performance assessments.

Management is also committed to ensuring that the Group’s employee profile is representative of the customer base it serves and the communities in which it trades.

Equity targets across all employment categories exceeded.

EMPLOYMENT EQUITY - MARCH 2026



BLACK ECONOMIC EMPOWERMENT

The Group supports the principles and objectives of B-BBEE as outlined in the 2015 Amended Codes of Good Practice. The board recognises its responsibility in overseeing transformation and empowerment efforts across all elements of the B-BBEE scorecard.

In 2026, the Group maintained a level 5 rating, verified by AQRate, an accredited empowerment rating agency. Efforts remain focused on strengthening performance to meet the objectives of the B-BBEE Act 46 of 2013.

B-BBEE Element	Weighting	2026	2025	2024
Equity ownership	25	5.81	5.69	6.50
Management control	19	12.64	12.06	12.14
Skills development	20	20.91	21.07	20.77
Enterprise and supplier development	42	36.28	36.87	37.18
Socio-economic development	5	5.00	5.00	5.00
Total score		80.64	80.69	81.59
B-BBEE rating		Level 5	Level 5	Level 5

ENTERPRISE AND SUPPLIER DEVELOPMENT

During the past year, Lewis focused on increasing its local supplier base and continued to support the local furniture industry through a focused enterprise development strategy to stimulate job creation in the domestic economy.

Large volumes of locally sourced merchandise, goods and services are purchased from small businesses which are mainly black-owned.

How the Group supports enterprise development partners:

Financial administrative business support

Quality control

Raw material sourcing

Product development

Design

The Group supplier agreements are aligned with and supportive of the 10 principles of the United Nations Global Compact. These establish core values in:

HUMAN RIGHTS

LABOUR STANDARDS

THE ENVIRONMENT

ANTI-CORRUPTION FOR COMPANIES