

Employees

ENGAGING WITH EMPLOYEES

With a labour force approaching 78 000 in South Africa and a further 10 000 beyond its borders, it is important that the Group engages regularly with its employees to foster a positive working relationship. The Group's success is a result of the people that comprise the business and their common goal of providing excellent customer service.

Policy and approach

The Group aims to enhance employee retention and commitment through regular engagement with its staff. Various types of media are employed for this purpose including email, SMS, the intranet, Radio Retail (in-store radio station tailored for each store), and the Baked Beans & Bully Beef staff newspaper. Performance reviews and appraisals are not formally required, however, the decision to do so is decentralised to heads of departments. The Group constantly engages with the unions – which represent more than one third of its employees (excluding management) – and involves them in relevant decisions. Employee needs are regularly assessed and innovative ways of addressing these are investigated.

Management actions and performance during the period under review

Engagement is collectively managed by the Group's human resources division, the chief executive officer, operations managers and the communications officer. The Group follows a balanced communications strategy and takes great care to manage this effectively.

At the store level the unions have, over time, negotiated on the basis of an across-the-board increase for everyone and, therefore, the challenge for the Group has been how to engage store employees in their work and to incentivise them to perform. Two successful initiatives were implemented to address this challenge, namely Big Branch Brother and Top Stars. More information on these can be found in the section on 'Employee well-being on page 45.

No formal surveys are undertaken to monitor staff attitudes and the efficacy of engagement methods. The Group is, however, of the view that the high productivity of the business and low turnover rate of its staff (15.5% compared with industry norm of 20-25%) is an indicator of overall staff satisfaction. Nevertheless, the Group will continue to investigate new ways to communicate and engage with its staff.

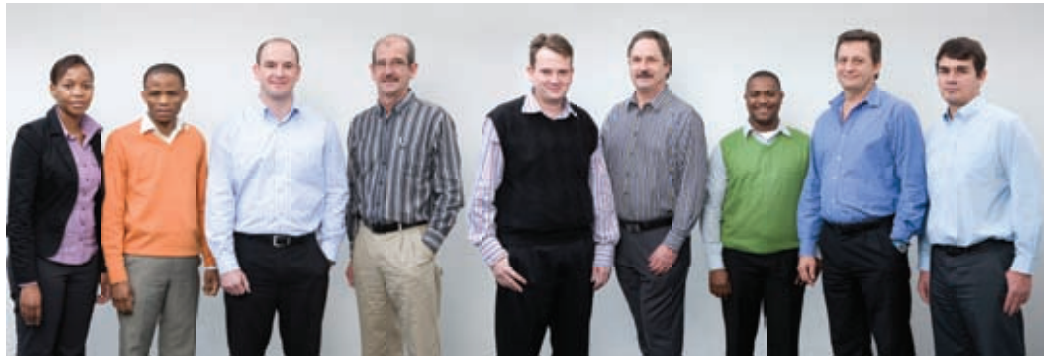
ENSURING DIVERSITY AND INCLUSION

As a strategic issue, the Group is committed to equality and non-discrimination and to entrenching these values within the company culture. A diverse workforce is better able to serve a customer profile as diverse as that of the South African public. The Group aims to establish an employee base that is fully representative of the communities in which it operates.

Challenges include the lack of necessary skills and experience of the designated groups as well as the fact that the retail industry is not always considered an attractive environment. Commercial dynamics of the retail industry also make it difficult to predict future workforce size, which is a challenge when setting targets.

Policy and approach

Every five years the Group, in conjunction with its employment equity committees, develops an employment equity plan that sets targets and guides its progress. The group targets take into account its performance over the previous five years as well as the regional profiles of its divisions and employment equity targets. The Group also focuses on the physically-disadvantaged and the advancement of women in management positions.



The labour productivity team from left to right: Precious Mkansi – *Industrial Engineer Technician*; Tebogo Molefi – *Industrial Engineer Technician*; Du Toit Steenkamp – *Industrial Engineer*; Callie Burger – *General Manager: Human Resources*; Pieter du Plessis – *Workforce Management Systems Administrator*; Albrecht von Westernhagen – *Productivity Manager*; Bryce Mabija – *Workforce Management Systems Administrator*; Conrad de Does – *Human Resources Accountant*; Salmon Gerber – *Human Resources Info Systems Administrator*



Governance and Sustainability continued

SUSTAINABILITY REPORT

Management actions and performance during the period under review

The chief executive officer and the general manager: human resources are responsible for compliance with Employment Equity legislation. Divisional and regional personnel managers and line managers are responsible for the implementation of the Group's employment equity plan. They report to the human resources general manager on a quarterly basis.

The Group's staff complement at 31 May 2010, showing progress towards a more transformed workforce, is presented in the table below.

SHOPRITE HOLDINGS – STAFF COMPLEMENT *AS AT 31/05/2010

Occupational Levels	Male				Female				Foreign		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top management	33	33	24	379	1	6	4	50	5	0	535
Senior management	144	106	73	431	35	68	32	210	7	1	1 107
Professionally qualified and experienced specialists and middle management	773	335	187	681	588	307	151	431	12	2	3 467
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2 899	471	108	285	1 688	765	118	340	17	4	6 695
Semi-skilled and discretionary decision making	3 574	864	323	253	18 905	5 999	885	768	7	16	31 594
Unskilled and defined decision making	10 092	2 317	224	133	14 747	4 476	436	147	11	11	32 594
TOTAL PERMANENT	17 515	4 126	939	2 162	35 964	11 621	1 626	1 946	59	34	75 992
Non-permanent employees	47	70	4	8	68	113	6	7	3	0	326
GRAND TOTAL	17 562	4 196	943	2 170	36 032	11 734	1 632	1 953	62	34	76 318

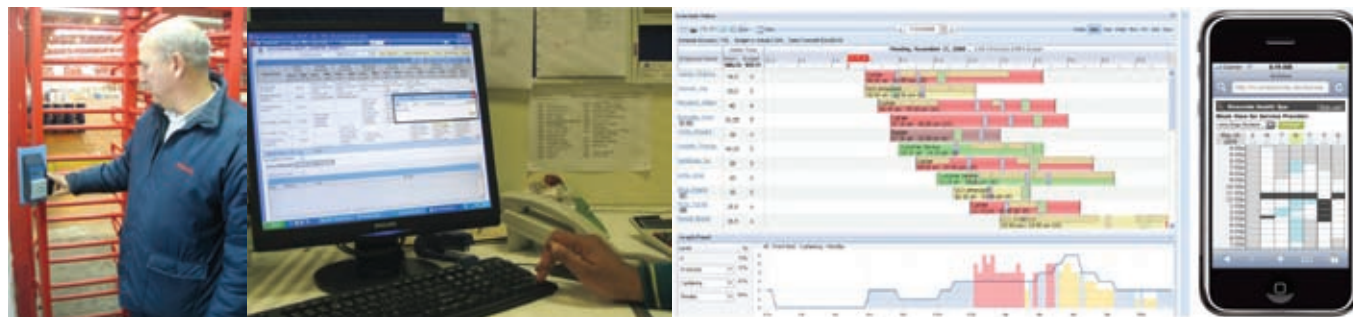
Where A=African; C=Coloured; I=Indian; and W=White employees. *The above numbers do not include Transfarm and Freshmark.

The Group's equity advancement has, once again, outperformed the rest of the wholesale and retail sector on all levels with regard to black males and females, as well as total females and currently meets or exceeds the employment equity five-year targets set for the period 2005 to 2010.

The Group is still heavily over-represented by white males and females in the upper management levels. There have, however, been positive changes in this regard over the previous employment equity plan period (from July 2005 to June 2010), but more work will have to be done to transform at senior levels. The Group will report on this issue in more detail in the next review period.

Plans and targets for the next review period

The Group has developed an updated employment equity plan for the period from July 2010 to June 2015 in consultation with various role-players, including employee representatives from both the designated and non-designated groups across all categories and levels within the business. This plan is aligned with the key objectives of the Employment Equity Act, with specific focus on recruitment procedures, training and development, corporate culture, remuneration and benefits as well as retention of designated groups, to name a few. The Group's planned staff complement targets by 2015, in percentage terms, are listed opposite:



The Shoprite Group uses worldclass labour planning and attendance systems to ensure that the right numbers of people are ready and available to serve the customers. Since implementation the Group has achieved a 50% reduction in over- and under-manned stores.

SHOPRITE HOLDINGS – STAFF COMPLEMENT PERCENTAGE TARGETS IN 2015*

Occupational Levels	Male				Female				Foreign		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5.06	9.64	4.58	65.78	0.72	1.20	0.72	12.05	0.24	0.00	0.59
Senior management	14.51	12.17	7.40	32.13	4.38	7.30	3.51	17.92	0.49	0.19	1.47
Professionally qualified and experienced specialists and middle management	23.07	9.28	5.21	15.54	19.83	9.53	3.43	13.70	0.35	0.06	4.49
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	42.00	5.96	1.69	4.09	29.19	9.48	1.90	5.47	0.21	0.02	6.91
Semi-skilled and discretionary decision making	11.87	2.92	1.17	0.67	58.13	20.15	2.84	2.19	0.01	0.04	41.92
Unskilled and defined decision making	30.06	6.56	0.82	0.32	45.29	14.80	1.55	0.53	0.03	0.03	44.62
GRAND TOTAL	22.57	5.21	1.34	2.27	47.55	16.25	2.22	2.48	0.06	0.04	100.00

*The above targets do not include Transfarm and Freshmark.

This plan focuses the vast majority of the Group's planned recruitment on Blacks, Indians and Coloureds and also shows a particular focus on recruiting females. Regular consultation will take place with the workplace employment equity committees to obtain feedback and address any new issues arising.

The Group currently employs 89 disabled people and plans to increase this number by more than 50% in the next review period. A disability analysis will be conducted to identify possible areas within the Group's business where certain disabilities can be accommodated. Initial discussions with Epilepsy South Africa have taken place, which will eventually result in a Disability Strategy and Training Plan for the Group. By the end of 2015, the Group will potentially have contributed to the attraction, development and retention of 700 deaf employees.

ATTRACTING AND RETAINING TALENT

The retail industry has long faced the challenge of high turnover of staff due to long hours and demanding work. The Group's aim is to provide excellent customer service levels, which requires that it employs the right people at the right time. By not acquiring and retaining the necessary talent, the Group runs the risk of jeopardising its sustainability and competitiveness, impeding its ability to adapt to rapid growth and increasing the overall cost of recruitment and training.

Policy and approach

The Group's policy is to improve the quality and decrease the quantity of its recruitment activities, believing that good recruitment equates to less recruitment. It is also the Group's aim to manage the efficacy of the recruitment process, save time and cost and build the employer brand.

The Group recruits both internally and externally for vacant or new positions and prospective employees undergo competency-based interviews as well as psychometric testing, amongst other assessments. Talent is spotted through the identification of exceptional performance and the identification of potential for higher employment levels. As it takes time and energy to train people for the retail environment, recruiting internally has many benefits, including fast-tracking growth opportunities and, therefore, the sustainability of the business.

Management actions during the period under review

Internally, employee performance is monitored in various categories and their potential is measured against defined criteria. This information is then placed within a talent grid. Employees are rewarded for achievements and given new challenges to retain motivation.

Externally, various recruitment methodologies are employed and there is a strong focus on developing the Group's employee value proposition (EVP) to appeal to graduates and school leavers.

Employee exit interviews are performed and the findings of these are evaluated to discern trends. Exiting staff have indicated that they appreciate the strong development environment, colleague relationships and work challenges. The most common reason for leaving is the long working hours.

Performance during the period under review

In order to streamline the talent pipeline, the Group is currently integrating the processes involved in determining candidate pools. New recruitment systems are being developed and implemented at head office and the training on these finalised. The Group is also in the process of fine-tuning its talent profiles and has introduced a new instrument for measuring potential at senior levels.

The Group's Graduate Recruitment Programme has been very successful and has received the South African Graduate Recruiters Association (SAGRA) Award for Best Integrated Approach. Over the last three years, graduates recruited increased by 11.4%.

The Group's staff turnover over the past three years is reflected in the table below. The retail industry norm for monthly turnover is 20%-25%. The Group's staff turnover has been considerably below this average for the past three years.



Governance and Sustainability continued

SUSTAINABILITY REPORT

SHOPRITE HOLDINGS – STAFF TURNOVER

	Monthly		
	Average headcount	Terminations	% staff turnover
July 2009 – June 2010	35 708	5 534	15.5
July 2008 – June 2009	31 939	4 618	14.5
July 2007 – June 2008	34 895	6 875	19.7

Plans and targets for the next review period

The Group is continuing to improve its EVP. The focus on further streamlining the Group's talent identification process will continue. Initiatives for the coming year include:

- A research project to explore the correlation between performance and potential measurements;
- Researching appropriate measurement tools for different employment levels;
- Aligning talent pools with the Group's recruitment strategy;
- Increased focus on talent areas identified as high risk; and
- Focusing on marketing the Group's EVP at school level.

DEVELOPING AND TRAINING EMPLOYEES

What a company can offer its employees by way of skills development is crucial to its ability to attract talented individuals and reduce employee turnover. The Group aims to become the employer of choice in the retail sector through facilitating continuous learning, career development and structured talent development. In addition, the Group also aims to contribute meaningfully to the National Skills Development Strategy by providing foundational training and vocational education through the National Qualifications Framework (NQF) structure, while also ensuring a sustainable talent pipeline. As the largest contributor to the Wholesale and Retail Sector Education and Training Authority (W&RSETA), the Group benefits from structured accredited training curricula as well as the ability to offer vocational career paths.

Policy and approach

The Group's training and development strategy is closely aligned with the National Skills Development Strategy III and with its Employment Equity Plan. Equal training opportunities are provided for all employees. Career opportunities, progression and mobility are offered from entry level and the Group has structured learning curricula for each job profile. A Quality Management System (QMS) is used to manage the Group's approach to training and to ensure that it is of the highest quality.

The Group is currently in the process of balancing instructor-led training with workplace coaching, aiming to establish a continuous learning culture with on-the-job training and coaching support. Continuous professional development opportunities and programmes are offered (e.g. pharmacists, chartered accountants and internal auditors), as well as bursaries and workplace experience. In all the Group's offerings, preference for funding is given to scarce and critical skills unique to the industry, from bakers and meat technicians to pharmacists. There is currently also a strong focus on customer service.

Certain select programmes are offered in the language of choice, including Portuguese and French in some of the African countries where the Group operates.

Management actions during the period under review

The Group's policies, processes and practices are all monitored by the internal QMS auditor and QMS committee, and a Management Information System (MIS) assures the validity of records. The Group's Learner Management Tracking System tracks and manages all learners on formal qualification and learning programmes. Internal reports are prepared for the board of Shoprite Holdings and presented quarterly. Externally the Group reports to the various SETAs, by means of its Annual Training Report and Workplace Skills Plan.

Performance during the period under review

For the period under review, the Group's training spend as a percentage of payroll and percentage of training spend that went to training of previously-disadvantaged individuals (PDI's) are indicated in the table below.

SHOPRITE HOLDINGS – TOTAL TRAINING SPEND

	Training spend (as % payroll)	Percent of training spend on PDIs
2010	2.88	91.95
2009	3.13	94.26
2008	2.85	94.35

*Note: 2010 figure lower due to large rebate received from SETA in the period under review.

The Group's contribution to skills development in the form of skills levies to the W&RSETA has increased substantially and is a clear indication of its dedication and commitment to the development of employees as well as equipping economically-disadvantaged youth with the necessary skills to obtain permanent employment within the Group.

SHOPRITE HOLDINGS – ANNUAL SKILLS DEVELOPMENT LEVIES & GRANTS RECEIVED

Fin year	Skills levy (R million)	Grant received (R million)
2010	36,2	18,1
2009	35,8	17,9
2008	27,7	13,9
2007	23,3	11,7
2006	19,7	9,8

During the period under review, the Group dramatically increased its number of training interventions, as shown in the table below:

SHOPRITE HOLDINGS – NUMBER OF TRAINING INTERVENTIONS

	2010	2009
South Africa	137 843	89 182
Non-South Africa	7 020	4 051
Total	144 863	93 233
Number of staff receiving training	44 273	39 630
Number of PDI's receiving training	42 825	34 830

The number of interventions increased by 55%, compared to 2009, using the same resources and infrastructure, due to a strongly focussed effort by the training and development team. During the year, the Group provided an average of three training interventions per learner. This achievement will not be sustainable in the coming years as the Group will be implementing more formal qualifications that require increased administration and monitoring.

There were 1 216 learners on W&RSETA learnerships during the period under review. Work experience programmes were an important focus area this year, with both the Workplace Experience and Employment Grant (WEEG) programme for tertiary-level learners and the Ikusasa Project for secondary-level learners being implemented. Thirty-nine learners participated in the WEEG programme (2009: 34 and 2008: 19), which will be receiving higher priority during the rest of the 2010 calendar year.

Bursaries were made available to 220 beneficiaries, as shown in the table below:

SHOPRITE HOLDINGS – BURSARIES AWARDED – IN CALENDAR YEARS

	2010	2009	2008
Number of bursaries	220	205	62
Rand value (million)	5,522	7,976	4,899

*Note: These figures refer to calendar years and not financial years. The 2010 figure therefore refers to bursaries awarded up to end June 2010.

The dramatic increase from 2008 to 2009 is attributable to more funds and manpower being made available to manage bursaries. In addition to these bursaries, funds were made available to staff members, their dependants and external parties through the Group's Educational Trust. Through this programme, grants are allocated for a variety of educational purposes – from school fees for lower-income employees to highly specialised skills training. Since 1995, almost 22 000 employees have benefited from loans, grants and bursaries from the trust.

The Group also focussed on training for disabled candidates by facilitating the training of 40 hearing-impaired learners in various skills programmes, leading up to a NQF level-two operations qualification.

The Retail Skills Project, launched in April 2009 and aimed at training 926 unemployed youth from economically disadvantaged backgrounds, has almost been completed. A total of 665 learners have completed the training successfully with a 69% employment rate. Due to the rejection of offers by some trainees and the unavailability of vacancies in chosen fields at point of completion, the W&RSETA's target of a 90% employment rate could not be achieved.



Governance and Sustainability continued

SUSTAINABILITY REPORT

Other employee development and training initiatives offered during this financial year included:

- SETA courses for Finance, Accounting, Management Consulting (FASSET)
- Adult Education and Training NQF level 1
- Internships
- A Management and Leadership development programme
- Workplace Compliance programmes
- Continuing Professional Development programmes
- Product Knowledge (for employees and suppliers)
- Customer Services programmes
- System & Technical training
- Operational training

A Learner Management Tracking System was implemented to assist in monitoring learner progress and to provide accurate learner data on a daily basis. This new back-office system was successfully rolled out to Namibia and Malawi during the year and will be included in the new Management Training Scheme programme for trainee managers in non-South African countries.

The Group achieved 13.98 out of a possible 15 points for the skills development element (Department of Trade and Industry Code 400) of its BBBEE scorecard as at the end of the period under review.

Plans and targets for the next review period

During the coming year the Group aims to improve and expand on its current initiatives. Much focus will be directed to improving the Group's BBBEE performance through the training of disabled and previously-disadvantaged individuals. For example, a disability project for 200 hearing-impaired learners in 2011/2012 will be investigated, with the aim of establishing a deaf-friendly store in each division in five years time. The Group is also investigating the viability of piloting a new bakery qualification for rural black women as a New Venture Creation Project.

The Group will be developing a workplace skills strategy focussing on development of scarce skills. As part of this strategy, the Group will be exploring some public-private partnerships with the aim of implementing training interventions at school level.

Learners from SETA-driven bridging programmes for unemployed learners will be recruited to ensure better retention of learners on the Group's learning programmes. The Group's current retention rate is above 70% at trainee manager level, but is low at around 60% at the lower/entry levels. The Group will also be focusing on improving the employment rate of successful learners, with the goal of achieving a minimum of 90% employment.

More emphasis will be placed on the development of the Group's in-store coaches, evidence gatherers and mentors. Until now there has been a strong focus on training for the supermarket environment. The Group plans to focus on developing training and development curricula for other segments next year. A Recognition of Prior Learning (RPL) project will also be launched, which will enable learners to have their experience-based skills assessed and measured against required skills. This will assist the Group in determining learners' current skills profiles, as well as the gaps that need to be filled. Other goals for the next year include:

- Increasing the Group's Assessor and Coaching capacity;
- Improving relationships with Further Education and Training colleges and relevant SETAs;
- Implementing a new Adult Education and Training NQF level-1 programme (Business Practice – Foundational learning for Controllers and Others Without Matric);
- Piloting a Recognition of Prior Learning (RPL) project at branch manager level;
- Implementing a new Learner Management System;
- Implementing the new Food Safety training programme;
- Developing a new Induction programme for head office and divisional offices;
- Developing a NQF level-3 qualification for controllers; and
- Increasing the quality of our training processes and delivery arm.

MAINTAINING RELATIONS WITH ORGANISED LABOUR

About one third of the Group's staff members (excluding management) are represented through employee unions and collective employee structures. Given this substantial proportion, it is important that the Group fosters a good working relationship with these organised labour structures. Keeping communication channels open enables the Group to monitor the mood on the shop floor and to resolve issues before they lead to industrial action. Such action has a direct impact on the business' performance and on the morale of employees.

SHOPRITE HOLDINGS – PROPORTION OF WORKFORCE UNIONISED

	2010	2009	2008
% bargaining unit unionised	37.94	35.42	36.36

Policy and approach

The Group has an open door policy with the unions that represent its employees. The general manager: human resources meets with the South African union on a regular basis to deal with current issues and deals with all major issues directly, taking calls and hosting meetings personally.

Only local issues are dealt with at division and store level.

The union in South Africa has set up staff committees for each issue, such as the Uniform Committee and the HIV-Aids Committee, and these are engaged on a case-by-case basis. When annual negotiations are required, the Group and the unions generally consult on the issues at an off-site location. This proves an efficient method in that all parties are able to focus on the issues at hand, away from daily distractions.

The Group also has an innovative education programme with the unions. The top structure within the main union is hosted at locations outside of Africa to learn about the industry in such countries. This opens the floor for informal engagement and facilitates an understanding of how the Group manages its business relative to international standards. With a better understanding of the industry, unions have more realistic expectations.

As a result of the good relationship with the unions, no strike action occurred during the period under review.

WELL-BEING OF EMPLOYEES

The Group believes that healthy and happy employees are productive ones. By ensuring that employees' working conditions are of a high standard and their well-being is provided for, the Group is able to build good morale, which motivates productivity and workplace longevity.

Policy and approach

Given that the Group has over 1 100 stores in South Africa and a number of stores in 16 other African countries, each with a workforce having unique needs, it has not been possible to apply a Group-wide policy to govern this issue. Discussions with employees on how to improve employee well-being occur on an ongoing basis. Where opportunities are identified, actions are taken. The Group provides many conventional employee offerings such as canteen facilities at stores, pension and retirement schemes, and accident cover. In addition to local medical cover, all South African employees based at international locations are covered for fly-in-rescue-and-return to South Africa if the problem cannot be remedied locally. This has added tremendously to employee security within the Group's operations outside of South Africa.

Management actions and performance during the period under review

While the Group offers an optional medical aid scheme that any employee can join, this is often too expensive for most staff in the lower income groups. The Group therefore undertook to resolve this issue by approaching a medical aid scheme to provide a solution for these groups. The union was consulted throughout the process and a proposal has been provided. A staff survey is currently underway to gauge interest from employees.

To build employee morale at store level, two initiatives are run annually, namely Big Branch Brother and Top Stars. Big Branch Brother is a contest in which stores, regions and divisions of the various brands compete against each other in different categories such as teamwork, customer care, store cleanliness and hygiene, stock levels and store performance. Winning stores are announced quarterly and overall winners annually. Representatives of the finalists are flown to Cape Town where prizes are handed over at a gala event hosted by the chief executive officer.

Top Stars is a choir competition that aims to cultivate a sense of community at store level. Employees send in CD's and DVD's of themselves performing in choirs, duets or solo. These are judged at gala events at provincial, national and international levels and prizes are awarded to the winners. Both initiatives have proved to be excellent team-building exercises and have improved the work environment as well as productivity of the Group's stores. Big Branch Brother and Top Stars will continue in the next review period.

OCCUPATIONAL HEALTH AND SAFETY

It is important to provide a safe working environment for employees and a safe shopping environment for customers. A safe working environment improves employee morale, productivity and longevity within the Group. Fewer health and safety incidents also reduce rates of absenteeism.

Policy and approach

The Group manages occupational health and safety compliance via a web-based system. Store managers are required to complete all documentation online and the system assists with administrative aspects such as agendas and minutes of meetings. Compliance is monitored at both divisional and branch level and regular inspections occur at all group outlets. Findings are reported to senior management.

Management actions during the period under review

All branch managers are assigned duties that must be performed during the year. Health and safety committees are elected for each store, as well as for head- and divisional offices. It is the committees' duty to assess the stores and office buildings regularly for potentially dangerous situations. These must either be removed or the risk must be mitigated through signage, training, safety clothing and/or safety equipment. Stores report on occupational health and safety aspects monthly and the Group's operational divisions as a whole on a quarterly basis. The financial director is kept informed of all major incidents.

Performance during the period under review

Three employees were killed in a motor vehicle accident while en route to a training course. There were 1 022 reported employee injuries and 780 reported customer injuries during the year.

HIV/AIDS

The Group's latest actuarial evaluation estimated that 17.8% of its employees could be HIV positive. HIV/Aids is, therefore, a serious issue for the Group. It aims to prevent further HIV infections in its workforce and their families, as HIV and Aids increases the life pressures facing infected staff, which impacts on their well-being and productivity.



Governance and Sustainability continued

SUSTAINABILITY REPORT

The Group's focus on HIV and Aids management and its drive to keep employees healthy and productive enhances the Group's image as a caring organisation while improving its competitiveness and sustainability. Proactively managed HIV-positive employees are less likely to become Aids sick, thereby reducing staff turnover, retaining skills and decreasing recruitment and training costs.

Policy, approach and management

The Group manages the risk of HIV through its Group HIV/Aids Policy, which focuses on education, prevention and management. The HIV and Aids Committee oversees all HIV/Aids-related interventions and ensures that relevant and appropriate advice is always available to employees. The Group recently conducted employee surveys to determine their lifestyle, ran HIV awareness campaigns and had almost 800 peer educators who engaged directly with employees in the Group's branches. Voluntary counselling and testing was provided in the period under review at some branches and employees were referred to state facilities for medical support.

During the period under review, the Group appointed a third party service provider, Kaelo, to provide HIV and Aids support services on its behalf. Their role is to communicate important issues to staff and to manage the HIV and Aids Healthline, which has qualified nurses and doctors to assist employees with any questions or issues they might have relating to HIV or Aids. They also create awareness and understanding about the Group's Wellness Programme and manage the dispensing of Post Exposure Prophylaxis (PEP) to help prevent infection in cases of accidental exposure to HIV. Each branch still has a peer educator who can refer employees to the health line for medical advice.

Every two months, 50 000 newsletters are distributed and an HIV/Aids-related news article is published in the Group's bi-monthly staff newspaper, Baked Beans & Bully Beef.