



Remgro

Limited

ESG AND
SUSTAINABILITY
REPORT

2023

2023

Remgro's role is to **create sustainable** stakeholder value over the long term to deliver strong and sustainable financial returns for shareholders, including wider **prosperity, social progress** and a more **resilient** planet.

ESG and sustainability highlights



Full-time **ESG and sustainability expert appointed** to lead and guide **ESG and sustainability strategy** across Remgro



Increased scope of **carbon reporting** to include six investee companies in **Remgro's environmental reporting boundary**



Inaugural climate change disclosures published aligned to **TCFD framework** recommendations



Level 7 contributor status in terms of **BBBEE**



Developed **strategic ESG framework** to establish **environmental focus areas**



Group-wide collaboration on **social impact** and **CSI initiatives**



Implemented **ESG investment framework** and policy, including Standard Operating Procedure (SOP)



Remgro continues its inclusion in the **FTSE4Good Index Series**



ESG training rolled out to all **investment managers** via Remgro Group's **Investment Managers Conference**



Ongoing membership of the **Ethics Institute of South Africa**



ESG baseline report completed across Remgro's investee companies



Our ESG and sustainability journey

As a values-led business from the outset, Remgro has long acknowledged its Environmental, Social and Governance (ESG) responsibility and is determined to play its role in delivering on them as the challenges associated become greater and more urgent. We are working across the Group to influence ESG activity and oversight throughout our value chain and use our investments to respond to the opportunities and challenges that can drive sustainable practices to improve the future of South Africa.

Remgro's value system incorporates the guidelines for doing business successfully drawn up by its founder, Dr Rupert, nearly 60 years ago. These values include the following:

- **Honesty** – because it lasts the longest
- **Correctness** – because it creates trust with friends and opponents
- **Courtesy** – which means dignity without pride and friendliness without subservience
- **Service** – in every respect to your client, your fellow human being, your country
- **Mutual support** – so that you push others up the ladder of success while climbing yourself, because if you pull others down, you will also fall
- **Trust** – the belief that all will work out well if everyone is doing their duty
- **Accountability** – that people are responsible for their actions and the diligence wherewith they administer the Company's assets and information
- **Diversity** – to build partnerships with people from a range of different genders and social and ethnic backgrounds

Remgro is guided by its strategic purpose to unlock shared value to enable a more prosperous and equitable future for all in South Africa. Our contribution to making a difference to society comes from the creation of inclusive socio-economic development and growth in a way that improves the lives of many, through the creation of an equitable, diverse and inclusive working environment and in our long track record helping the communities where we serve.

Remgro's approach to ESG and sustainability is anchored in its critical role of investment stewardship to deliver sustainable financial returns, whilst fostering a positive ESG impact. Implementation of ESG across Remgro and its value chain, including that of its investee companies is critical to ensure that our investments respond to the opportunities and challenges that will drive sustainability and deliver better environmental, social and economic outcomes throughout our ecosystem.

Remgro is fully committed to managing its business sustainably and upholding the highest standards of ethics and corporate governance practices. Corporate governance, risk and opportunities management and technology and information governance are addressed in the Corporate Governance and Risk and Opportunities Management Reports on pages 76 and 122 of the Integrated Annual Report respectively. The ESG and Sustainability Report provides further information regarding Remgro's ESG and sustainability strategy aligned to some of South Africa's most pressing challenges to create positive ESG impact.



Our ESG and sustainability strategy

In 2021, Remgro committed to making ESG and the transition to corporate sustainability integral to its core strategy and the future success of the business. As a Company, we see our role as creating sustainable stakeholder value which delivers financial returns for shareholders, with wider prosperity, social progress and cognisance of our planet's environmental health.

The impacts of climate change necessitate alignment between business, society and the environment. This is why our own aims and actions include an ambition towards a net zero future in line with the goals of the Paris Agreement, along with the related role we play in supporting South Africa's national efforts to achieve the UN 2030 Sustainable Development Goals.

Remgro's own ESG ambitions and journey reflect South Africa's unique sustainability challenges and are designed to help address the opportunities and risks they present. Our support of South Africa's sustainability transition depends on our ability to achieve better social and environmental impacts, as a Company, across our value chain and through partnerships. This is aligned to our purpose to invest in companies which will accelerate the transition to a more sustainable future, one which enhances South Africa's prosperity by delivering shared value over the long-term for our shareholders and other stakeholders alike.

We have identified three priorities for our ESG strategy which underpin and guide our ongoing sustainability journey across Remgro: sustainable investment stewardship; ESG action across Remgro; and unlocking shared value for South Africa.

Sustainable investment stewardship

Remgro's approach to ESG and sustainability is anchored in what we see as our critical stewardship role in managing our assets and the pursuit of new investments. Our responsible investment principles are at the cornerstone of our decision-making. This enables us to adhere to robust criteria for our investments that address some of South Africa's most material issues to deliver sustainable financial returns, whilst fostering a positive, measurable ESG impact that delivers shared value for all our stakeholders.

We strive to ensure that impact is purposefully integrated throughout the investment lifecycle and where sustainable value can be generated over the long term through a continuous focus and ongoing effort to improve ESG performance. This while ensuring financial sustainability as well as to seize the opportunities from the transition involved. Remgro is committed to helping our investee companies shape their approach to ESG to ensure our investments respond to the opportunities and challenges that will drive sustainability and deliver better environmental, social and economic outcomes throughout our ecosystem.

Remgro's principles

Remgro's sustainability ambitions inform its focus on sustainable investment stewardship. Integral to its investment decision-making is the ESG Investment Framework which includes criteria regarding ESG risk, impact considerations, value creation opportunities and sustainability of Remgro's current and potential investments.

Remgro aims to partner with all its investee companies across their value chains to encourage and influence sustainable behaviour through ESG principles that seek to achieve common and collective sustainability goals.

Remgro's investee companies are encouraged to develop and implement such company policies, procedures, training and internal reporting structures to reflect the expression of their commitment to these principles throughout their organisations.

Remgro's relationships with investee companies are managed principally through board representation, with Remgro directors or senior management acting as non-executive directors on the investee companies' boards. These representatives interact with the directors and senior management of investee companies at board meetings and on an ongoing basis as necessary.

Remgro exerts its influence on issues related to ESG and sustainability through its non-executive board representation. This includes matters regarding governance, internal controls, financial management, risk management, legal compliance, social responsibility, safety, health and environmental management, internal audit, ethics management, information management, stakeholder relationships, succession planning and sustainability. Where there are associates or joint ventures involving other major shareholders, shareholder agreements are put in place to serve as a mechanism to protect Remgro's rights as a shareholder and manage any associated risks.

Accordingly, investee companies are influenced and encouraged to:

- Align with Remgro's values and purpose to create sustainable stakeholder value.
- Adopt sustainable behaviour through ESG principles that contribute to measurable positive social and/or environmental impact to enable sustainable financial returns.
- Respect and commit to their support for universal human rights and, particularly, those of their employees, the communities within which they operate, and parties with whom they do business.
- Promote equal opportunity for their employees at all levels of the Company with due sensitivity to issues of colour, race, gender, age, ethnicity or religious beliefs, and to eschew any conduct that could manifest in the exploitation of children, physical punishment, female abuse, involuntary servitude, or other forms of abuse.
- Respect their employees' rights to freedom of association.
- Compensate their employees fairly so as to enable them to meet at least their basic needs and to provide them opportunities to improve their skills and capabilities to raise their standard of living.
- Provide a safe and healthy workplace; protect human health and the environment; and promote sustainable development.
- Promote fair competition including respect for intellectual and other property rights, and not offer, pay or accept bribes.
- Work with governments and communities in which they do business to improve the quality of life in those communities particularly with respect to their educational, cultural, economic and social wellbeing.
- Provide affordable medical support to all employees.
- Promote the application of these principles by those with whom they do business.

ESG action across Remgro

We believe the greatest progress in advancing Remgro's sustainability agenda can be realised by influencing and supporting all our investee businesses across their value chains. We see implementation of ESG across Remgro and its value chain as critical.

Remgro is working across the Group to implement sustainable behaviour through ESG principles and the creation of consistent standards to achieve our common sustainability goals that collectively deliver greater and more measurable impact. Governance and climate risk mitigation practices are part of

Remgro's value chain activities as well as its investee companies' ecosystem to drive progress towards net zero goals.

Although there is still much to do, we can already see progress with respect to climate action. Many of Remgro's investee companies have already set ESG targets regarding climate change and energy management. Nearly half of the 11 investee companies assessed have set net zero targets and seven have energy efficiency targets. Remgro plans to work with the remaining companies to support their ongoing implementing actions as well as the development of future targets in this respect.

Unlocking shared value for South Africa

Remgro has a crucial role to play in unlocking shared value that enables a more prosperous and equitable future for all South Africans. By creating inclusive socio-economic development and growth, we can help create meaningful impact across our stakeholders and positively contribute towards making a difference to society.

At Remgro, we recognise and affirm the importance of transformation and empowerment in the creation of access to equal opportunities for all South Africans. Hence, we are continuously striving towards improving our broad-based black economic empowerment (BBBEE) rating. We remain committed to creating a more equitable working environment built on diversity and inclusion, and seek to empower our employees through skills and talent development.

Our long track record helping communities is focused on unlocking shared value to create socio-economic development in a way that improves the lives of many aligned to the UN Sustainable Development Goals. This includes working in the communities where we serve with NGOs, as well as Corporate Social Investment (CSI) projects involved with enterprise and community development and the creation of opportunities for young people in education and training to eradicate poverty and enable sustainable livelihoods.

During 2023, Remgro facilitated a workshop for some of its investee companies to engage on their social impact initiatives and CSI plans, with the aim of exploring shared opportunities for collaboration. This dialogue is ongoing and Remgro plans further workshops to address other ESG topics to leverage experience, knowledge and best practice across the Group.



Remgro's approach to managing ESG and sustainability

Remgro's Strategic ESG Committee, a Board subcommittee established in 2021, continues to provide oversight and guidance to the Board regarding all matters related to ESG, supported by the Operational ESG Committee. The Strategic ESG Committee which meets quarterly, plays an important role together with the Audit and Risk Committee in overseeing and monitoring Remgro's ESG performance and stewardship through policies, frameworks, standards and guidelines.

The Social and Ethics Committee assists the Board in ensuring Remgro continues to be a good corporate citizen and runs in accordance with its purpose by monitoring its ESG and sustainability practices. The committee, which meets at least twice a year, also works closely with the Strategic ESG Committee and is required to report to shareholders on ESG and sustainability performance at Remgro's Annual General Meeting.

As part of its established Board-level governance mechanisms, procedures and policies, Remgro has implemented several initiatives to integrate ESG across the Group and its investee companies in support of Remgro’s sustainability ambitions. Progress in this regard continues to inform performance and incentive mechanisms for management.

The Investment Committee is a subcommittee of the Board, responsible for authorising new investments, the extension and disposal of existing investments and making recommendations to the Board regarding all other investments falling outside its mandate. The Investment Committee is also charged with ensuring ESG issues are integrated into investment and management practices through its Investment Framework in conjunction with the Strategic ESG and Operational ESG Committees.

Group-wide policies which Remgro has now implemented to manage ESG and sustainability include the Remgro ESG Risk Management Framework, Operational ESG Committee terms of reference, Strategic ESG Committee Charter, ESG Investment Framework and Board and Committee Charters. These were reviewed in the 2023-financial year and updated as appropriate.

The ESG Risk Management Framework ensures ESG risk and opportunities, along with impact and considerations are integrated into the risk and opportunities management practices in setting sustainable, value-generating strategies.

As part of Remgro’s focus on sustainable investment stewardship aligned to its sustainability ambitions, an integral part of its investment decision-making is informed by the ESG Investment Framework which includes criteria regarding ESG risk, impact considerations, value creation opportunities and sustainability of its current and potential investments.

Implementation of the ESG Investment Framework is supported by Standard Operating Procedures (SOP) to enable the various governance structures and investment teams to apply the ESG framework consistently and effectively across all investee companies.

Remgro also expanded its baseline ESG footprint report to include more investee companies than the previous year to better monitor adoption and progress of sustainable practices across the Group.

The role and function of these committees are dealt with in more detail in the Corporate Governance Report and the Social and Ethics Committee Report on pages 76 and 130 of the Integrated Annual Report respectively.

Tracking progress

In line with expectations of how ESG performance should be reported upon in practice, Remgro aims to provide transparent and accurate disclosures on its metrics and improvements made against best practice. In the 2022 Integrated Annual Report, we committed to the creation of a schedule to measure Remgro’s ESG progress, reporting against defined targets and metrics. In fulfilment of our commitment, this year Remgro has prepared disclosures aligned to Task Force on Climate-Related Financial Disclosures (TCFD) framework recommendations.

As a market-driven initiative to develop recommendations for voluntary and consistent climate-related financial risk disclosures, this is helping us to address climate change effectively across the Remgro Group and the investee companies to minimise investment risk and maximise opportunities from the transition.

Remgro is also establishing priorities and metrics for performance assessment as part of its ESG strategy with reference to the Principles for Responsible Investment (PRI), the International Finance Corporation (IFC) Environmental and Social Performance Standards, the emerging International Sustainability Standards Board (ISSB) work, BBBEE and other appropriate South African frameworks relevant to environmental, social and community developments.

In addition, the updated ESG footprint report conducted during the first half of the 2023 calendar year will be used by Remgro to set further ESG targets and aid the expansion of ESG reporting across the Group over the course of the coming year.

Assurance

We acknowledge the increasing requirements from investors and regulatory and other guidelines, such as the King IV Report on Corporate Governance for South Africa (2016) (King IV) and the integrated reporting guidelines, for the external assurance of selected non-financial information. We further acknowledge our accountability to our stakeholders to present information that is relevant, accurate and reliable. In this regard it should be noted that Remgro follows a combined assurance model, incorporating management, internal audit and external verification (e.g. BBBEE scorecard verification, carbon footprint verification), as illustrated in the table below. We believe that these assurance methods provide the necessary assurance over the quality and reliability of the information presented. The different options and levels of external assurance available are continuously being reassessed to determine the way forward on external assurance.

Combined assurance

Assurance output	Business processes assured	Provider
Independent external auditor’s report	Financial reporting	PricewaterhouseCoopers Inc.
Internal audit reports	Risk-based selection of audit areas	Remgro risk management and internal audit
Risk and opportunities management	All key business risk and opportunities areas	Internal management reviews, assisted by Remgro risk management and internal audit
BBBEE contributor verification	Broad-based black economic empowerment	AQRate Proprietary Limited
External calculation and verification of carbon footprint	Carbon footprint calculation	Carbon Calculated, assisted by an independent consultant
Safety, Health and Environmental procedures	Occupational, Health and Safety Act (No. 85 of 1993) and related compliance	EHS Green Leaf Consultancy

Ethics, competition and compliance

Ethics

The Board believes that ethical behaviour stems from appropriate value systems inherent to the people in the Company's employ as directed and supported by visible ethical leadership and a value-driven corporate culture. Leadership based on ethical foundations results in a culture of ethical and moral behaviour and compliance with laws, rules, codes and standards. The Board therefore retains the responsibility to establish and maintain a culture of honesty, integrity, competence, transparency, fairness, responsibility and accountability in order to position the Company as an investment partner of choice that strives to create sustainable stakeholder value over the long term. This is underscored by ethical leadership as ethics cannot be regulated but stems from personal conviction.

In this regard the Company has adopted a Code of Ethics (the code) that provides a framework of ethical practices and business conduct that are applicable to all directors and employees. The code is available to all employees on Remgro's in-house intranet and a copy is provided to all new employees. The code as well as a formal Gifts Policy also provide strict policies regarding gifts, invitations or favours received from suppliers or any other parties. The offering of favours and/or gifts to gain unfair commercial advantages is also strictly prohibited.

Remgro furthermore requires ethical behaviour from its suppliers and business partners and ensures that terms of trade and related agreements enforce ethical behaviour along with responsible environmental consumption and compliance with legislation enshrining human rights.

The Audit and Risk Committee monitors compliance with the code and addresses among other things, any instances of fraud or irregularities that may arise. The Company has an effective fraud prevention and detection process and ensures compliance and risk mitigation. No material investigations involving Remgro, its employees or officers were conducted during the reporting period.

The Company has implemented an **Ethics hotline** to enable any employee or other stakeholder to report knowledge of perceived and alleged irregular or unethical behaviour in a confidential and controlled environment. The Ethics hotline is managed by an independent third party and is available on a 24-hour basis. During the year no alleged incidents involving Remgro, its employees or officers were reported. There was, however, a noted increase in the number of incidents where external criminal activity targeted the illegal use of the Company name, including that of some of its officers and directors in scams to exploit unsuspecting victims. Whilst this trend is commensurate to crime statistics and forensic publications and surveys on cyber-based crime, fraud and crime prevention responses by Remgro included pro actively flagging this risk on the Remgro website and scanning for such incidents in order to alert potential victims. In addition the Company registered criminal complaints with SAPS and is supporting investigations where possible. Where calls may be received which relate to alleged irregularities at investee companies, the system provides for those to be directed to the appropriate governance structures at the respective investee companies via the Remgro representatives serving on the boards of these companies.

Competition

The Company supports and adheres to the relevant competition and anti-trust laws applicable in the various jurisdictions in which Remgro operates. During the year under review no enquiries regarding anti-competitive, anti-trust or similar conduct were received which resulted in fines being levied.

Compliance

During the year under review there were no material incidents of non-compliance with any laws, regulations, accepted standards or codes, and no fines were imposed in this regard.

In addition, there were no incidents of infringement of any human rights or environmental malpractices reported or identified.



The Board is ultimately accountable for the risk and opportunities management process and system of internal control within Remgro. The Board has reviewed the comprehensive Risk and Opportunities Management Policy and plan, which has been implemented by management. This plan incorporates continuous risk and opportunity scanning, identification and assessment, and embedding internal control as well as risk reduction and insurance strategies.

Remgro's ESG Risk Management Framework which guides responsible investment is also relevant for this purpose as it ensures that the consideration of ESG risks and opportunities, as well as impact and sustainability considerations, are integrated and embedded into the risk and opportunities management practices. Its focus is on realisation of suitable opportunities and the consideration of salient risk aspects in setting sustainable value-generating strategies.

The Audit and Risk Committee is mandated to monitor the effectiveness of the risk and opportunities management process and systems of internal control and is supported in this regard by its subcommittee, the Risk, Opportunities, Technology and Information Governance Operational Subcommittee (ROTIG). The Strategic ESG Committee plays an important role together with the Audit and Risk Committee in overseeing and monitoring Remgro's ESG performance and stewardship through policies, frameworks, standards and guidelines. The Group's internal and external auditors, along with management and certain external consultants, are tasked to render combined assurance reports to the Audit and Risk Committee.

The incorporation of an Investment Framework that intentionally provides for ESG considerations has embedded Remgro's sustainability ambitions as an integral part of its investment decision-making. Principles and evaluation criteria include ESG risks, impact considerations, value creation opportunities and sustainability for its current and potential investments. To support implementation of this Investment Framework, Remgro has developed SOP to enable the various governance structures and investment teams to apply the framework consistently and efficiently.

Remgro Ethics hotline 0800 222 536 or email remgro@tip-offs.com

Strategic risk assessment includes the consideration of probable future scenarios taking cognisance of, *inter alia*, political, environmental, social, technological, economic and legislative developments in both the Remgro environment as well as the global environment and market sectors that it invests in. Given the ongoing escalation in ESG challenges faced locally and globally, the Group is responding with commensurate escalation of ESG structures and initiatives in addition to the sound processes adopted in prior years. The Operational ESG committee will also oversee the continuous enhancement of the ESG risk and opportunities register being designed to underpin purpose-driven decision-making.



Our progress over the last year

In 2021, Remgro introduced ESG frameworks and governance structures to provide strategic direction and stewardship at a Group and Company level to influence ESG performance, monitored at Board level and by our Strategic ESG and Operational ESG Committees. Over the course of this year, Remgro has been facilitating collaboration between our investee companies in various areas, including human resources, CSI and ESG.

One of the elements in creating a Group-wide ESG framework has been the assessment of the level of ESG maturity throughout Remgro's investee companies, which will be used to assist Remgro with future ESG reporting as well as ESG target setting.

In 2022, Remgro commissioned a baseline ESG footprint report. This entailed obtaining certain qualitative and quantitative information from selected investee companies. During this process, Remgro assessed the latest leading best practice related to stewardship and has incorporated some of those principles into the baseline questionnaires and to inform target setting discussions.

In 2023, the exercise was repeated through an updated ESG questionnaire where the information was fed into an ESG footprint report, used to gauge progress year on year. The focus areas include:

- Climate change and energy
- Water management
- Waste management
- Diversity and inclusion
- Social impact
- Employee relations
- Health and safety
- Supply chain and procurement
- Governance

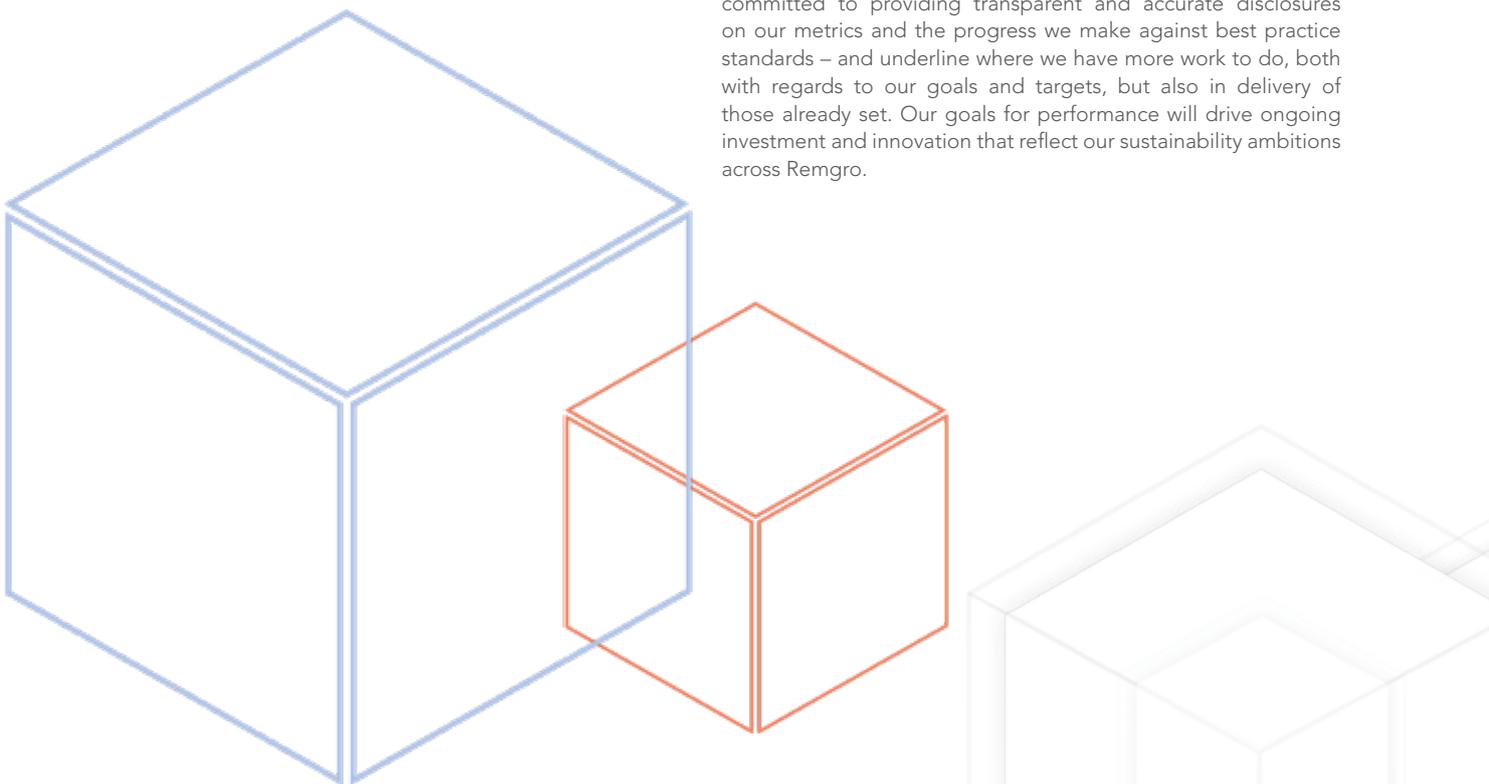
Feedback demonstrated good progress regarding the amount of ESG information that the investee companies are measuring and tracking. In addition, Remgro and its investee companies have implemented numerous ESG processes since the baseline ESG footprint report was issued in June 2022 and improvements were noted in many areas.

For example, several companies reported reduced Scope 1 and 2 emissions and improved BBBEE ratings. Some also enhanced their ESG governance structures over the last year, including reviewing and renewing the sustainability strategy, approving a climate change strategy and roadmap, launching a new Responsible Sourcing Policy or starting to roll out a climate responsibility questionnaire to all suppliers in order to develop a strategy for emission reduction across the supply chain. Additional initiatives included implementing Environmental Management System training (ISO14001) and finalising the employee relations policies and strategy.

As part of our role as a sustainable investment steward, Remgro also initiated an Investment Managers' Conference and implemented a series of Investments Portfolio Managers' Workshops to engage on ESG. A key component of this was the introduction of a Standard Operating Procedure (SOP) for our investment managers to integrate ESG into their investment decisions.

In 2023, Remgro also appointed a dedicated senior ESG and sustainability manager to guide and lead the development and implementation of its ESG and sustainability strategy.

Remgro's ESG and sustainability journey is ongoing, but we are committed to providing transparent and accurate disclosures on our metrics and the progress we make against best practice standards – and underline where we have more work to do, both with regards to our goals and targets, but also in delivery of those already set. Our goals for performance will drive ongoing investment and innovation that reflect our sustainability ambitions across Remgro.



Our people

Diversity and inclusion

As a company proud of its South African roots, Remgro recognises that transformation and empowerment are key to the future of the country. The Group is aware of the importance of addressing these challenges and the need for Remgro to play its part.

Remgro is committed to the creation of an equitable working environment built on diversity and inclusion. To achieve this commitment, we will continue to offer growth opportunities for our employees, particularly through skills and talent development and purposeful succession planning.

Remgro believes that the quality of its staff represents an important sustainable advantage. Being an investment holding company, it has a relatively small staff complement, with only 178 people being employed as at 30 June 2023 (2022: 175 employees). Refer to Figure 1 where more detail regarding the composition of our employees by gender, race and age is illustrated.

For the year under review, Remgro’s employee turnover rate was 6.7%, compared to 8.0% for the comparative year to 30 June 2022. The turnover rates were calculated by using the total number of employees at year-end. When considering resignations only (thus avoidable employee turnover), the above numbers reduce to 5.1% for 2023 and 4.0% for 2022.

Recruitment and selection policy

Remgro recognises the need for a diverse and inclusive employee base. In order to ensure that Remgro remains an investment partner of choice it is imperative to attract, select and retain employees of the highest calibre through access to equal opportunities that enhance their potential.

Employment equity

Remgro endorses the principles of the Employment Equity (EE) Act (No. 55 of 1998) and in this regard, its Employment Equity Policy strives to offer equal opportunities to all employees.

The current EE Plan was developed and duly approved following robust engagement through well-established consultative EE Forum and Steering Committee structures. Remgro is well positioned to continue with the implementation of the qualitative and quantitative objectives of the plan. Annually, progress against the plan is reported to the Department of Employment and Labour and the Social and Ethics Committee.

The current five-year EE Plan comes to an end in the 2024 financial year thus requiring the Company to develop a new EE Plan, starting in the year under review. This process will again be concluded through engagement and consultation with the respective EE Forums and the EE Steering Committee.

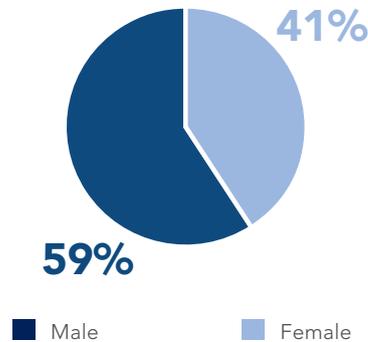
Employee remuneration

Our objective is to reward our employees fairly and competitively, according to their capabilities, skills, responsibilities, experience and performance levels. The level of salaries we pay is one of several elements in our strategy to retain, motivate and, where necessary, recruit high-quality people. In addition, Remgro also offers its staff a stimulating working environment. Remgro has a formal Remuneration Policy that sets out the remuneration principles for the organisation as a whole. Refer to the Remuneration Report on page 96 of the Integrated Annual Report where Remgro’s remuneration principles are set out in detail.

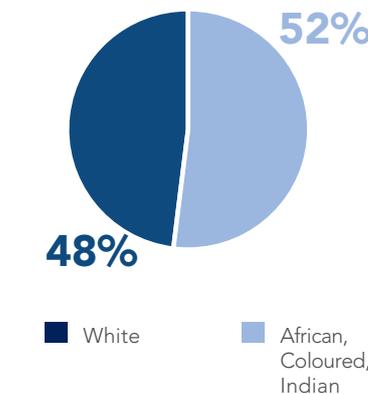
Figure 1

Composition of employees (as at 30 June 2023)

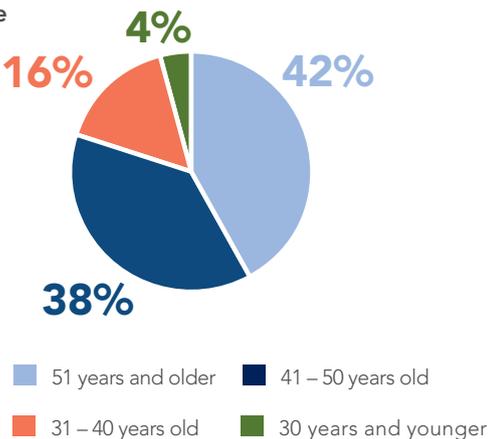
Gender



Race



Age



“It is imperative to **attract, select and retain employees** of the highest calibre.”

Remgro offers retirement benefits to its employees in the form of a defined-benefit (closed fund) and a defined-contribution fund that are administered independently of the finances of the Company. In addition, employees are also offered medical insurance, access to group life and disability cover, study assistance and other benefits typically offered by a responsible employer. Qualitative ESG measures have been incorporated into long term incentive structures to incentivise and motivate management in driving Remgro’s ESG strategy.

Training and skills development

The main purpose of training is to equip employees in such a way that they can realise their full potential to benefit the Company and themselves. Due to the specialised nature of Remgro’s workforce resulting from it being an investment holding company, development is focused on continuous professional development needs, building capacity to stay future fit and leadership development. Individuals are further encouraged to attend training programmes as identified through our **My Contribution** performance and career development process.

Over the past year, Remgro has worked to upskill employees on the topic of ESG and sustainability. All Investments Portfolio Managers across the Group attended an ESG training workshop, designed to provide a broad background on ESG as well as specific training on Remgro’s Investment Framework. The Operational ESG Committee members receive regular education and informal training during their monthly meetings. In addition, ongoing ESG training is planned for relevant executives and employees.

Health and safety

The Company has a duly constituted Safety, Health and Environmental Committee, as required by the Occupational Health and Safety Act (No. 85 of 1993). The committee reports directly to the Social and Ethics Committee and is also a subcommittee of the Risk, Opportunities, Technology and Information Governance Operational Subcommittee. The committee ensures that the Company provides and maintains a safe and healthy risk-free environment for staff and visitors by identifying risks and ensuring that controls designed to mitigate these risks are effective and complied with. Over the course of the last year, Remgro prepared a new emergency response plan (ERP) and induction video to educate and prepare employees and contractors for potential emergency scenarios.

HIV/Aids

From an investment holding company perspective, the risk of HIV/Aids comprises two elements:

Group risk

Given the potential impact of HIV/Aids on the markets, on human capital, cost of employment and on the operational processes of the various businesses invested in, this risk is managed within the governance structures of the various investee companies. The progress of these relevant policies and strategies is monitored against best practice standards.

Company risk

Remgro has a formal HIV/Aids Policy and is committed to actively manage the pandemic, and the business risks associated with it. The policy makes provision, *inter alia*, for the following:

- Compliance with all legal requirements as far as HIV/Aids is concerned
- No discrimination against employees or potential employees based on their HIV status
- Strict confidentiality of information on the HIV status of employees
- General measures to prevent accidental infection

Remedi Medical Aid Scheme, of which most of Remgro’s staff are members, has a management plan for HIV/Aids in which employees may choose to participate.



Introduction

The Board believes that BBBEE is a social, political and economic imperative and it supports and encourages the Company’s subsidiaries, associates and joint venture initiatives in this regard. To the extent that Remgro’s subsidiaries, joint ventures and associates implement BBBEE, Remgro’s shareholders effectively participate in BBBEE initiatives and the associated benefits and costs thereof.

Remgro measures its BBBEE status against the generic scorecard criteria set by The Department of Trade, Industry and Competition. In terms of the latest assessment of Remgro’s BBBEE status performed during September 2023, Remgro obtained a score of 68.8 (2022: 80.05), thereby obtaining a Level 7 contributor status. The details of the assessment are fully set out in Figure 2 below and includes the BBBEE initiatives of Remgro’s main independent operating subsidiaries, RCL Foods Limited (RCL Foods), Siqalo Foods Proprietary Limited (Siqalo Foods) and Wispeco Holdings Proprietary Limited (Wispeco). The decrease in Remgro’s BBBEE score relates mainly to the exclusion of Distell Group Holdings Limited (Distell), which was previously (before the conclusion of the Distell/Heineken International B.V. transaction) accounted for as an independent operating subsidiary of Remgro.

Figure 2

BBBEE scorecard

Element	Indicator	Weighting	Score
Equity ownership	Percentage share of economic benefits	25	20.78
Management control	Percentage black persons in executive management and/or executive board committees	19	7.75
Skills development	Skills development expenditure as a proportion of total payroll	20	12.62
Enterprise and supplier development	Procurement from black-owned and empowered enterprises as a proportion of total assets, as well as the average value of supplier development and enterprise development contributions as a percentage of net profit after tax	40	24.09
Socio-economic development	Corporate social investment for the benefit of black persons	5	3.36
Total score		109	68.60

Equity ownership

Verification of BBBEE ownership is governed by the amended Codes of Good Practice on BBBEE, which were gazetted on 11 October 2013 in terms of Section 9(1) of the Broad-Based Black Economic Empowerment Act (No. 53 of 2003).

It should be noted that black ownership would be included in the shareholdings in Remgro held by institutional investors (refer to

page 167 of the Integrated Annual Report where Remgro’s major shareholders are disclosed). An annual exercise is undertaken to determine and, accordingly, include the indirect black ownership through these mandated investments. Furthermore, the provisions of Code Series 100, Statement 102 – Recognition of Sale of Assets, as well as the exclusion of foreign operations, are also taken into account.

Remgro’s equity ownership score is as follows:

Verified equity ownership score	Target score	30 June 2023	30 June 2022
Voting rights black people	4.00	3.70	3.51
Voting rights black women	2.00	2.00	2.00
Economic interest black people	4.00	3.75	3.54
Economic interest black women	2.00	2.00	2.00
Economic interest of broad-based ownership schemes	3.00	3.00	3.00
Black new entrants	2.00	–	–
Net value	8.00	6.33	6.05
	25.00	20.78	20.10

Figure 3

Summarised employment equity report (as at 30 June 2023)

Occupational levels	Male				Female				FN		Total
	A	C	I	W	A	C	I	W	M	F	
Top management	–	1	–	2	–	–	–	2	–	–	5
Senior management	–	2	–	15	1	–	2	3	–	–	23
Professionally qualified and experienced specialists and mid-management	1	2	1	17	5	4	1	11	–	–	42
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	3	9	–	12	1	12	–	23	–	–	60
Semi-skilled and discretionary decision-making	18	22	–	–	2	6	–	–	–	–	48
Grand total	22	36	1	46	9	22	3	39	–	–	178

A | African C | Coloured I | Indian W | White FN | Foreign Nationals M | Male F | Female

Although Remgro’s BBBEE score includes the initiatives of RCL Foods, Siqalo Foods and Wispeco, the discussion below regarding the other elements of the generic scorecard criteria only relates to the activities at Remgro’s head office in Stellenbosch. For more detail regarding the BBBEE initiatives at investee company level, refer to the section “BBBEE at investee companies”.

Management control

The Board transformed over time, with seven of the 12 non-executive directors (58%) being black persons. On Management Board level, one of the five members is a black person.

Employment equity

Employment equity represents Remgro’s most significant transformation challenge. A five-year Employment Equity Plan is submitted to the Department of Employment and Labour where Remgro’s transformation objectives are set out in detail. Progress

against this five-year plan is reported on annually to the Department of Employment and Labour. Although efforts are focused on improving the Company’s black representation at management level, low staff turnover and limited organic growth remain limiting factors. More detail regarding employment equity is presented on page 7.

Remgro’s summarised employment equity as at 30 June 2023 is presented in Figure 3 above and sets out the distribution by race of permanent employees per occupation level.

Skills development

Remgro complies with the requirements of the Skills Development Act (No. 97 of 1998) in terms of which a fixed percentage of its payroll is paid as a training levy to the South African Revenue Service. An annual report concerning all the training which has taken place in the Company is also submitted to the relevant SETA.

Preferential procurement

As Remgro is not an operating company it has a small procurement function and its procurement profile is characterised by a high service component as opposed to materials purchased. Although the procurement function is small, Remgro strives to make use of BBBEE accredited vendors (Level 3 and better) as far as possible.

Enterprise and socio-economic development

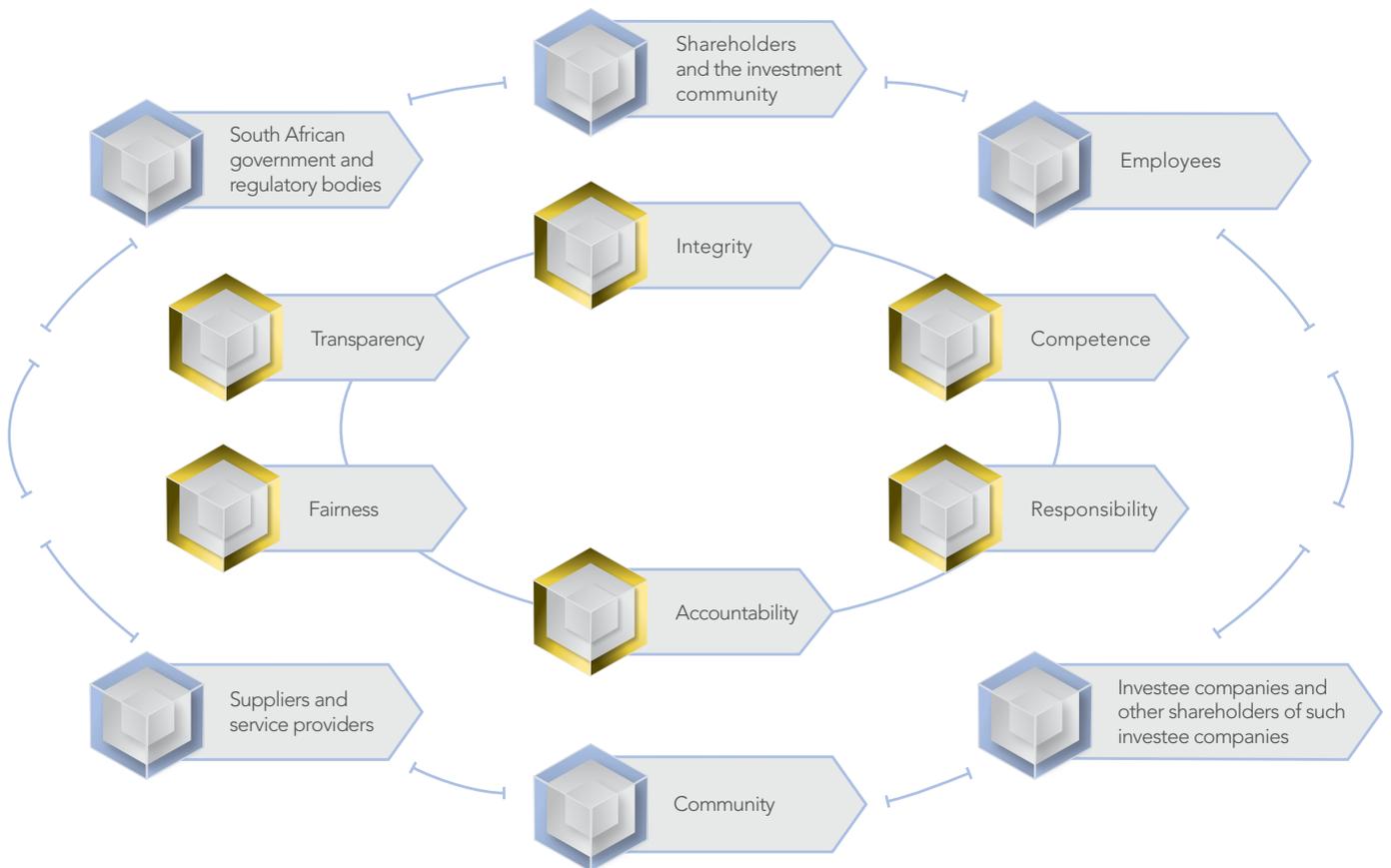
A considerable amount of time and resources are spent internally on business development and CSI initiatives. Further details regarding the Company's CSI initiatives are provided on page 13.

BBBEE at investee companies

Remgro monitors and contributes to its investees' BBBEE performance and improvement through its board representation and participation, and facilitation of corporate actions in these investee companies. The BBBEE status of Remgro's investee companies is presented in the "Investment reviews" section on page 36 of the Integrated Annual Report.

Stakeholder engagement

Stakeholders and values



Stakeholder relations

Our relationship with all our stakeholders is based on the following values that are entrenched and supported by Remgro's Code of Ethics, and which values assist the effective leadership by the Remgro Board in achieving strategic objectives and positive outcomes over time:

- **Integrity** – in acting ethically beyond mere compliance
- **Competence** – in ensuring due care, skill and diligence are exercised
- **Responsibility** – for the assets and actions of the Company
- **Accountability** – for justifying its decisions and actions to shareholders and other stakeholders

- **Fairness** – in considering the legitimate interest of stakeholders
- **Transparency** – in disclosing information in a manner that enables stakeholders to make informed decisions about the Company's performance, monitoring, improvements and ESG and sustainability

Remgro's Board is the ultimate custodian of its corporate reputation and stakeholder relationships. In this regard a formal Stakeholder Policy sets out the approach and framework for Remgro with respect to stakeholder engagements, ensuring that the approach takes into account appropriate corporate governance guidelines.

Remgro utilises a wide variety of communication methods to ensure that its communication with stakeholders is clear and understandable, as well as transparent, balanced and truthful, and sets out all relevant facts, whether positive or negative. Care is taken to ensure that engagement with stakeholders is, where appropriate, not just one-way communication but constructive, partnership-based engagement. This ensures that all legitimate stakeholder expectations are identified and addressed as far as possible.

Remgro, like other organisations, has an economic impact on its stakeholders through, among other things, the generation and distribution of shared value, the creation of employment opportunities, remunerating employees fairly and competitively, and our corporate social investment. Stakeholders are continuously engaged on matters relevant to them, as reported on in the Integrated Annual Report.

Shareholders and the investment community

In pursuing its primary objective to maximise value creation and sustainable growth, Remgro takes particular care to ensure that all shareholders, or classes of shareholders, are treated equitably. Special care is taken to protect minority shareholders from actions by or in the interest of the principal shareholder that may be to their detriment. In this regard the Lead Independent Director acts as chairman during meetings in situations where the independence of the existing chairman may be potentially conflicted.

Communication with investors is based on the principles of timely, balanced, clear and transparent information. In this regard the investment community has access to the same information as Remgro shareholders. Firm protocols are in place to control the nature, extent and frequency of communication with investors. Shareholders and the investment community are encouraged to attend Remgro's Annual General Meetings where topical matters are discussed openly. Further interactions with institutional investors take place at least twice a year at the dial-in interim and final results presentations, where questions can be directed to the Chief Executive Officer (CEO) and Chief Financial Officer (CFO). Outside of these, the management team from time to time participates in our investor platforms where focused engagements are held in order to ensure alignment with our investor community and that the Remgro equity story is widely understood and reflected in prevailing capital markets valuations. We aim to continually improve on our communication, messaging and disclosure as a catalyst to enable our shareholders to understand management's view on value. We believe transparent communication also better positions us to enlist wider institutional coverage and in turn provide us increased visibility to international capital markets for greater investment. We, however, remain disciplined to balance our need to communicate with the investor community with the need to avoid information asymmetry and to ensure compliance with relevant disclosure requirements and regulations in terms of the Listings Requirements of the JSE Limited (JSE). To this end, our shareholders and the investment community at large are encouraged to contact our Remgro Investor Relations manager directly for any investor-related queries. The Investor Relations contact details are available on the investor segment of the Company's website.

The most recent and historic financial and other information is published on the Company's website at www.remgro.com.

Employees

In order for Remgro to be able to achieve its main objectives it is essential to attract and retain employees of the highest calibre. Remgro's focus on diversity, equality and inclusion is designed to attract, develop and retain the best talent through access to equal opportunities, whilst creating an equitable working environment.

Our employees are treated fairly and remunerated competitively and Remgro strives to afford all staff the opportunity to realise their full potential. During corporate actions special care is taken to ensure that employees belonging to the Remgro Equity Settled Share Appreciation Right Scheme, Share Appreciation Rights (SAR) Plan and Conditional Share Plan (CSP) are not treated more favourably than ordinary shareholders.

Since Remgro is an investment holding company with a small staff complement at head office level, communication with employees is generally kept informal and is conducted through a variety of channels, including email updates, the in-house intranet, Remgro website, information sessions, digital conferences and notice boards. Care is taken that all communication with shareholders is also communicated to employees.

The Company follows a "Staying Future Fit" (SFF) change management programme focusing on a number of specifically identified initiatives identified through employee focus groups. These initiatives *inter alia* includes the following:

- Workshops on diversity, inclusivity, trust and teamwork
- Targeted functional and leadership development
- Formalised and efficient communication channels
- Robust personal development and performance management process

In addition to the initiatives highlighted above, the SFF focus for the year under review was aimed at team optimisation sessions where teams were challenged to enhance their performance attributes through improved capabilities and capacity through building a stronger sense of community and commitment in the team. Team leaders were challenged to provide greater clarity and commitment to team objectives with a clear line of sight to the Company strategic objectives. Strong teams and clarity about what is required to achieve acts as a performance multiplier through the Company.

Investee companies and other shareholders of such investee companies

Remgro's performance is directly linked to that of its underlying investee companies and, accordingly, as part of its stewardship role, communication with these entities and co-shareholders is regarded as very important. Relationships with investee companies are managed principally through board representation, with Remgro directors or senior management acting as non-executive directors on the investee companies' boards. These representatives interact with the directors and senior management of investee companies at investee companies' board meetings and on an ongoing basis throughout the year as necessary. Representatives of investee companies are encouraged to arrange to meet with Remgro senior management to discuss their business. All dealings with co-shareholders in the investee companies are done fairly in terms of the underlying shareholders' agreements and Remgro strives to add value to these investments.

Community

Corporate citizenship, the commitment of a business to contribute to sustainable economic development, endorses the principle that no business exists in isolation but undeniably forms an integral part of the environment in which it operates and to which it owes certain responsibilities.

In its relationship with the community Remgro strives to be a value partner and, in this regard, its involvement in the community focuses on eradicating the effects of poverty and investing in young people from disadvantaged communities in the belief that such an investment will provide sound dividends far into the future. Remgro's corporate social investment initiatives and donations are discussed in more detail on pages 13 to 54.

Suppliers and service providers

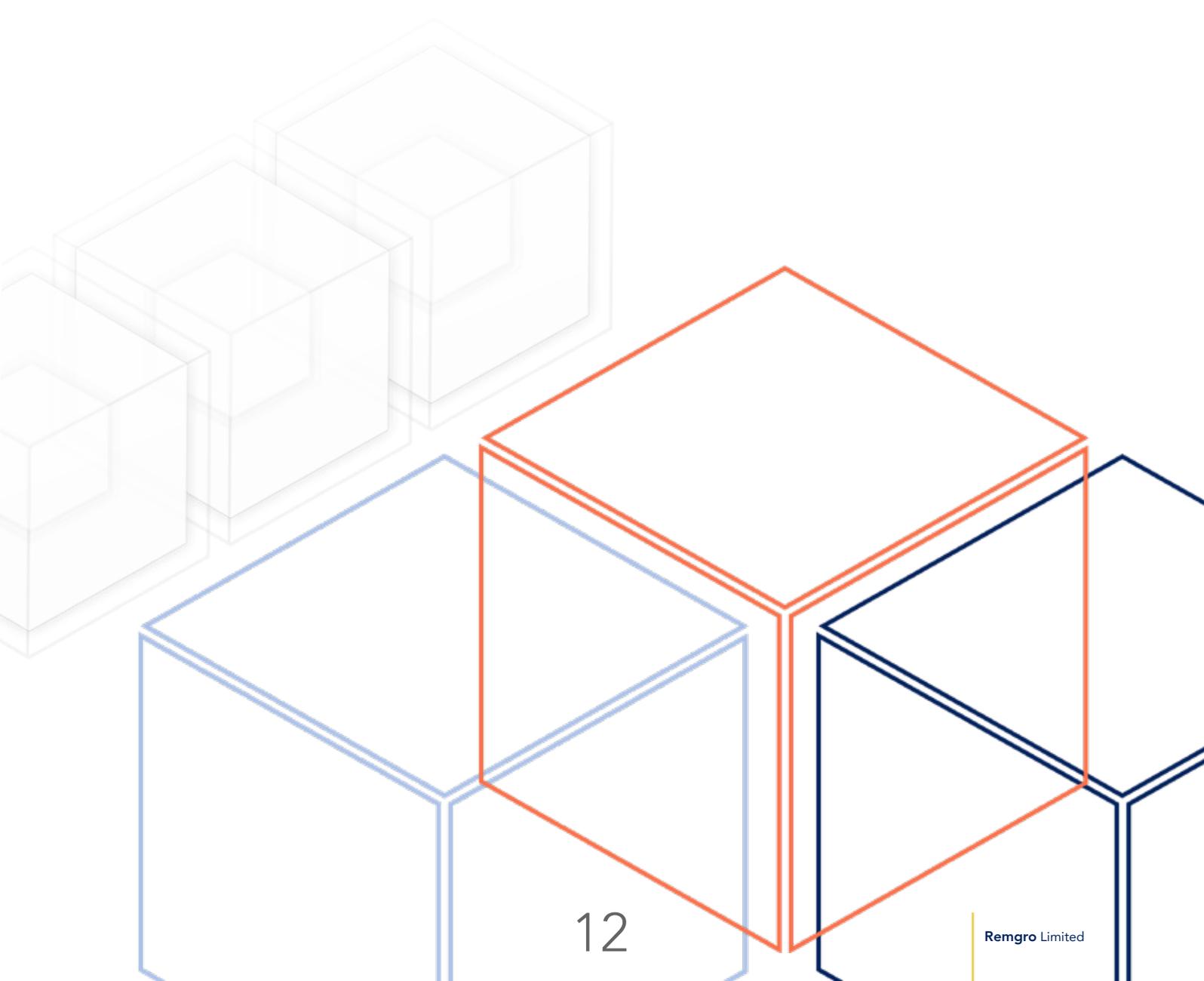
Remgro believes in building long-term partnerships with service providers through establishing a relationship of mutual trust and respect. Various criteria play a role in selecting suitable service providers, such as compliance to quality standards, the stability and proven track record of the organisation, BBBEE status and available support network.

As part of ensuring alignment of its service providers with Remgro Company values, Remgro has implemented a process to ensure that Service Level Agreements with key suppliers reflect its expectations regarding environmental responsibility, compliance with human rights and anti-corruption policies.

Since Remgro is an investment holding company, it has been determined that its cost structure be constantly measured against that of unit trusts to ensure that its shareholders are not prejudiced. As part of managing corporate costs, good relationships are maintained with suppliers and service providers.

South African government and regulatory bodies

An open and honest relationship is maintained with the government and relevant regulatory bodies. In this regard engagements are on an *ad hoc* basis as and when the need arises, and are usually in the form of formal meetings or filings. Regulatory bodies such as National Treasury, the South African Reserve Bank (SARB), the Competition Commission, the Transaction Review Panel and the JSE are kept up to date regarding corporate actions in accordance with all applicable laws and regulations. Annual meetings are held with the SARB in order to keep them up to date regarding Remgro's offshore activities.



Remgro and our communities 2023

“Tomorrow matters”

Remgro subscribes to the values of Caring and Belonging, which underpin the foundation of sound relationships with partners and stakeholders. Relationships built on trust and mutual respect take time to build and strengthen. This approach is evident in the long-standing relationships we have nurtured with our community partners since the inception of our Remgro Schools Project and SOS Programme more than a decade ago.

The United Nations 17 Sustainable Development Goals (SDGs) remain our overarching guidance to end poverty and inequity, protect the planet, including tackling grand challenges such as climate change and biodiversity loss, and ensure that no one is left behind.

The Remgro CSI projects can be grouped into two main categories. The first category includes the Remgro Schools Project and the SOS project. These projects have been conceptualised, developed, and maintained by Remgro within the greater Stellenbosch area. The second category comprises causes and organisations that Remgro supports within the Stellenbosch area and nationally.



These projects and initiatives can be classified under the following:

- Community development
- Cultural development
- Entrepreneurship, training, and education
- Environment
- Healthcare
- Sport development

Remgro follows a well-established process to identify the schools for inclusion in the Remgro Schools Project and the beneficiaries for the SOS Project. The CSI committee meets regularly and as per its terms of reference to deliberate on and approve grants to institutions in need. These donations are generally made per annum and for a specific purpose. No donations are made to political parties or religious institutions. Remgro aims to maintain a CSI spending of approximately 2.5% of its net free cash flow annually. The CSI spend for the year amounted to R36 million (2022: R26 million), as detailed in the table below.

Summary of CSI spend	Year ended 30 June 2023 R million	Year ended 30 June 2022 R million
Community development	7	7
Cultural development	5	4
Entrepreneurship, training, and education	16	10
Environment	2	2
Healthcare	1	–
Sport development	5	3
	36	26

REMGR0 SCHOOLS PROJECT

The **Remgro Schools Project** continues to grow from strength to strength, through which 25 schools benefit from Remgro’s strategic direction and funding and the collective efforts of our partners. We thank our partners for their dedicated care and performance and highlight some of the key achievements during the year.



Dr Hennie van der Westhuizen, Prof Thuli Madonsela, Ms Cheryl Farao and Mr Jannie van der Westhuizen.

Remgro School Leadership Conference

The inaugural Remgro Schools Leadership Conference took place on 17 August 2022 at the Lord Charles Hotel in Somerset West. Prof. Thuli Madonsela, as keynote speaker spoke about how leadership can change our schools. This was an enriching, empowering and insightful event where an abundance of wisdom, knowledge and practical advice was shared by the speakers. The conference was attended by 54 principals and deputies from schools in the Stellenbosch area as well as representatives of the Western Cape Education Department (WCED).

Stellenbosch Schools Broadband Initiative (SSBI)



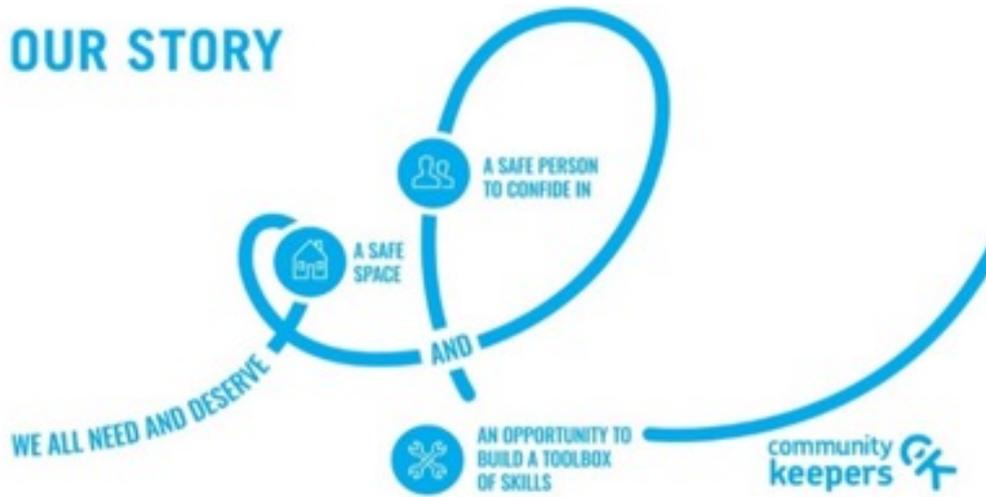
The year 2023 marks the ten-year anniversary of the SSBI trust, established by Remgro, the Stellenbosch Municipality, and the University of Stellenbosch. Proper education is foundational on access to connectivity and reliable internet, as more learning tools and interventions are becoming increasingly digitised. The purpose of the SSBI is to provide stable, fast, and dependable access to internet to schools within the Stellenbosch area, particularly those battling to secure dependable connectivity to meet their needs.

To date, SSBI aids 34 schools, including two special needs schools extensively making use of e-learning. Throughout the year, the SSBI focused on upgrading access points to newer CAPsMAN units and expanding existing networks to increase the Wi-Fi coverage footprint. These advancements have enabled SSBI to perform essential tasks remotely, such as password resets, software upgrades, and configuration changes. Additionally, high sites underwent upgrades with new radio equipment, resulting in faster and more stable internet connections for the schools.

SSBI conducted training sessions with the person responsible for the IT function at the schools to build capacity, IT skills and knowledge within the schools. This has assisted with improved continuous connection. Support tools such as best practice guidelines were shared through YouTube videos, and real-time support structures established, such as WhatsApp groups, through which SSBI assists schools with problem solving.

Among the schools benefiting from the SSBI, Dorothea Special School stands out as the highest data user. As a specialised institution catering for learners with special needs, Dorothea School leverages digital learning programmes and tools to significantly amplify the learning experience of its visually, auditory, and practically oriented students. The Wi-Fi network provided by the SSBI is invaluable to Dorothea Special School, enabling both teachers and learners to connect to the internet and access alternative and empowering learning tools. Through this process, the school has also discovered previously unknown interests and talents among its students, which might have otherwise remained undiscovered.

Community Keepers (CK)



SDG3.4: promote mental health and well-being, by building a culture of well-being in schools.

The aim of CK is to build a “culture of well-being in schools” by improving the social and emotional wellbeing of learners and to promote supportive school communities where learning and development can prosper.

South Africa’s long-awaited new National Mental Health Policy Framework and Strategic Plan 2023 - 2030 has been published and it states:

“...the case for investing in **mental health is strong. It costs South Africa more to **not treat** mental illness than to treat it.**”

CK is concerned with the well-being of school communities. CK focuses on the learners but includes educators and parents/ guardians in their services, mindful of the importance of healing the whole ecosystem. The facilities at schools enable families to seek out social workers in a non-threatening and familiar space. Qualified therapists offer a professional service and host prevention campaigns. The de-stigmatisation of help-seeking is a core component of their work.

In 2022, CK opened six new offices, bringing the total to 35 partner schools across Cape Town and the Cape Winelands. In 2023, a partnership with National Treasury’s Jobs Fund will see 40 new sites, 64 new jobs and expansion into the Breede River Valley, rural Eastern Cape, and Gauteng.

Tragically, the highest referral reason for therapy in 2022 was strained and broken relationships. In the aftermath of Covid-19, the volume and severity of cases increased, as did the waiting lists. In 2022, guided by a team of specialists who promote the concept of task shifting, they launched a pilot project to recruit young people with lived experience from the local communities and trained them in “Mental Health First Aid” to offer frontline support. The pilot project was successful, and went live in 2023, where Care Facilitators are being recruited for each office.

Measuring the impact of this work beyond the outputs is important, and they introduced international standard tests including the WHO-5 (standardised assessment tool develop by the World Health Organisation), which monitors subjective well-being. These measures are implemented using random samples at regular intervals, under the guidance of the University of Stellenbosch. In addition, they have contracted an external verification agency to audit their monitoring and evaluation.

Snapshot	Schools		Learners Prevention and early intervention programmes		Learners Enrolled in therapy		Educators Professional development sessions		Parents Positive parenting programme	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Remgro	6	4	6 175	3 747	572	440	730	458	5 606	2 385
Overall	35	29	53 978	32 383	3 597	3 111	4 609	3 099	49 707	16 783



Care facilitators trained at Stellingzicht High School, funded by Remgro.

“Community Keepers’ **positive relational attitude** seeps through to the educators and learners. **Keep it up!**”

Educator

For more information, please visit www.communitykeepers.org

Green Shoots (GS)



SDG 4 was a key goal in the design and implementation of the Integrated Maths Project (IMP) with secondary benefits promoting SDG 1, SDG 5, SDG 10, and SDG 17.

GS strives for all children in Africa to experience quality education. The Integrated Maths Project (IMP) comprises a suite of online maths tools, including the Maths Curriculum Online (MCO), the MCO Assessments, Maths@Home, GS Insights and GS Teach, underpinned by dedicated implementation and integration support.

The use of MCO has contributed to enhanced learning, greater independence and confidence, and more engaged learners. With the benefit of immediate feedback, MCO brings about positive changes in teaching style, assessment practices, and the use of technology in classes. It allows for a more diverse and effective approach to teaching Mathematics, resulting in improved learner confidence, and understanding of mathematical concepts.

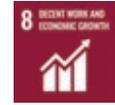
As of 12 May 2023, 54 363 285 Maths questions have been answered by learners, marked, and analysed with feedback. This has saved teachers 175 509 hours of marking time. Learners are keen to complete MCO activities even outside of school. There have been 342 217 sessions where learners have used MCO outside of school this year e.g., on cell phones. One parent shared: "We do MCO work during load shedding. Happy to report marked improvement and interest in Maths!"

At the E-learning Africa Conference in Dakar in May 2023, the biggest on the continent, the documented impacts of MCO of improved teaching methods and learner outcomes were showcased. David Maynier, the Western Cape Government Education MEC recently stated in his speech launching the R1.2 billion #BackOnTrack initiative: "We are entrenching previously successful interventions that have been shown to work, including as proven eLearning platforms like the Maths Curriculum Online programme..."

Snapshot	Schools		Learners		Educators		District officials		Provinces	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Remgro	9	9	3 267	3 046	63	76	10	9	1	1
Overall	717 WCED primary schools	641 WCED primary schools	357 625	324 155	7 063	7 718	289	282	739 schools across 3 provinces	688 schools across 3 provinces

For more information, please visit www.greenshootsedu.co.za

MiDO Foundation



MiDO Foundation is passionate about helping young people build confidence and acquire skills crucial for the 4th Industrial Revolution. MiDO enacts their vision by making technology available through building digital hubs in underprivileged schools that support various programmes such as Google level 1, Robotics, Photography and Canva Training (graphic design), and upskilling educators to meet the 4th Industrial Revolution.

Quality education is a powerful enabler to tackle poverty and contribute to decent work and employment. It is only through the collective efforts of educators, supported by proper facilities and sound content that education becomes a driving force for social improvement.

MiDO's vision is to address poverty and unemployment through education. More specifically, MiDO appreciates the importance of teacher training on digital platforms in providing quality education and is therefore a critical part of the MiDO methodology. The focus is on the development of the skills of educators by means of ICT leadership training for school management teams to enable digital citizenship. A key highlight of the period was the establishment of an Academy in Cyber Security, with 21 candidates enrolled for a 10-month programme.

It was pleasing to experience the commitment of principals to the continued education and skills development of teachers, resulting in greater learner development. Both the number of teachers and learners at Remgro-supported schools who benefitted from the training increased by more than 50% from the previous reporting period.

Snapshot	Learners		Teachers	
	2023	2022	2023	2022
Remgro	6 999	4 599	258	170
Overall	12 369	9 500	1 458	1 200



For more information please visit www.mido.org.za

Reading Eggs of the Click Foundation



“Changing **little lives** for **big impact.**”

Click Learning contributes to the improvement of foundational skills in literacy and numeracy in a cost-efficient and scalable manner. Weak foundational literacy and numeracy greatly impact on future learning outcomes. The Reading Eggs programme aims to increase literacy proficiency of primary school learners. It comprises both technology (individual logins, connectivity, real-time feedback, and the required hardware) and the human touch (assistance with implementation).

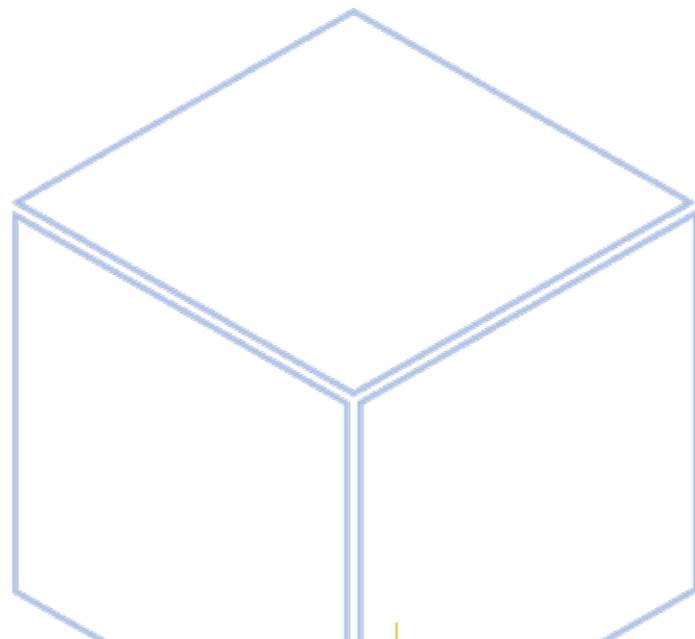
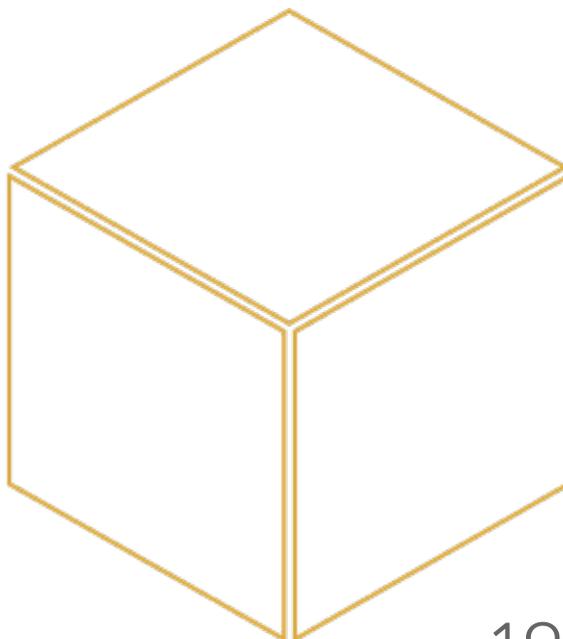
The Reading Eggs Programme does not only improve the literacy and digital skills of learners, but also creates jobs for previously unemployed local youths to manage the in-school implementation of the programme. During the year, one additional job was created at a Remgro-supported school, and 124 throughout the Click Learning platform.

Schools experienced declined learner performance during the year because of a combination of storm damage, cable theft and ongoing load shedding, whilst dealing with the remnants of the Covid-19 pandemic. They continued to assist the schools with planning as well as onsite and remote support where possible. Click Learning rolled out UPS devices, where possible, to the schools in term 2 and 3 of 2023 to assist with remediation and meeting time and usage targets and counter load shedding.

During the period, an independent evaluation of the impact of Click Learning was conducted, using data from the Click Learning digital assessment tool and engagement with 219 000 learners. The evaluation found that when learners receive as little as 10 additional hours of literacy a year, their learning outcomes improve by 8%.

Snapshot	Schools		Hardware devices		Literacy learners		Employed youth		Numeracy Learners	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Remgro	5	5	201	205	2 482	1 684	10	9	0	0
Overall	300	235	19 530	15 000	215 541	125 000	753	629	34 428	19 000

For more information please visit <https://www.clicklearning.org/>





Mr Ronnie Frans

Mr Ronnie Frans is an educational consultant with 39 years of teaching experience, of which 25 were as a principal. He continued to provide invaluable support to newly appointed principals. During the past year he mentored two principals newly appointed at Devon Valley Primary and Idas Valley Primary respectively and continued to provide support to the principal of St. Idas Primary.

His advice is based on four important aspects, namely:

1. Be focused

Focus on what you believe as a principal. Believe in what you do and allow your colleagues to share in your vision for the school.

2. Take responsibility

Successful leaders do not blame or moan, they remain positive, take responsibility for their school, educators, learners, community. Be willing to do the work.

3. Empower your Staff

Get to know them and their strengths and delegate accordingly. Trust your staff, choose champions for sport, culture and technology.

4. Let the deed follow the word

Take initiative, be proactive to make your vision for your school a reality. If you can dream it, you can do it.



Mr Frans and Mr Williams



Messrs Hennie and Jannie van der Westhuizen

Jannie and Hennie van der Westhuizen are passionate about mentoring and guiding principals, school leadership and staff and strive to assist with their continual development and growth. They draw on 80 years of combined pedagogical experience and their expansive networks to provide relevant and current advice, insights, and practical guidance. Their combined knowledge, experience, and expert skills contribute towards the personal empowerment and professional development of principals and school leadership.

The Remgro Professional School Development Programme is used as a basis for the activities and interventions throughout the year, which is continually reviewed and refined based on feedback from the schools. The programme comprises three support levels for schools. The first level supports all 25 schools, the second 12 schools and the third level four schools. All the schools receive SSBI support, 10 monthly circulars, participation in annual conferences and examination advice for Grade 12s. The second level also receives teachers' assistants for primary schools, administrative assistants for high schools, and additional support provided by the service providers described above. The principals and school management teams of the four third level schools additionally receive dedicated, individual support during April and August and continuous support and interaction throughout the year.

The circulars are structured according to the specific issues schools need to deal with during that specific month. School visits are planned beforehand and principals are requested to raise topics of concern for discussion and advice. Training sessions generally cover how to deal with and manage a particularly challenging situation, including valuable motivational advice. A workshop was also held for Subject Heads of the high schools within the Remgro Schools Project. Well known speakers are invited to the annual Student Representative Council (SRC) function in February, which provides the opportunity for five senior student leaders of all the participating schools to meet and network with student peers and learn from one another. Dr Gillian Arends of SU was the keynote speaker at this year's function.

Stellenbosch United in Mathematics Project



The Stellenbosch United in Mathematics Project was launched in 2021 as an initiative of the Paul Roos Mathematics department to support Mathematics teachers and learners. The project aims to increase the mathematical skills and expertise of both teachers and learners.

The first part of the project is focused on providing support to the learners. Short videos of the content of the Grade 8 to 12 Mathematics syllabi are developed to be made available on an open access website and on the YouTube channel. These resources are available in Afrikaans and English and will cover the whole syllabi by the end of 2023. The number of subscribers to the YouTube channel has grown to 1 800 regular users in June 2023, with 18 000 unique viewers making use of the channel in the months of April to June 2023. A total of 90 000 views were recorded from 1 July 2022 to June 2023.

The second part is the creation and development of a network of Mathematics teachers at Stellenbosch schools. The network has grown to include six high schools in the Stellenbosch area. The teachers who form part of the network are mentored and supported to equip them with better knowledge and resources. This is done through one-on-one sessions and small workshop sessions where experienced teachers share their knowledge, and all teachers get the chance to share their ideas and insights.

At the end of 2022 a workshop that focused on how to go from good to great as a teacher and as a Mathematics department was attended by 13 teachers and four principals. In April 2023 a Geometry workshop was held with eight teachers attending and in June 2023 another workshop was attended by 12 teachers from six different schools. In 2023 two of the participating schools were also assisted to enter and prepare their learners for competitions, namely Kayamandi High for the UCT Mathematics Competition and Kylemore High for the SAMO (South African Mathematics Olympiad).



Kayamandi High learners preparing for the Mathematics Competition



Reflective Learning Programme (RLP)

The **RLP** was initiated in 2022 with the purpose to identify and address the learning gaps of individual learners by means of detailed diagnostic assessments. Expert facilitators are appointed to assist learners with the implementation of the programme. The catch-up course is structured according to each learner's individual diagnostic assessment and builds the learner's conceptual knowledge from his/her current level.

This year all the Grade 8 learners of Makupula High were enrolled in the RLP, which formed part of their Mathematics curriculum. A facilitator was appointed from the community, who received training from the RLP to ensure full utilisation of the programme by the learners.



Our teaching and administration assistants

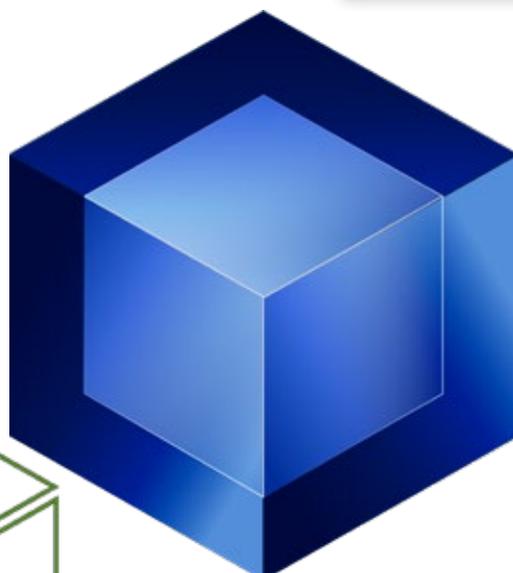
The Remgro Schools Project provides an opportunity to the teacher and administrator assistants to improve their personal and technical skills as part of their career progression. These passionate individuals help and support learners and teachers daily, whether in class, through ICT support or sport or culture activities.

Gaynor Lakey joined St. Idas Primary as a teacher assistant to the foundation phase departmental head in 2021. She quickly settled in and is known to take initiative and work independently. Gaynor adds immense value to the school, for example aiding with the development of lesson plans.

With her positive attitude and willingness to assist where needed, whether it is related to administrative help, sports or extracurricular activities, classroom preparation or the school feeding scheme, Gaynor makes a significant impact on the school and the school community. Gaynor has also attended a First Aid course over two days and a Child Safeguarding course since she joined St. Idas Primary.



Gaynor Lakey





The Remgro Schools Project participating schools

The Remgro Schools Project is structured according to a 3-tier support system, whereby basic support is provided to all schools at Level 1, with additional support provided progressively at Levels 2 and 3. The participating schools share their performance and achievements during the year below.

School	Remgro Support	Highlights
1. AF Louw Primary	SSBI Level 1	<p>The team at A F Louw Primary School continued with their hard work to develop the core Language and Mathematics skills of the learners. Educators have been providing extra lessons and support. There has been a pleasing improvement in their annual Mathematics systemic results, however, their Language results were disappointing.</p> <p>Their sports teams are once again on the sports field. The rugby and soccer teams have been very competitive this year and it is good to see learners participating with great enthusiasm. Their netball teams are training hard but have not had the success that they had hoped for. Their chess team is also participating in matches.</p> <p>Their theme for the year is HERO/HELD. Each letter represents a value and a colour. Each term they hold a civvies day and children are acknowledged for showing the value of the term. One child receives a badge and two others each receive a certificate. This has been very successful and they hope that these values will follow the learners through life.</p>
2. Brückner de Villiers Primary	SSBI Level 1	<p>Brückner de Villiers continues to benefit from the resources provided by Remgro. The reliable internet connection from SSBI is crucial for learners to access online programmes.</p>
3. Cloetesville Primary	SSBI Level 1	<p>During last year Remgro facilitated the extension of the SSBI to a new computer room to accommodate more learners using online programmes and to support the teachers. This extension has enabled the teachers to access online learning sources in real time to augment the learning experience.</p> <p>They are the first school in the country to obtain an Electric Efficient Certificate through their energy efficiency transformation and usage and the second in the country after the University of Stellenbosch. Their vision is to become known as the "GREEN SCHOOL". They aim to become greener in other areas as well, such as recycling, green water usage and providing green spaces for learners and teachers which are conducive to good "Mental Health" opportunities.</p> <p>They have a small solar system which will be upgraded to a full system generating enough electricity to use in the school and push back into the grid, playing a role in a greener community, and creating learning opportunities.</p>
4. Devon Valley Primary	SSBI Level 2 MiDO Foundation Community Keepers Teacher assistants Green Shoots Reading Eggs Jannie van der Westhuizen Systemic results incentive	<p>Mr Ayden Arendse was appointed as the new principal in January 2023 and benefitted from the valuable mentoring support of Mr Frans. The principal is also part of the Partners for Possibility project with the help and support of a Remgro Investment manager, Mr Craig Ceasar.</p> <p>They performed well in the 2022 systemic results, achieving 60% in Mathematics and 70% in Afrikaans for Grade 3, an improvement of more than 10% compared to the results of the previous year. Their Grade 6 learners have also improved their Mathematics to 34% compared to 23% in the previous year and Language to 31% from 27%.</p>

School	Remgro Support	Highlights
5. Idas Valley Primary	SSBI Level 2 MiDO Foundation Teacher assistants Green Shoots Reading Eggs Hennie van der Westhuizen Systemic results incentive	<p>For the last couple of months, the school has celebrated the achievements of learners on various levels. Meldene Fortuin, Grade 6 learner took part in the annual WOW (Woorde open Wêreld) and came third in the competition. Abdi Shakur Yusuf came second in the Western Cape Growsmart Mathematics competition. Liam Poole, a grade 7 learner, took part in the annual interschools athletics competition.</p> <p>Following his achievement at the Boland competition, he was included in the Western Province team. They took part in the SASA Primary Schools championship in Pietermaritzburg, and he came first in his age group. He is currently the national champion in the 100 m for boys under 12 years.</p> 
6. Ikaya Primary	SSBI Level 1	<p>Ikaya Primary is pleased to report an improvement in the Language systemic results of their Grade 3 learners. They have been able to implement Green Shoots, which they trust will assist with their learners' Mathematics performance.</p> <p>However, they are struggling with an increasing number of learners enrolled, which has negatively impacted on some of their results. Specifically, the Grade 6 learners are battling with their Mathematics and Language.</p>
7. JJ Rhode Primary	SSBI Level 1 Reading Eggs	<p>Although JJ Rhode Primary has dual medium classes, the learners can engage with the Maths Curriculum Online (MCO) programme in either English or Afrikaans and all the classes are showing impressive curriculum coverage and activity. Dedicated learners continue to engage with the Maths programme after school with some submitting exercises till late in the evening and on weekends.</p> <p>The Grade 5 learners have already attempted the Term 3 Project, which tests critical thinking skills at different cognitive levels, with impressive results. The Grade 7 learners are actively working towards Maths mastery.</p>
8. Kayamandi Primary	SSBI Level 1	<p>The Grade 6 and 7 pupils are taking part in a spelling bee competition where they will be competing against other schools in the Cape Winelands District.</p> <p>They are proud of their intermediate choir and folklore group, who both won first place in the district round of the SASCE music competition. Both groups continued to the provisional round of the competition, where the intermediate choir came first in their category, and the folklore group second. The intermediate choir participated in the national round of the competition, where they secured second place, and won R15 000. The funds will be used to buy resources for the learners.</p>

School	Remgro Support	Highlights
--------	----------------	------------

9. Klapmuts Primary

SSBI
 Level 2
 MiDO Foundation
 Community Keepers
 Teacher assistants
 Green Shoots
 Reading Eggs
 Jannie van der Westhuizen
 Systemic results incentive

Rugby is the main sports activity, and they are proud to be considered the benchmark school in the league. Their mission is to use rugby as a discipline to form young boys to live a balanced life on and off the rugby field. Their motto is simple: No grades No play, which means get the grades and stay in the play.

Philani Siguqa, one of the co-captains, was rewarded with Boland colours. Philani was part of the Boland under 13 Craven Week team. Out of more than 200 schools in the Boland, he was one of 23 players that took part in the national tournament in KwaZulu-Natal during the June holidays.



Philani Siguqa

10. St. Idas Primary

SSBI
 Level 2
 MiDO Foundation
 Community Keepers
 Teacher assistants
 Green Shoots
 Mr Frans
 Hennie van der Westhuizen
 Systemic results incentive

The posters that the Grade 5 to 7 girls made showing a robust stand against abuse, after weekly sessions with StellCare, were exhibit at the Presidential Imbizo that was held in Paarl on 19 May 2023.

The teacher assistant in the class has helped the Grade 7 teacher with class activities, maintaining discipline, setting up resources, and enabling the teacher to provide individual attention to learners needing more time with reading. She also assists other grades within the foundation phase whenever her help is needed.



School	Remgro Support	Highlights
--------	----------------	------------

11. PC Petersen Primary

SSBI
 Level 2
 MiDO Foundation
 Teacher assistants
 Green Shoots
 Jannie van der Westhuizen
 Systemic results incentive

PC Peterson Primary has taken significant strides towards fostering sustainability and promoting their core values. They implemented various programmes focusing on values such as respect, caring, response, punctuality, and integrity in a colour-coded manner.

Yellow (respect): Empathy and understanding amongst students were emphasised by means of workshops and respect for the environment through awareness drives. They noticed a decrease in the number of bullying incidences within a more inclusive atmosphere.

Red (caring): Community service projects encouraged learners to be compassionate towards each other and the environment, promoting kindness and environmental consciousness.

Orange (responsibility): Learners actively participated in maintaining clean surroundings, recycle initiatives and managing their resources responsibly.

Purple (punctuality): Learners were encouraged to be on time for classes and engagements, resulting in improved time management skills and reduced tardiness.

Blue (integrity): Learners were educated about the importance of honesty and ethical behaviour, fostering a sense of trust within the school.

Green (focus): Sessions on mindfulness and concentration-building were organised to improve attention in both academic and extracurricular activities.



12. Pieter Langeveldt Primary

SSBI
 Level 1

Pieter Langeveldt Primary is delighted that their retained focus on literacy and numeracy in their school improvement plan bore fruit with almost 10% improvement in both the Grade 3 and 6 systemic results.

They brought home the Hungry Lion Futsal Cup, where the U9, U11 and U13 boys and girls participated. The Cup is a fun way to promote futsal (five a side soccer) and soccer amongst the learners.

As part of the improvement plan, they encourage learners to participate in spelling bees and mathematics competitions. Every week a learner of the week and learners that uphold the values of the school are selected and celebrated.

The school facilitated a very successful holiday programme and partnered with community organisations as well as SAPS, law enforcement, fire and rescue services, and social services to conduct awareness sessions at the school.

Various donations were received from strategic partners in the last year including Remgro, the JP Duminy Foundation, and the Bryan Habana Foundation.



Bryan Habana Foundation with shoe donation

School	Remgro Support	Highlights
13. Pniël Primary	SSBI Level 1	<p>The school was chosen to be part of the WCED energy efficiency intervention project, which is expected to yield improved energy usage and cost savings. These savings can be achieved through energy efficiency interventions and ongoing data-driven energy management and maintenance at the school.</p> <p>They received a large donation of school shoes and raincoats, which improved the attendance of the learners. Two of their learners received full scholarships to high schools. The aim of the bursaries is to provide financial assistance to individuals from underrepresented or disadvantaged groups who excel academically, and who may not have the necessary means to fund their education.</p>
14. Rietenbosch Primary	SSBI Level 2 Teacher assistant Green Shoots MiDO Foundation Systemic results incentive	<p>Rietenbosch Primary is grateful for the Remgro funding that sponsors their teacher assistant. She is adding tremendous value to their school, assisting all around and generally making things easier wherever she goes.</p> <p>Three of their learners participated in the Chinese Bridge competition, where they bagged the first and second place. The first place winner will visit China in 2023. The school is immensely proud of the learners for their achievement in a foreign language.</p>
		 <p><i>Charles Kayser, a Grade 3 learner took part in the Green Shoots Quick Quest in term 2 and achieved first place in the province.</i></p>
15. St. Vincent RC Primary	SSBI Level 2 Teacher assistants Community Keepers MiDO Foundation Green Shoots Jannie van der Westhuizen Systemic results incentive	<p>St. Vincent is a proud recipient and member of the Remgro School's Project for the past seven years. The value that these programmes add to their school is immeasurable. They are grateful for the opportunity to attend the principal and deputy conference which has broadened their understanding of leadership. They are humbled and thank the Remgro group for their continuous support resulting in positive change and growth at their school. The systemic results incentive serves not only as a financial incentive, but also as an acknowledgment of the collective hard work of the teachers and the learners. St. Vincent commends the dignified way in which the schools are served.</p>

School	Remgro Support	Highlights
16. Vlotenburg Primary	SSBI Level 2 Teacher Assistant Green Shoots MiDO Foundation Systemic results incentive	<p>Vlotenburg Primary celebrates its 40th anniversary this year. Several events have taken place as part of the celebrations, of which the Family Fun Day was a memorable highlight.</p> <p>It was their first time planning for such a big event. They had drummies who were escorted by the Brigade from Kylemore with Mr. and Ms. Vlotenburg parading. There were food stalls manned by their own staff, who were responsible for the entire planning and organising of their stalls. The main attraction was the car show, which was a big show off and attracted many spectators from all around. They had different artists who entertained the crowd at different time slots.</p> <p>Despite a very rainy day, learners, parents, community members and visitors stayed until the last artist performed and danced and celebrated until long into the night. The event was a huge success. Despite the parents' circumstances, they do support the school and are always willing to give. Vlotenburg Primary was able to build good relationships with parents, the community, and the visitors.</p> <p>The second computer room is up and running with the help of EDUNOVA, assisting the school in achieving their vision to be part of the 4th Industrial Revolution. This has also enabled greater participation in e-learning programmes including Green Shoots. A coding club will start in the third term and learners are very excited to be part of it.</p>
17. Weber Gedenk Primary	SSBI Level 2 MiDO Foundation Teacher assistants Green Shoots Reading Eggs Hennie van der Westhuizen Systemic results incentive	<p>Mr Wayne Anthony has been appointed as the new principal, after serving in the position in an acting capacity for nearly two years. The principal and senior management team are supported with invaluable advice and mentoring from Mr Hennie van der Westhuizen.</p> <p>The Grade 3 and Grade 6 systemic results reflected a positive increase in Mathematics and Literacy. Both the Grade 3 Mathematics and Language results improved by more than 10% from the previous year. The Grade 6 Language results also improved by more than 10%, and the Grade 6 Mathematics results slightly from the previous year.</p> <p>The MiDO Google training has sharpened the skills and improved the staff's e-learning and e-teaching knowledge, to great benefit of the learners.</p> <p>More learners continue to benefit from psychosocial support with the extension of the Community Keepers office.</p>
18. Cloeteville High	SSBI Level 3 Administrative assistant SUM Project Matric result incentive	<p>With the motto of "Let's step it up" in 2022, the Matrics of 2022 really did, by achieving a 78% pass rate compared to the 70% pass rate in 2021. This led to the adoption of the 2023 motto, "Be positive, be disciplined, be successful". The aim is to motivate staff and learners to think positively and to raise their standards, especially in academics.</p> <p>The school focuses on developing other skills as well by means of "clubs". Learners are invited to join clubs for example Baking, Technology, Entrepreneurs, Science, and other clubs. The entrepreneurs club recently won R5 000 in a competition where they presented the idea of a solar lamp made from recycled materials. Some learners are excelling in the Art club - one learner sold his painting to a member of the public who visited the school.</p> <p>The school started the academic year on a high when they won the annual athletics meeting at Coetzenburg stadium against five other schools. This set the tone for the year and was a great morale booster for learners and staff alike, with other successful functions that followed including the "Miss/Mr Cloeteville" and the "Cloeteville High Got Talent" show.</p>

School	Remgro Support	Highlights
19. Makupula High	SSBI Level 2 SUM Project Reflective learning programme Community Keepers Hennie van der Westhuizen Matric result incentive	<p>The various interventions and programmes contributed to the good performance of the school. Their new executive management has greatly benefitted from the support received. Reflective learning has become part of the timetabled Grade 8 classes and continues to identify areas of improvement for the learners.</p> <p>The motivational talk of Hennie van der Westhuizen resonated well with the Matriculants. The IT assistant, Bandile, ensures that the educators have access to technology for both administrative and teaching purposes. Community Keepers performs an excellent job in supporting the learners and has made a substantial difference in the lives of many of the learners.</p> <p>“Thanks again Cheryl for your continuing support, it is much appreciated especially when you see all the interventions listed together.”</p>
20. Kayamandi High	SSBI Level 3 MiDO Foundation Administrative assistant SUM Project Jannie van der Westhuizen Matric result incentive	<p>Kayamandi High has been struggling with overcrowding and insufficient number of educators and assistants to provide the necessary level of attention and assistance to the learners for some time. Fortunately, the school received nine mobile and ten Moladi classrooms, of which six Moladi classrooms are still under construction. Six additional educators have also been appointed, which has assisted greatly with alleviating the workload of the teachers, and more contact time with learners. This should positively impact on their teaching and learning.</p>
21. Kylemore High	SSBI Level 3 Administrative assistant SUM Project Hennie van der Westhuizen Matric result incentive	<p>Kylemore High School was once again the top ranked Remgro-supported school in the 2022 matric examination with a pass rate of 95%. They were also the top performing quintile 1 - 3 school in the Cape Winelands District. The Matrics of 2022 have made them proud with their 100% pass rate in Mathematics. This performance was made possible with the ongoing support from Remgro, including the leadership development training for SMTs, the mentoring of the school principal by Mr Hennie van der Westhuizen and the appointment of an additional administrative assistant.</p> <p>The learners made use of the opportunity to attend the holiday camps and the teachers benefit from the resources provided. They are truly grateful to be part of the Remgro Schools Project and appreciate the assistance provided to the school.</p>
22. Stellenzicht High	SSBI Level 3 Administrative assistant SUM Project Hennie van der Westhuizen	<p>The teachers and learners of Stellenzicht High are appreciative for the ongoing support of Remgro. SSBI continues to provide reliable connectivity which has become indispensable in the way the educational system has evolved. Because of the valuable help of the administrative assistant, teachers can spend more time educating the learners. The Mathematics teachers participate in the SUM sessions to improve their skills and make use of helpful tools.</p> <p>The Stellies hub, coordinated by the MiDO Foundation, provides learners and teachers with access to research and useful teaching and learning tools.</p> <p>Learners can make use of on-site psychosocial services at the school to deal with emotional and social challenges. Teachers, and where appropriate parents, gain greater insights into the issues that the learners are facing, which contributes to their holistic wellness.</p>

School	Remgro Support	Highlights
23. Lückhoff High	SSBI Level 3 Administrative assistant SUM Project Jannie van der Westhuizen	<p>The school positively benefits from the programmes made possible by Remgro, the MiDO Foundation and the SUM Project. On cultural level the learners have done well in the orator competitions, spelling bees, and reading competitions. The sport achievements in the past year included a Kay Motsepe soccer provincial finalist, provincial cross-country colours and fourth place in the national championships.</p> <p>The learner council and prefects led by example when they made food parcels available for learners in need and arranged mental health awareness programmes.</p>
24. Calling Academy	Administrative Assistant Matric result incentive	<p>Calling Academy delivered its first matric class in 2022 achieving a 91% pass rate and 72% of learners qualified for access to bachelors or diploma studies.</p>  <p>Ahmed Sinzumusi (5th), Liam Louw (4th), Khwezi Cummings (3rd), Aiden Gabriels (2nd) and Leo Robertson (1st) celebrating their results.</p> <p>Leo Robertson dropped out of grade 11 at another school. He repeated the grade at Calling Academy and was the top Grade 12 learner in 2022. He is currently studying BAcc at Stellenbosch University.</p> <p>One of the learners, Alizwa Lumphondo was the author of an online article published on IOL, that deals with the issue of absent fathers. Calling Academy is proud of Alizwa's amazing achievement.</p>
25. Dorothea Special School	SSBI Level 1	<p>The school's vision is "Leading school for optimal growth for all". They strongly believe that it is through the involvement of community- and business partnerships and capacitating of all staff that they can provide quality teaching and learning to their very diverse learners in an inclusive educational system. The Remgro Schools Project provides training and professional development opportunities for school leadership to the benefit of the staff and learners.</p>

STRENGTHEN OUR SOCIETY (SOS)



The **SOS** initiative has been providing co-ordinated assistance to Stellenbosch-based NPOs and other organisations for the last 12 years to achieve social impact in the community of Stellenbosch. The key outcomes that SOS targets are the eradication of poverty and poor living conditions, good health, and wellbeing, including mental health and decent work and economic growth.

The key training sessions and events that were arranged for the benefit of our participating SOS partners, are set out below.

Training sessions and events

The **Sustainable Development Network (SDN)/African Sustainability Academy** provides a platform for NPOs, government and professionals to network and access information and research in sustainable development, health, welfare as well as in the education and training sectors.

During the period they have facilitated training sessions dealing with Policy development for NPOs, monitoring evaluation and reporting, as well as policy development for early childhood development centres.

Ricardo Wyngaard Attorneys (RWA) are passionate about the NPO sector and specialise in non-profit law since 1999. RWA have authored several articles and booklets on non-profit law and governance, some of which have been published in international journals. RWA offer appropriate, practical, and current advice and assistance to non-profit organisations and their donors.

RWA facilitated a Governance and Compliance training session to the SOS partners. It included the following aspects: Introductions to NPO governance and legislation, functions, roles and responsibilities of the board, induction of new members, attendance and participation of meetings, delegation, evaluation, and skills development of office bearers.

ENSAfrica the largest law firm in Africa with more than 600 specialist practitioners, provided a training session on Personal Finance to the SOS partners. The session was presented by Luciano Heineke and Tsholofelo Mvemve was the Pro Bono Coordinator. The aim of the session was to raise awareness about the importance of personal as well as business finance. The session highlighted the value of being able to manage one's own personal finances, which will enable one to better understand the basic principles of business finances and how to manage an organisation's finances. The training was attended by 13 SOS partners.

Papillion Press and Consultancy offers online fundraising and marketing courses, which includes existing and bespoke in-house training. They also offer support to client organisations, mobilise resources as well as raise money for non-profit organisations.

The annual two-day online fundraising conference, held on 7 and 8 June 2023, was attended by 10 of our SOS partners and beneficiaries. The conference provided a good balance between theory and practical application and covered the following aspects:

- Fundraising communication through storytelling
- The power of events during fundraising
- Commission-based fundraising and the law
- The risks, reality and responses of "Good" washing
- Risk management for NPOs and tertiary institutions
- Leveraging business principles to generate additional income streams for NPOs
- Tips for improving your NPO's online visibility
- Leadership transitions as well as donor research

Our SOS partners share their highlights of the past year.

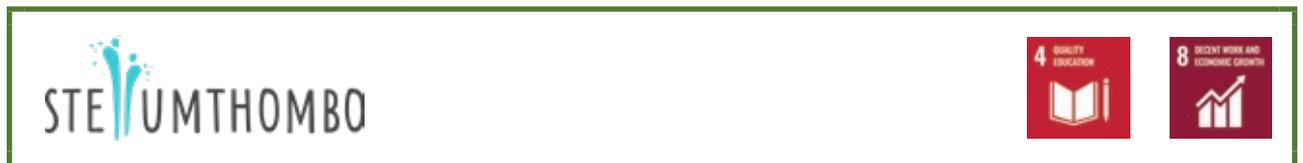
ChangeAbility



ChangeAbility's purpose is to pioneer programmes that change communities by improving the lives of people with disabilities (PWDs). In the past year, we gave direct support to PWDs in four communities, namely Cloeteville, Kayamandi and Groendal in the Stellenbosch municipal area, as well as Macassar in the adjoining Helderberg area.

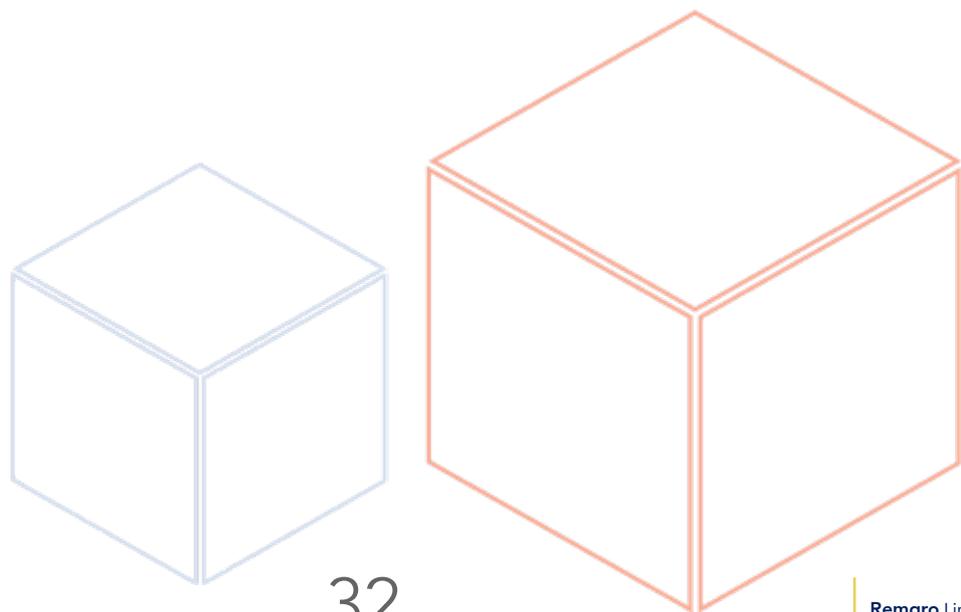
Our projects promote health, awareness, community development and skills development and we reached a total of 673 beneficiaries in the past year. For the next year, we invite you to continue to join us on this journey into the heart of South African communities and discover something we already know. With the right support, PWDs can drive their own change and take their rightful place as valuable and crucial participants in our country's future.

Stellumthombo



At **Stellumthombo**, our ambition is to give every child access to excellent early childhood development (ECD) as a basis for a successful school career. We do this through training for ECD staff, volunteers in our literacy programme and mentors in our Masandise mentoring programme.

We successfully presented four courses for ECD principals and staff during the year. Our literacy programme for Grade R and Grade 1 learners grew exponentially. In line with our education philosophy, we hosted a Mathematics winter school where 140 Grade 11 and 12 learners from the greater Stellenbosch area were reached.

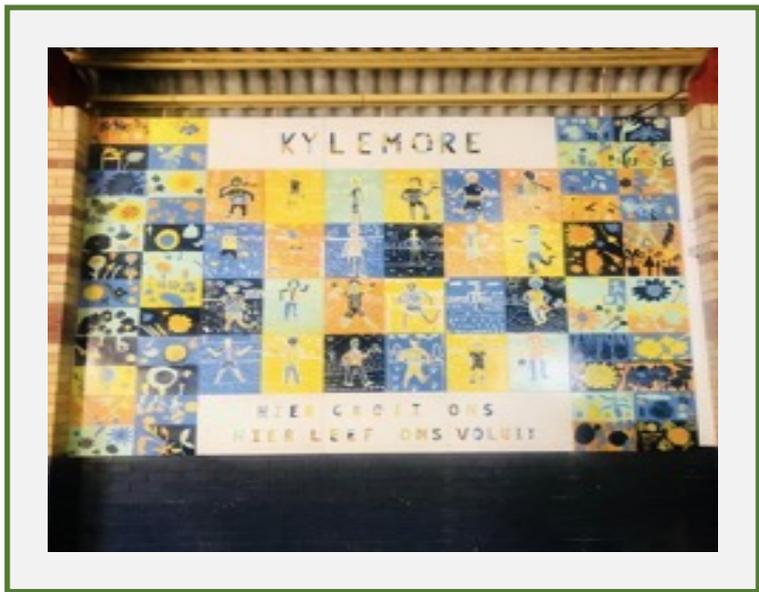


Imbali



Imbali programmes focus on eliminating poverty and hunger through quality education, gender equality and decent work. We envision a vibrant, self-supporting Kylemore community, where human dignity, self-respect, personal contribution, and community esteem are the norm. Our partnership with Kylemore High School continues to strengthen through the active participation of learners at the Craft and Art Centre and the carpentry programme.

Kylemore High School requested the Art Programme to design and paint a mural for the school, incorporating the local environment. The carpentry programme completed the wonderful team effort with the installation of the magnificent mural. We are excited about greater collaboration to increase the synergy between these projects in future.



Green Door Project



The **Green Door Project** strives for a safe and healthy Jamestown community. Our contribution consists of providing literacy, numeracy, creativity activities to girls in the Jamestown community.

During the past year our programme has evolved from just an after-school project, towards becoming a fully-fledged learning centre. We divided the girls participating in the programme into smaller groups to make our individual and intensive support for literacy and numeracy much more effective. Each participant receives the necessary support that they need to excel in their academics.

The girls taking part in the activities of the Green Door Project also attend a variety of art and craft activities at the Rupert Museum. The facilitator Gershon van Wyk enthusiastically teaches girls to find their inner artist.

Good Hope Psychological Service



The vision of **Good Hope Psychological Service** is to develop the dignity and emotional well-being of children, adults, and families, supported by our mission to provide accessible professional mental health services through individual and group therapy.

In 2022 the organisation saw 2 215 children in 3 055 sessions and 1 098 adults in 1 155 sessions. We continue to focus on collaborating with other organisations to increase the awareness of mental health and improve accessibility to mental health services.

A training collaboration with Love to Give in Kayamandi to support their community workers was a highlight of the year, as well as collaborating with Real Deal to increase awareness of trauma-informed approaches in community work.

Good Hope Psychological Service works collaboratively with like-minded organisations to reach more people for greater collective social impact. We are in the process of creating a new Operations Management position, to maintain excellent governance and sustainability.

Bergzicht Training and Development



The vision of **Bergzicht Training and Development** is to improve the quality of life of unemployed individuals and communities by means of self-leadership and employability. We do this by providing training to unemployed individuals in certified competencies to secure sustainable income, whether through formal employment, or self-employment.

We have a sound reputation as a service provider with 31 years of experience in upskilling unemployed people for sustainable employment by means of top quality, certified training programmes. During 2022, we managed to train a total of 279 students. We continued with our strategy to provide additional support to our students. The job retention rate increased from lows of 35% during 2018/2019 to an overall average retention rate of 77% as of May 2023. Bergzicht Training and Development also achieved an overall job placement rate of 77% during the year, compared to 66% during the previous year.

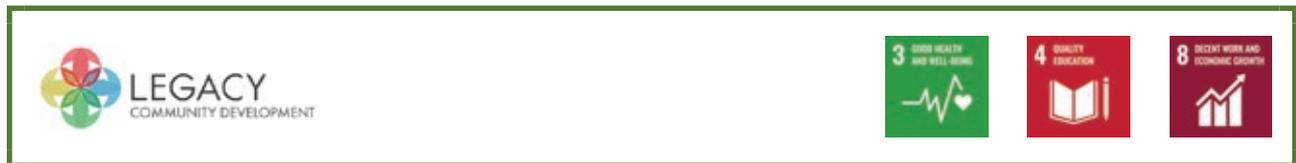
CALEB Development and Training Association



CALEB appreciates that sustained social impact requires collaboration, and hence we partner with organisations with similar purposes and strategic objectives. The community soup kitchen continues to be one of CALEB’s core functions after Covid-19. The organisation realised that men and women are still struggling to make ends meet in the community. CALEB has been able to raise funding to provide one meal per week for 50 people during 2022.

The highlight of the year was our well-attended annual event during the 16 days of Activism. The theme of 2022 was “get up, dress up and show up”. We ran a 10-month intervention programme on two Fair Cape farms. The overall goal of the intervention focused on rebuilding the moral fibre of the community. CALEB, in partnership with the Municipality (Community Development), have conducted several community interventions, which included a programme for youth and women’s day. We are working with SAS Sisonke, a programme that builds the leadership of young women from six different schools in Stellenbosch to facilitate life skills training for the young women.

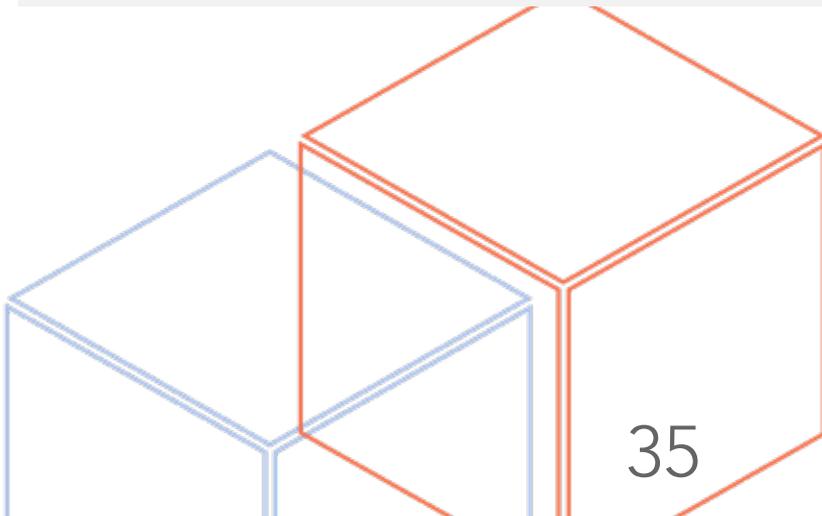
Legacy



Legacy’s community development mission is to bring God’s love, hope, compassion and justice to Stellenbosch, starting in Kayamandi and following a holistic development approach.

2022 was a year of recovering after Covid-19. One of the spin-offs of the lockdown period was that everyone realised the value of the programmes at the Legacy Centre. The highlight was our 21st birthday party in May 2023.

The Legacy facilitators are seen as “first responders” when it comes to behavioural issues. As first responders the facilitators need insight into the role that suffering, grief, and trauma play in the behaviour of the learners and to be able to identify emotional and psychosocial issues. The year kicked off with a four-day workshop by Thando Trust to give them insight into the role that suffering etc. plays in their own lives and how it influences their interaction with the learners. This was followed by two one-day sessions at the beginning of the second and third terms and supervision sessions that addressed pertinent issues throughout the terms.



Pniël Heritage and Cultural Trust (PEKT)



PEKT continued to support women and youth in our community through art classes, writing workshops and providing a platform for entrepreneurs.

The trustees would like to express our sincere gratitude for the ongoing support of Remgro and commend you for your support of SMEs, NPOs and NGOs, especially of PEKT. The Social Media workshop was very insightful, as well as the Remgro Fundraising Conference in June. This was a valuable learning experience and equipped us with many skills and insights on how and where to apply for funding, writing proposals and how to improve our online visibility.

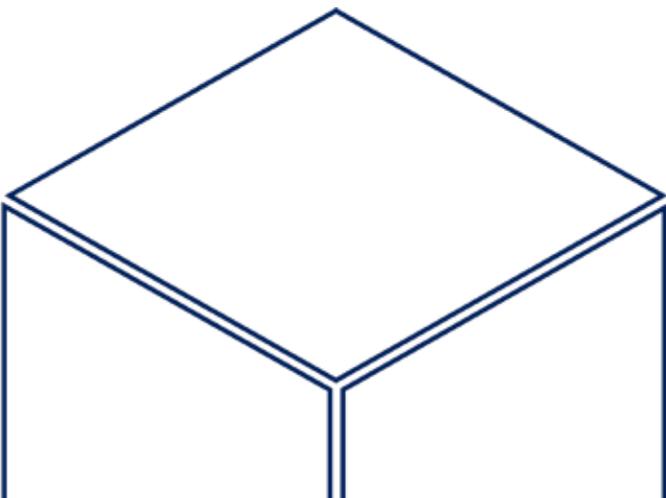
The Pniël Museum Teagarden was successfully open from 1 February and provided an opportunity for entrepreneurs from Pniël to practice and display their catering skills. We started the year off with a bang with the 7th Adam Small Festival in February 2023. This was the first three-day full weekend festival post Covid-19. Our Youth Day Talent show on 23 June 2023 was once again a big success. Talented youngsters from the Dwars River Valley and beyond participated.

Stellenbosch Work Centre



The **Stellenbosch Work Centre** for Adult Persons with Disabilities assists with the economic empowerment and social integration of adult persons with disabilities in the Stellenbosch communities and farms. They strive to eradicate poverty, end hunger, achieve food security and healthy lives and promote wellbeing for all, whilst contributing to inclusive and equitable education and life-long learning opportunities.

We received different training sessions from Remgro. The Remgro seminars/workshops are very helpful for our growth as leaders, including practicing good corporate governance. We especially gained from the training about fundraising. Equipped with this information, we successfully applied to a trust, which supported us with R350 000 for the feeding scheme, transport, entrepreneurship project, and administrative costs. The same trust will also support us to extend the building with a stoep where beneficiaries can eat and relax, as well as for training sessions and recreational programmes for our beneficiaries.



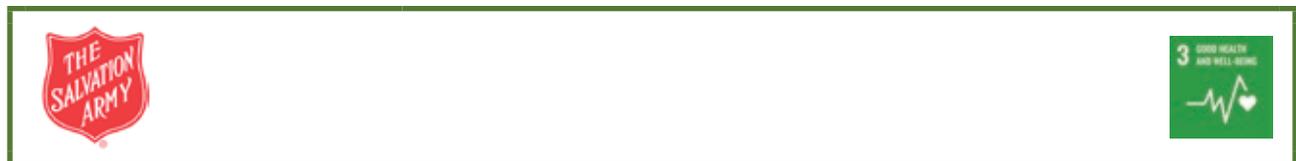
The Early Education Centre (TEEC)



The purpose of **TEEC** is to invest in the future. We do this through the provision of various early childhood development (ECD) programmes for children and their parents and/or their primary caregivers. We encourage children to think critically and become innovative problem solvers.

One of the organisational highlights for the past year is that 27 ladies obtained an accredited qualification through Accredited Training. The objective of Accredited Training for Levels 4 and 5 is for unskilled and skilled educators to gain skills, knowledge and understanding of the importance of implementing a structured and stimulating daily programme for vulnerable young children. Students learn the theory and importantly its implementation in practice. They gain a better understanding how to interpret learning and behaviour, how to overcome blocks to learning and how to empower learners with learning skills and intrinsic motivation. We were particularly proud of two students who were able to double the number of children enrolled at their facility and one student who was promoted to the position of principal.

The Salvation Army Hesketh King Treatment Centre



“A Haven of Help, Hope and Healing.”

The Salvation Army Hesketh King is a registered treatment centre operational for more than 75 years. Our purpose is to provide a haven for men battling with substance abuse and addiction. We strive to provide a compassionate healing ministry in the name of Christ, keeping the dignity and self-worth of our patients, their family, and our staff members at the heart of what we do.

In the preceding year, the staff, patients, and families’ collective effort resulted in a total of 106 completions of the adult programme and 57 completions of the youth programme.

Lokxion Foundation

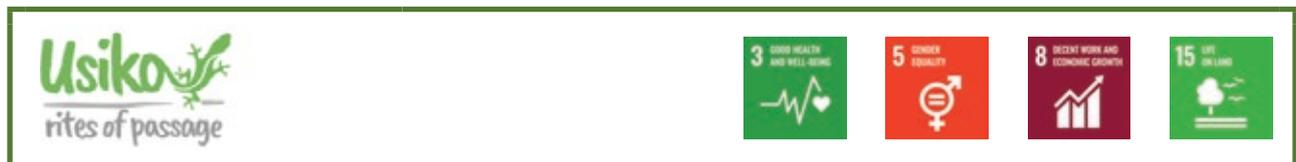


The **Lokxion Foundation** focuses on sport and the performing arts to create growth and development opportunities for the youth in townships. After the Covid-19 pandemic, we have streamlined our projects, concentrating on soccer and poetry, as main projects.

We are grateful that soccer is back in full swing, with a complement of about 120 players, comprising U11, U13, U15 and U17 and two senior teams, one in division 1 and one in the Promotional League. We have introduced leadership sessions every second Friday for the U15 and U17 teams as part of our holistic approach to develop essential life skills through exposure to other aspects of life beyond the soccer field.

The Conversation in Poetry series is an exciting initiative set to take place at the Stellenbosch Museum. This series brings together a diverse range of poets to engage in conversations about poetry. The series aims to create a space for poets to share their work and ideas, learn from one another, and connect with audiences in meaningful ways. Through this series, attendees will have the opportunity to hear from both established and emerging poets, explore the many different styles and approaches to poetry, and engage in dialogue with poets and fellow audience members.

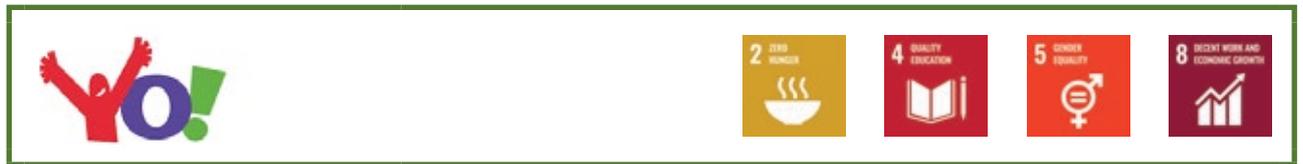
Usiko



As **Usiko**, we are proud to live up to our mandate of promoting strong empowered communities that we cherish. Our social crime programme, implemented in six schools in Stellenbosch, reached a total of 570 participants. The programme provides life skills, a wilderness camp, and outings. The women empowerment programme graduated 18 women, enabling them to live their lives with a stronger sense of self, as well as improved skills to secure employment opportunities.

The after-school programme has 77 children receiving a meal, homework support, STEM (science, technology, engineering, and mathematics) activities and outdoor activities. The after-school is hosted at Stellenzicht High School, where we continue to create a safe space for children in the afternoon with relevant stimulation.

Youth Outreach Stellenbosch

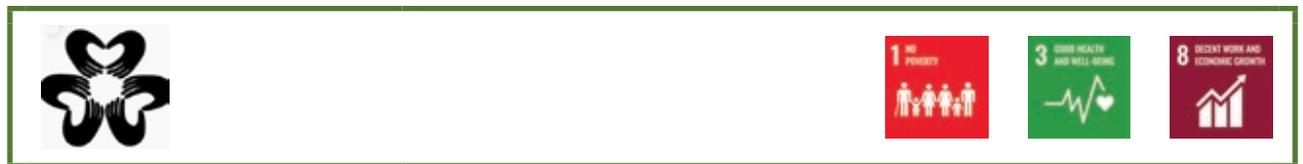


Youth Outreach (YO) provides safety and superior care and development to youth and vulnerable children, through life skills training and education. The early intervention programmes are used to prevent learners from dropping out of school and to re-introduce them into the formal school system. Two of the learners living at the centre have done extremely well in their academics and are currently in the top 10 of their respective grades.

We opened a new bigger kitchen which enabled us to serve a total of 7 537 meals from drop-in facilities alone during the year. In addition, approximately three meals a day were provided to 20 residents throughout the year, totalling 21 360 meals, culminating in a grand total of 28 897 meals served during the period.

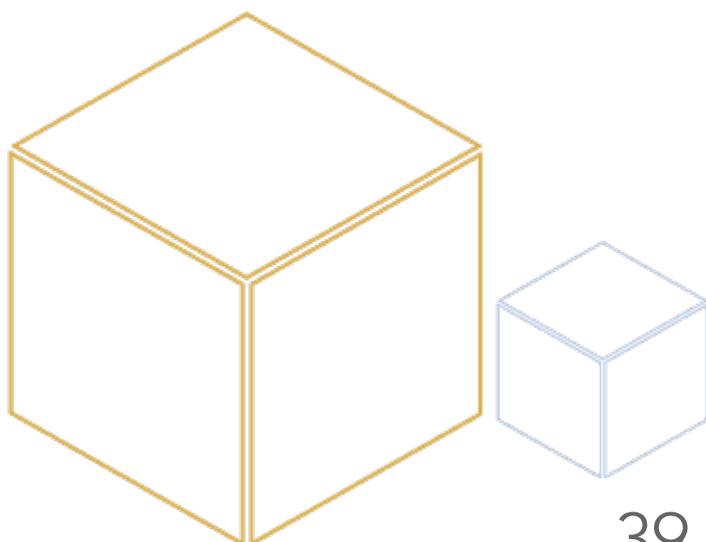
Two new board members were appointed to share their governance expertise and strengthen the succession of the organisation. They have also started with monthly information sessions for new and potential donors and volunteers to great success.

Stellenbosch Crafts Alive (sCA)



The vision of **sCA** is to establish a sustainable social enterprise in the CraftArt sector within the broader Stellenbosch socio-economic footprint. Our approach focuses on two aspects. Firstly, we provide a collaborative platform through our CraftArt Incubator and the Satellites Project, where art and craft producers from the different Stellenbosch communities can receive training and mentorship as well as manufacture and retail their products to become sustainable entrepreneurs.

Secondly, we establish a culture of recognition and support for CraftArt as a means of capacitating suitably talented and motivated citizens. The CraftArt Incubator offers local CraftArt producers a safe space and engender a sense of belonging to Stellenbosch. Producers are encouraged to use their creative skills to secure job opportunities and sustainable income.

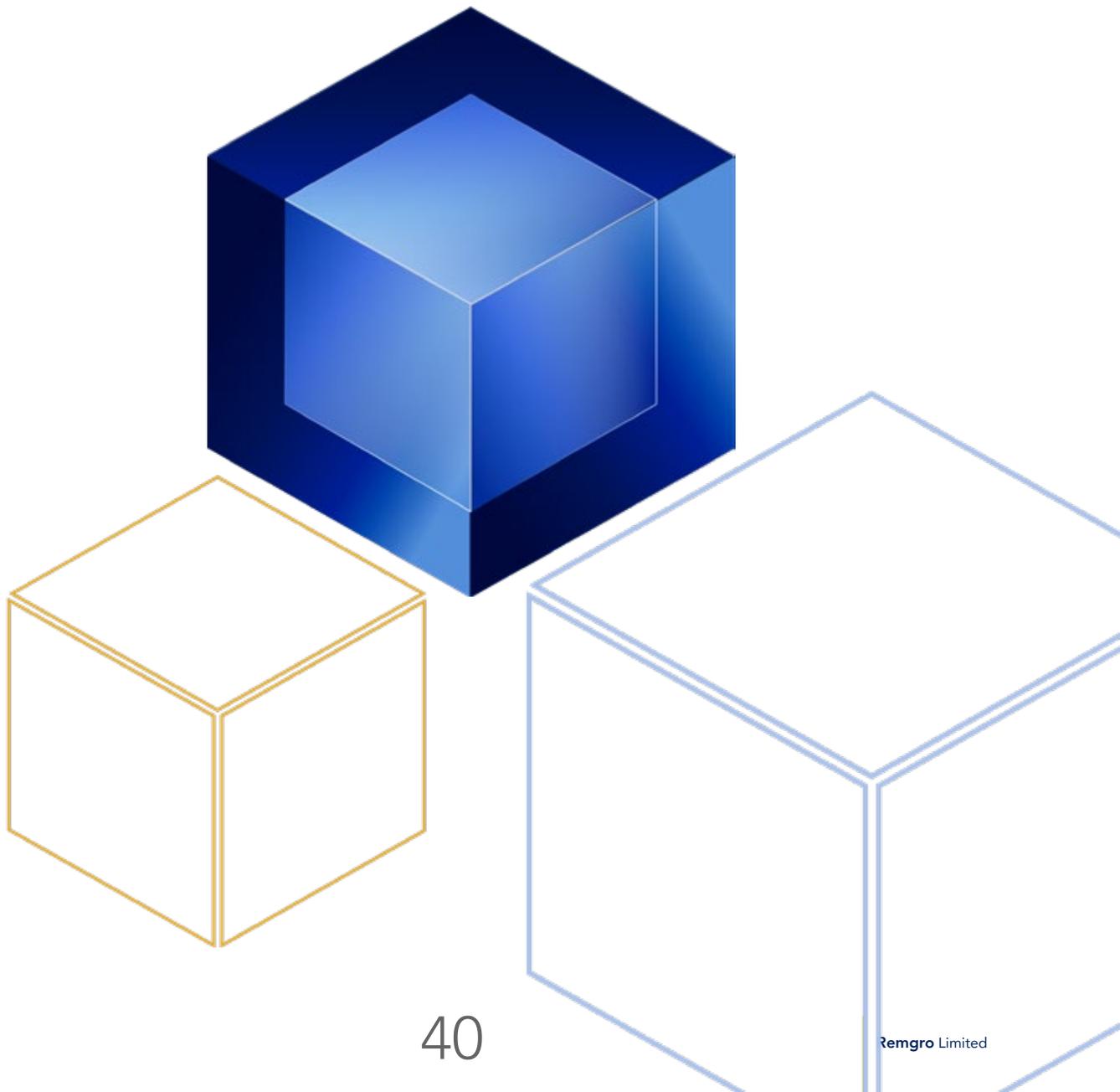


Care Career Connection



The **Care Career Connection** rehabilitative employment programme addresses the lack and need of post-school professional and career skills training and support for young adults between 18 and 35 years with intellectual disabilities. Using our skills and practical tools, we enable our beneficiaries to be either gainfully employed in the mainstream workplace, and/or to be successful in the entrepreneurial trade.

Our programmes are “From the Community For the Community” and our specialist staff are recruited from the same communities where they will work, once qualified. We continue to improve the professional, ethical, and social skills within our team. The Remgro SOS programme addresses many of these issues and has been of great assistance in upskilling our team. Our senior team members attended capacity building workshops and conferences, hosted by Remgro SOS. They applied the knowledge and insights gained to the benefit of all within the organisation.





Stellenbosch Academy of Sport (SAS)



“Choice of **Champions.**”

SAS corporate social responsibility summary FY2023

SAS is a Remgro impact investment and has for many years been focused on leveraging the power of sport to build social cohesion and to make a sustainable and impactful difference in the surrounding communities.

There are many different community programmes taking place on a weekly basis. We highlight a few:

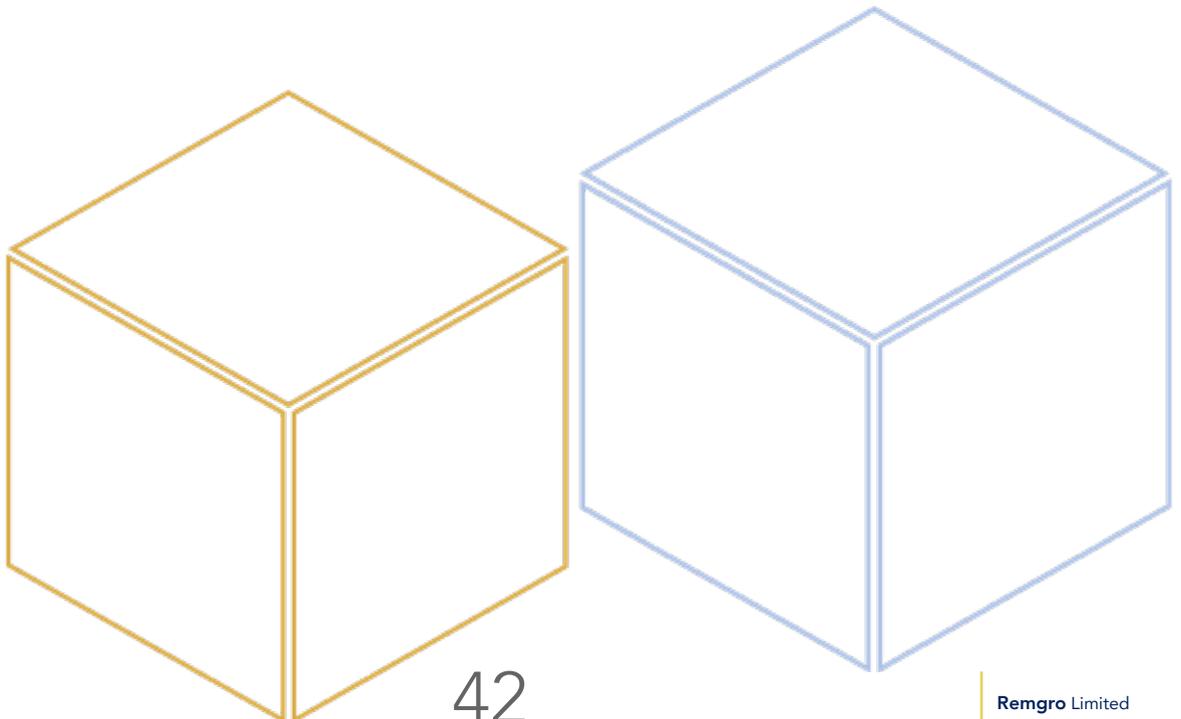


1. **SAS Sisonke.** Our young women's programme includes 20 high school learners from different communities and backgrounds that are on a journey with us all the way to their Matric year. It includes monthly get-togethers where topical themes are covered to supplement the standard learning curriculum these young women receive at school. The aim is to provide them with leadership and other core skills to strengthen their ability to become model learners and influential community contributors in the future.

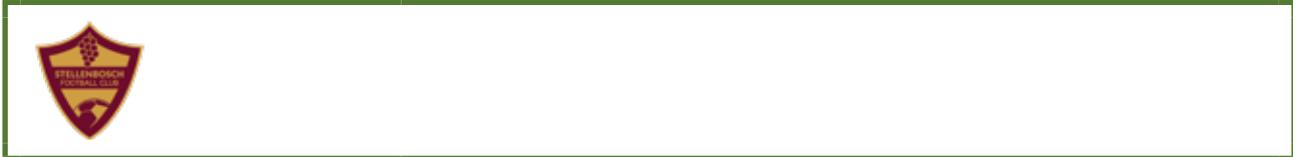


2. **Friendship Games and Celebratory Days.** We had over 100 events during the year which includes Friendship Games every Friday with youth from different communities getting together to play and socialise in a safe area. During these events the youth learn key life skills such as discipline, effective communication, and respect. Madiba Day, Women's Day, and many other annual celebratory days are commemorated in a special way to encourage volunteerism and good citizenship.

We are proud to say that our initiatives are not once-off events, but rather longer-term programmes that are owned by the participants and the community. This makes the impact so much more sustainable and significant.



Stellenbosch Football Club (SFC)



SFC corporate social responsibility summary FY2023

SFC is a Remgro impact investment and has for many years been focused on leveraging the power of sport to build social cohesion and to make a sustainable and impactful difference in the surrounding communities.

There are many different community programmes taking place on a weekly basis. We highlight a few:

1. **SFC Youth Academy.** The club has 100 young aspiring footballers, aged between 10 to 18 who are part of a holistic development programme. Specific life skills are developed throughout the multi-year programme, which is aimed at not only developing good footballers, but also young men who can become contributing community leaders and good citizens. Proudly, five of our youth players have progressed over the last year to represent South Africa at age group level. For the first time, these players travelled outside of Stellenbosch and into Europe! Their worldview has been broadened and it also serves as inspiration to thousands of other young players.

2. **SFC First Team.** The professional club provides the high-performance, aspirational element to our development pathway for aspiring footballers. Each season, there are many incredible stories of young players being promoted from our youth ranks into professional football, resulting in their lives and those around them being changed for the better. One specific story is of Olwethu Makhanya – a 19-year-old amateur player we recruited a year ago from a small rural town upcountry. Within less than 12 months he was transformed into a regular Premiership starter in our First Team and has just been transferred in a multi-million-dollar deal to Philadelphia Union in the Major Soccer League in USA, where he will shortly be playing against the likes of Lionel Messi! Remgro, SAS and SFC have made this possible, and as his career continues to develop, we will realise what a far-reaching impact this one project has had. We believe SFC represents the gold standard U21 football programme in the country and the youngest squad in the competitive Premiership. This allows young people to dream and participate in a well-defined development pathway.



Power of Collaboration

In Remgro's previous Sustainability Report, we celebrated the achievements of Oshwin Andries, who was selected as part of the SFC team that participated in the First Gen Tournament in England. The SFC team returned victorious after beating Leicester City 7-2 in the Final. Oshwin was also instrumental in the 30 games the SFC team played across the country to ultimately win the Diski Challenge League the previous season.

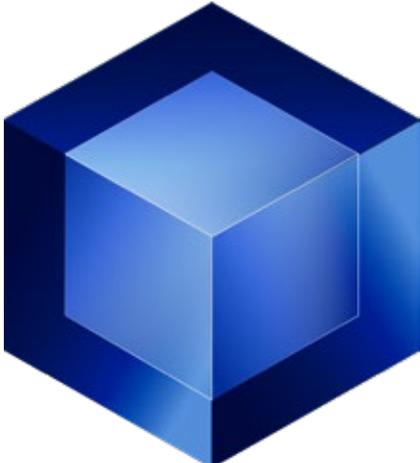
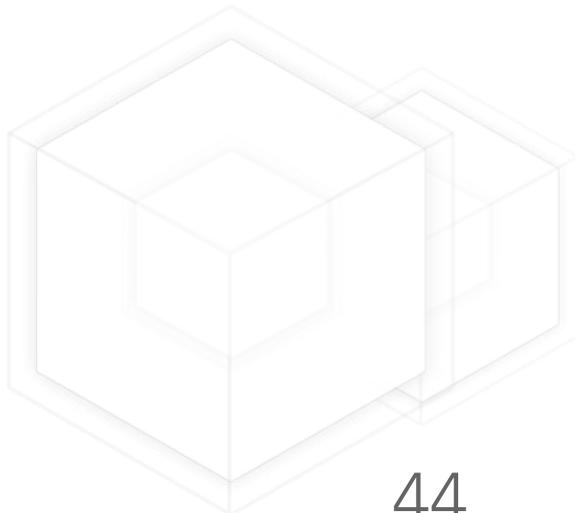
Sadly, Oshwin passed away in March 2023, which served as the catalyst for the inaugural Klapmuts Sport for Peace 5km run/walk held on 5 April 2023 at the Klapmuts Primary School. The run was a collective effort of the Laureus Sport for Good, as the main organiser, together with Remgro, SFC, Klapmuts Primary School, UCT and the Sports Science Institute of South Africa. Staff of all the partners took part and the SFC players were marshals during the event. The purpose of the event was to make a collective statement for peace and a call to action for athletes and sports fans to show up and urge the youth that there are alternatives to violence, gangsterism and other social challenges.



The late Oshwin Andries



Remgro staff attending the Peace Walk



ADDITIONAL CSI PROJECTS RECEIVING REMGRO FUNDING

Community development



Ikamva Labantu



Through its community-owned and community-led programmes, **Ikamva Labantu** aims to meet the needs of children, older persons, and those who protect and care for them. The organisation’s current programmes encompass a range of initiatives:

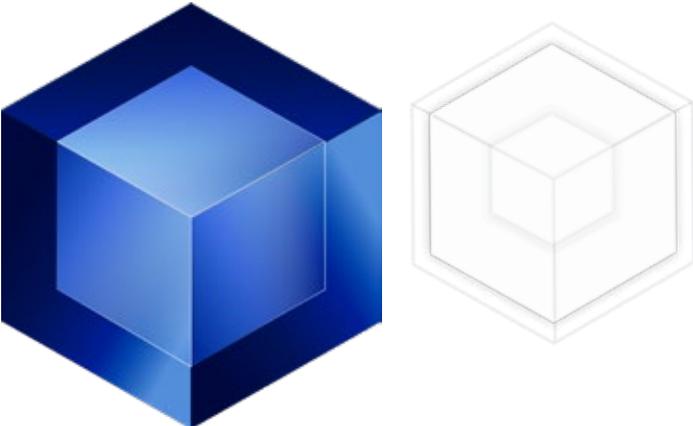
Early Childhood Development (ECD): With 400 ECD centres and support for 24 000 children, Ikamva Labantu prioritises the nurturing of young minds and improving the quality of early childhood education in the disadvantaged communities of Cape Town. The Afternoon Angels Afterschool programme provides a safe and nurturing environment for children after school, protecting them from the risks of violence, exploitation, and substance abuse on the township streets.

Older Persons: Five days a week, 1 000 older people are provided transport to and from Ikamva Labantu’s Senior Clubs where they access a range of activities addressing health, nutrition, and cognitive stimulation. Importantly, they can be among their peers in a social environment. Ikamva Labantu has supported 376 home-based, frail older persons who receive dedicated care from Ikamva Labantu’s nurses, social workers, occupational therapists, and community-based workers.

Food Security: Through the support of 100 community kitchens, Ikamva Labantu contributes to the provision of cooked meals to 18 277 people per month.

Through these well-established and deeply rooted community programmes, Ikamva Labantu reaches nearly 100 000 residents of Cape Town facing challenging socio-economic circumstances.

For more information please visit www.ikamva.org.za



Love to Give trading as Stellenbosch Community Development Programme (SCDP)



Love to Give (SCDP) aims to assist members of the Kayamandi community exposed to youth unemployment, dysfunctional education systems, hunger, malnutrition, and poverty through various programmes.

In 2023, they provided 1 500 children in the Kayamandi area with a daily meal. Through the collaboration with Year Beyond, they provided 51 youth interns with annual positions on a structured programme with a monthly stipend. The success of this internship programme is evident in the progression to employment rate of 78% achieved for the year. A total of 850 learners at Ikaya Primary and Kayamandi Primary were supported through the @HomeLearning and Academic programmes, both in school and every afternoon to improve their academic outcomes. They taught 56 mothers and caregivers book-sharing in their eight-week programme for pre-school children.

Love to Give strives to not only address the community's urgent need for basic nutrition, but also for education, upskilling, and self-sufficiency. During the period they provided a monthly food parcel, which included vegetables from their gardens to 100 families. They also offer small business training and mentorship, a free CV writing service, workshops on health and wellness, trauma counselling and practical training in their vegetable gardens.

For more information please visit www.lovetogive.org.za

Stellemploy NPC



Stellemploy NPC is a community development project providing internationally accredited skills training to young unemployed people from the community in the greater Stellenbosch area. They aim to increase the levels of employability of the young people, both locally as well as internationally.

All five the students who were selected for the Diploma in Food Production and Cooking in July 2022 have completed their internships at the end of July 2023. They are very proud of all of them!

For more information please visit www.stellemploy.org

Cultural development



Field Band Foundation

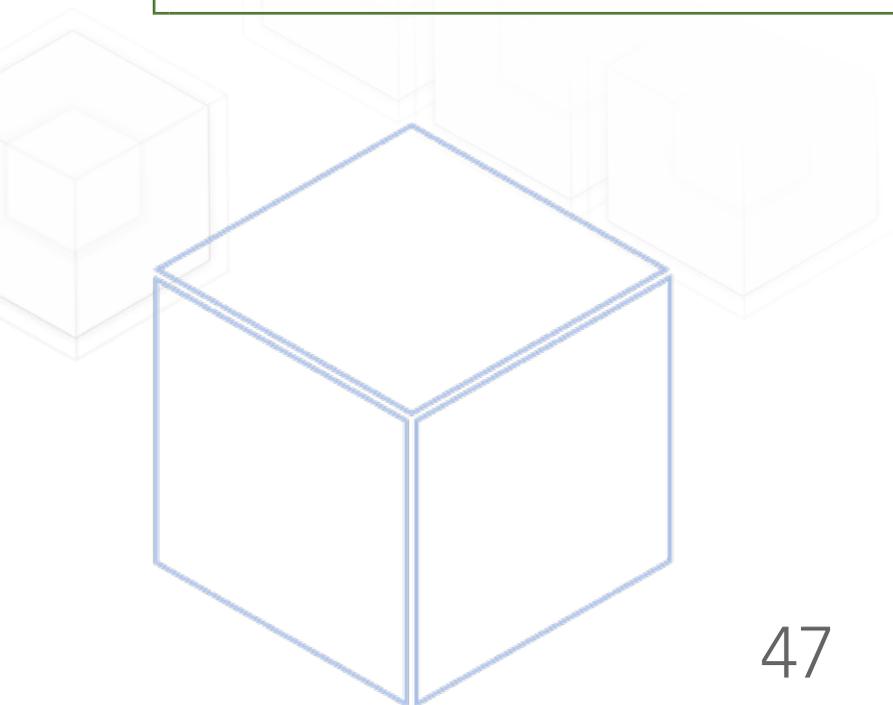


The **Field Band Foundation** firmly believes that music can play a transformative role in the lives of young South Africans, and therefore they create opportunities for children to be part of a band and make music. Through engaging rehearsals, life-skills and performances, the Cape Whalers Field Band creates safe spaces, meaningful connections, positive role models and a love of lifelong learning in the Cloetesville, Macassar and Lindelani Place of Safety communities.

The Cape Whalers Field Band is a vibrant band with 257 band members. It has been in demand for all kinds of exciting performances, including being featured in a musical recording for a professional documentary, performing at the Castle of Good Hope, taking part in the Cape Carnival, Two Oceans Marathon, and Absa Run Your City. They also proudly welcomed the Norwegian historic sailing ship, the Statsraad Lehmkuhl, to the Victoria and Alfred Waterfront. The Cape Whalers held 20 public performances in 2022 and to date six in 2023.

To develop the Cape Whalers’ staff team, 11 staff workshops were held in the year. SETA accredited Recognition of Prior Learning certification was attained for the facilitation skills for some tutors. Two Cape Whalers participated in the international Chords of Community Tour to Oslo, Norway in April, where they shared best practice to use music as a community-building tool.

For more information please visit www.fieldband.org.za



Entrepreneurship, training and education



Stellenbosch University's Centre for Pedagogy (SUNCEP)



The Stellenbosch Hub is a supplementary educational support programme providing valuable academic resources and guidance to a carefully selected group of 25 Grade 12 learners from underserved areas in the Stellenbosch region. The programme ran from March 2022 to November 2022. Spearheaded by **Stellenbosch University's Centre for Pedagogy (SUNCEP)**, this initiative aims to empower students through virtual academic support using cutting-edge technology and teaching methods, to support a pathway to access tertiary education.

The learners who opted to take Mathematics and Physical Sciences as subjects, were selected from five secondary schools in and around Stellenbosch namely Kayamandi HS, Lückhoff HS, Kylemore HS, Cloeteville HS and Makupula HS. Learners received tuition via a dedicated online learning platform by a team of academic specialists. The livestream sessions served to give learners an opportunity to receive focused tuition and interact with tutors in real time. Each learner received a tablet computer, mobile data and academic resources to support them through the year.

The impact of the Covid-19 pandemic and the tuition time lost during the lockdown showed in the National Senior Certificate (NSC) results. All the learners sat for the NSC exam at the end of 2022, with 37.5% of learners accessing Higher Education Institutions (HEI) at the start of 2023. The rest of the learners opted to either rewrite one or more subjects or applied to second chance programmes such as SciMathUS as a gateway to Higher Education Institutions.

For more information please visit www.sun.ac.za/english/faculty/education/suncep



SciMathUS



The **SciMathUS Programme** is a second opportunity university preparation programme that forms part of SUNCEP and operates within the Faculty of Education at Stellenbosch University. The purpose of the programme is to provide students who have passed Grade 12 (NSC) but did not qualify for highly selective university programmes they wish to follow, an opportunity to improve their marks on STEM-related subjects offered by the SciMathUS programme. SciMathUS is a one-year programme that comprises a rewrite of the National Senior Certificate (NSC) examination in Mathematics, Physical Science and Accounting and offers complementary subjects that prepare students for university study. When the students have attained improved marks, they stand a better chance of being selected to any higher education institution for the degree they wish to study.

In 2022 there were 139 students in the programme doing Mathematics, Physical Science and Accounting. We applaud the SciMathUS class of 2022 for achieving wonderful results. The cohort delivered 16 distinctions in Mathematics, 14 in Physical Science and 15 in Accounting, placing them in the top 6% pool of achievers in these subjects in the 2022 NSC exams. The group achieved an average of 65% for Mathematics, compared to their previous average of 53%. For Physical Science the average was 68%, compared to their previous average of 54%. The Accounting learners increased their output to 75% compared to the previous average of 65%.



TSIBA NPC



TSIBA Business School (TSIBA), registered as TSIBA Education NPC, is a not-for-profit accredited higher education institution. An early pioneer of access to tertiary education through fully funded tuition-fee scholarships, TSIBA provides full and substantially subsidised high quality tertiary level business education to young people who struggle to get ahead post-Grade 12. Since inception, TSIBA has provided over 8 500 annual tuition scholarships to students who otherwise would not have had the opportunity to access and complete tertiary studies with a relevant and accredited business qualification.

Given the stark difference between a youth unemployment rate of almost 60% in South Africa, and how this number shrinks significantly for graduates equipped with a tertiary degree, they provide opportunity for success to determined young people through access to quality tertiary education. The core work of TSIBA is thus to transition talented young people from unemployment into active economic citizenship.

With a postgraduate employment rate of almost 90% for the TSIBA BBA degree and growing demand for its offerings, TSIBA has recently migrated to a new campus – Ndabeni (Pinelands). Spacious and fully equipped with contemporary learning technology, the new campus honours TSIBA's determination to provide world-class education.

For more information please visit www.tsiba.ac.za.



SA College for Tourism



The **SA College for Tourism (SACT)** is a registered non-profit organisation founded in 2001 by Dr Anton Rupert with the mission to provide capacity building and economic empowerment for marginalised, unemployed, rural youth. Their programmes are linked to the nature-based tourism industry and is established under the auspices of the Peace Parks Foundation (PPF) in partnership with international agencies and public donors.

SACT's strategic objectives include youth development, skills development, women empowerment and for these young adults to obtain meaningful employment. Their primary focus is on the economic empowerment of local communities in or adjacent to the Peace Parks (trans-frontier conservation areas (TFCAs)) of Southern Africa. They believe that if communities experience economic benefits from TFCAs, they are more likely to support conservation initiatives, which in turn will further promote sustainable economic development in these communities.

One of their highlights was funding received from the Helen Gurley Brown Foundation for an exchange programme that afforded five hospitality graduates the opportunity to work at YMCA Camp Coniston in New Hampshire, United States of America as camp leaders during their three-month summer holidays. The students performed so well that YMCA Camp Coniston will fully fund ten graduates for the 2023 summer camp.

In December 2022, SACT graduated 68 hospitality students and 22 tracker students. A deployment statistic of 88% was already determined for the Class of 2022 to be deployed during 2023 at various 5-star establishments. They pride themselves with this accomplishment and quality of training after an intense one-year training programme.

For more information please visit www.sactgr.co.za



Pinotage Youth Development Academy



Pinotage Youth Development Academy (PYDA) marked 10 years of launching young talent during September 2022. The work during the year included a full research project to assess and evaluate impact as well as various meaningful and inclusive celebrations with partners. As the Academy continues to evolve, it has become imperative to retain the foundation that has led to irrevocable personal change and meaningful economic outcomes in the lives of almost 600 young South Africans. At the same time, it is essential to review and expand programmes and look to innovate within the increasingly challenging economic context.

PYDA continues to work in delivering skilled, talented professionals to the Wine Sector, its flagship programme. They have expanded their work in demand-led sectors to include occupationally driven scarce skills across sectors, as well as a “walk-in” programme offering customised support to access employment or opportunity to any young person. They plan to conduct a formalised strategic review next year and to deepen their impact under the leadership of their new executive director.

For more information please visit www.pyda.co.za

Helpmekaar Study Fund



The **Helpmekaar Study Fund (HSF)** has been providing loans and interest bursaries to students of all races, with most bursaries awarded to previously disadvantaged students and students whose parents cannot pay the mandatory interest on outstanding loans while the students are studying.

The HSF NPO makes significant contributions to the HSF Trust to finance bursary projects and grants approximately 230 new loans per year to support as many students as possible with at least their tuition fees and books. At the end of 2022, a new marketing campaign was launched to raise more funds in response to the growing need for loans.

For more information please visit www.helpmekaarfonds.org

Environment



Peace Parks Foundation



In 2022, **Peace Parks Foundation** celebrated a quarter-century since its establishment by President Nelson Mandela, Dr Anton Rupert, and HRH Prince Bernhard of The Netherlands in 1997. The organisation has since then steadfastly championed transboundary conservation across Southern Africa, helping to create conserving an impressive 675 400 km² over ten countries. Dedicated to Conservation at Scale, Peace Parks’ work not only nurtures landscapes but also facilitated 128 000 km² of new protected areas and translocated 17 406 animals that have flourished to a wildlife population of 92 400. Key projects at Maputo National Park established 1 030 climate adaptation jobs, as well as preserving and restoring essential ecosystems spanning 4 200 km², including mangroves, seagrass meadows, and coral reefs.

Addressing water security in Southern Africa is a key focus where their initiatives provide water for 18 000 cattle, fostering community resilience, ecological health, and economic coexistence. Local communities of more than 200 000 people benefit from the Simalaha Community Conservancy in Zambia through sustainable fishing ventures.

The Rhino Protection Programme heralded an 82% reduction in poaching incidents in Greater Kruger reserves within just three months. Prioritising gender parity, 171 women thrived in the Herding for Health programme, and the Blue Action Fund elevated 360 women in climate resilience efforts. Membene Lodge, a beacon of the eco-tourism drive, channelled 20% of its earnings back into local communities. Attracting 20 000 visitors last year, our areas generated US\$300 000, and the dedication to sustainable living saw the distribution of 9 940 efficient cookstoves in Simalaha, emphasising the cohesive conservation strategy.

[For more information please visit www.peaceparks.org](http://www.peaceparks.org)

WWF South Africa



WWF (World Wide Fund for Nature) South Africa is part of the world's largest and most respected independent conservation organisations, with over five million supporters and a global network active in more than 100 countries. WWF's mission is to stop the degradation of the earth's natural environment and to build a future in which humans live in harmony with nature. They do this by contributing to the conservation of the world's biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption.

WWF South Africa regularly publishes thought leadership pieces on key areas of work such as the need for a global treaty on problem plastics, climate policy, sustainable aviation fuels, the food system, water security and biodiversity.

For more information please visit www.wwf.org.za

Healthcare



Organ Donor Foundation



For over 30 years, Remgro has partnered with the **Organ Donor Foundation** through the Flight for Life Program. The Organ Donor Foundation raises awareness for the need for, and benefit of organ and tissue donation and transplantation. Transplant operations continue despite the dire shortage of organs available throughout the country.

Remgro assisted with the sponsoring of two flights. In January 2022 Falconair flew a team of doctors from Groote Schuur Hospital to Gqeberha to procure organs. The organs were then transplanted at various hospitals in Cape Town and Johannesburg. In September 2022, Falconair assisted with the transport of life-saving lungs from Johannesburg to Groote Schuur Hospital. Falconair has not flown yet during 2023 for the Organ Donor Foundation but remains available should the need arise. The flight and ground crews at Falconair go "that extra mile" towards caring for the transplant teams and the recipients of transplants who depend on them.

For more information please visit www.odf.org.za

Sport development



Endurocad – SA Endurance Academy

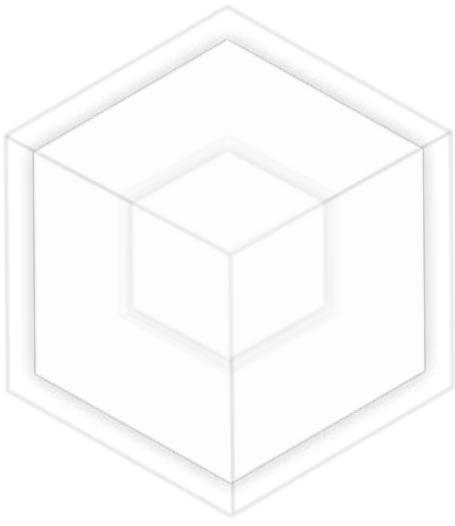
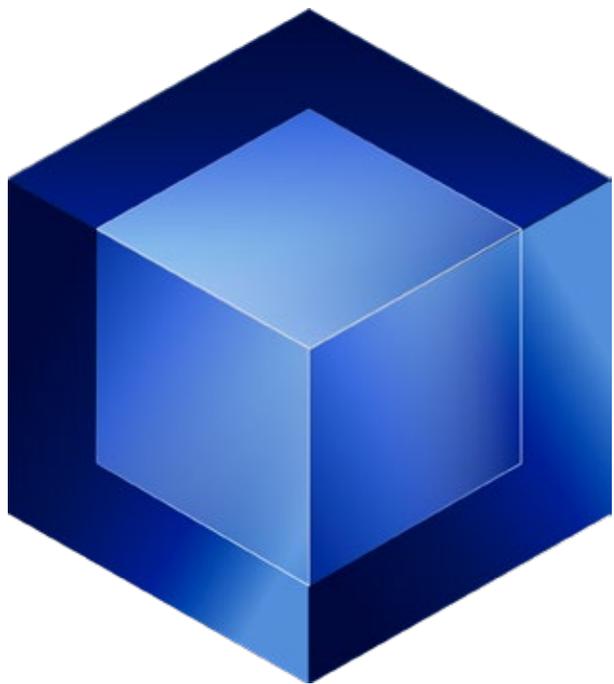


Endurocad is a registered non-profit organisation based in South Africa. It was established in 2013 to help advance athletic performance and education through various projects.

The expansion and evolution of the four main programmes are integral to the strategy to promote athlete development, personal development, education, and career development in an integrated manner. The programmes include the Stellenbosch High School Bursary Program, Achieve Young Women Empowerment Program, Elite Athlete Development Programme, and the Athletes Academy running club.

Endurocad creates a special environment where all participants can not only develop their sporting ability, but also develop themselves within a team environment. Athletic participation is used as a catalyst for holistic development and betterment. Endurocad currently has 28 athletes in the schools programme, over 100 young women in the empowerment programme, 12 elite athletes and over 200 athletes forming part of the running club.

For more information please visit www.endurocad.co.za



ESG and sustainability at investee companies

Remgro recognises that, as a responsible steward of its investments, it can achieve the greatest progress in advancing its sustainability agenda by partnering with all investee companies across their value chains to influence sustainable behaviour to achieve common and collective sustainability goals. Remgro is committed to helping its investee companies to shape their approach to corporate citizenship to ensure its investments reflect its ambition to create environmental, social and economic change throughout the entire ecosystem.

Remgro has four main operating subsidiaries, namely RCL Foods Limited (RCL Foods), Siqalo Foods Proprietary Limited (Siqalo Foods), Wispeco Holdings Proprietary Limited (Wispeco) and Capevin Holdings Proprietary Limited (Capevin). On 26 April 2023, Capevin, which holds Distell Group Holdings Limited's (Distell) remaining assets, including its Scotch whisky business, was unbundled by Distell after the combination of the Heineken Southern African business with the bulk of the Distell business (consisting of its cider, other RTDs (ready-to-drink) and spirits and wine business). The operating subsidiaries are operated and managed on a decentralised basis as independent entities with autonomous boards of directors. Only summarised "non-financial" disclosure relating to RCL Foods, Siqalo Foods and Wispeco's governance structures, as well as social and environmental performance, is provided in this report, whereas Capevin's "non-financial" disclosure will be provided in due course. The financial performances of these subsidiaries are discussed in more detail in the "Investment reviews" section on page 36 of the Integrated Annual Report.



RCL Foods

Introduction

RCL Foods is one of South Africa's leading food manufacturers, providing a broad basket of branded and private label food products in multiple categories, ranging from household staples to value-added and speciality offerings. The group manufactures and distributes 30 much-loved South African brands, including Yum Yum peanut butter, Nola mayonnaise, Ouma rusks, Pieman's pies, Number 1 Mageu, Sunbake and Sunshine bread, Supreme flour, Selati sugar, Rainbow chicken, Simply Chicken, Bobtail and Catmor pet food, as well as Epol and Molatek animal feed.

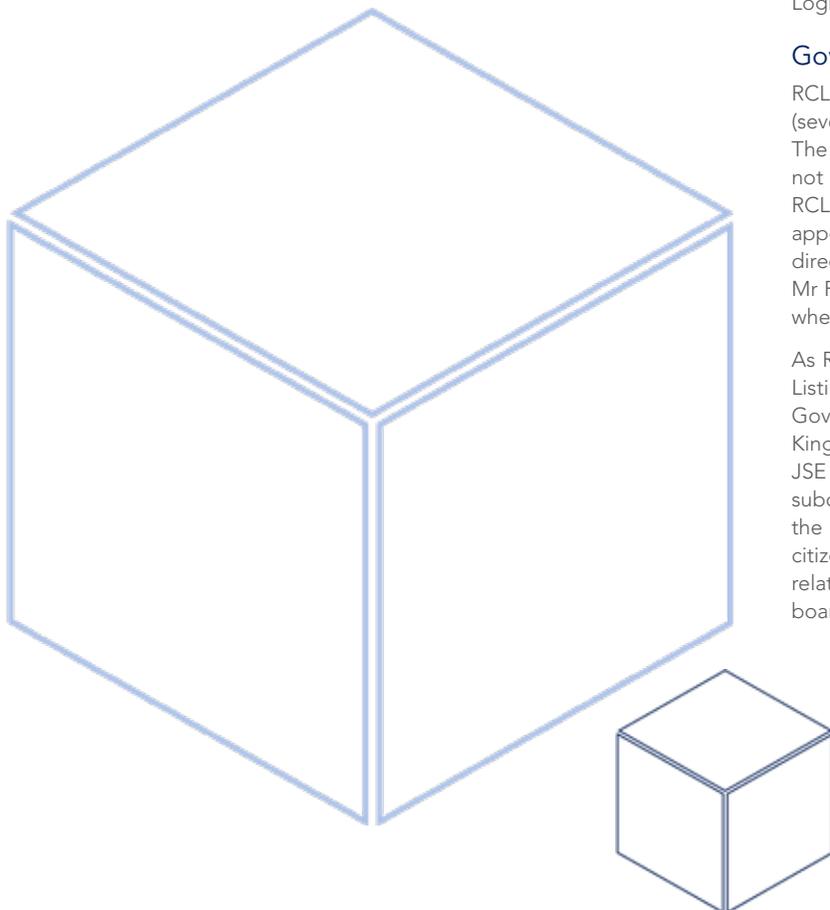
In order to generate a more consistent return and sustainable value for its stakeholders, RCL Foods has been on a journey since 2020 to reshape its portfolio with a focus on growing its value-added branded business (the RCL Foods Value-Added Business), whilst separating out its Rainbow and Vector Logistics businesses. Rainbow is currently operating as a largely independent entity within the RCL Foods group, while pursuing its turnaround strategy. Vector Logistics was sold to A.P. Møller Capital in August 2023. It has been disclosed as held-for-sale in accordance with IFRS 5 and presented as a discontinued operation in RCL Foods' financial results. It has, however, been included in RCL Foods' sustainability reporting for the 2023 financial year.

During the last year RCL Foods operated as three largely separate businesses – the value-added RCL Foods Value-Added Business (consisting of the Groceries, Baking and Sugar business units), Rainbow (formerly the RCL Foods Chicken division) and Vector Logistics – supported by group functions.

Governance, risk management and compliance

RCL Foods' board consists of 10 non-executive directors (seven of them independent) and two executive directors. The chairman of the RCL Foods board, Mr Jannie Durand, is not independent given his role as CEO of Remgro Limited, RCL Foods' major shareholder. For this reason, RCL Foods appointed Mr G M Steyn as lead independent non-executive director on 13 November 2020 (following the retirement of Mr R V Smither), to act as chairman during meetings in situations where the chairman's independence could be conflicted.

As RCL Foods is a listed company, it has to comply with the JSE Listings Requirements and the King IV Report on Corporate Governance for South Africa (2016) (King IV), to the extent that King IV's recommended practices have been incorporated in the JSE Listings Requirements. The social and ethics committee, a subcommittee of the RCL Foods board, reviews and monitors the company's performance in areas such as good corporate citizenship, consumer relations, employment equity and labour relations. The risk committee, another subcommittee of the board, is responsible for overseeing the adequacy and overall



effectiveness of the RCL Foods group’s risk management function and its implementation by management. It is assisted by an internal audit department that comprises a dedicated team of appropriately qualified and technically experienced personnel.

In order to comply with safety, quality and environmental requirements and regulations, management systems based on the International Standards Organisation (ISO), Food Safety Systems Certification (FSSC), the Occupational Health and Safety Assessment Series (OHSAS) and South African National Standards (SANS) have been implemented throughout RCL Foods.

Key sustainability areas

RCL Foods’ operating context is impacted by various issues, events and trends that present opportunities and risks for the way it generates value for its stakeholders. These include:

- A severely constrained economic environment as a weaker rand, steep inflation, increasing interest rates and a continued rise in unemployment combine with high energy and food prices to impact both business and consumers. Record levels of load shedding during the year under review have impacted all sectors of society;
- Increasing pressure on food systems, in a context of escalating environmental degradation, climate change, population growth, malnutrition and diet-related non-communicable diseases;

- Food insecurity driven by rising food costs, high levels of unemployment, flooding (impacting on food production and market access) and competition from imports, especially dumped imports, that affect the viability of local industries;
- Changing consumer behaviour characterised by a growing value emphasis across all Living Standards Measure (LSM) groups; a rising demand for convenience and for products that are good for people and the planet; and the growing influence of social media as a marketing and engagement platform; and
- The importance of having the right technology and platforms to remain competitive as a business.

RCL Foods’ response to the key challenges and opportunities it faces is captured in its revised Sustainability Strategy, which is to **take credible action and do its part to deliver consumer goods that support the wellbeing of employees, consumers, communities and the planet.** This is supported by three Pillars (People, Product and Practices) and ten Focus Areas, each of which have defined ambitions for 2040 (see Figure 4).

The 2023 Sustainability Strategy, which replaces the 2016 version, was finalised during the 2023 financial year following extensive stakeholder consultation and industry benchmarking. The Sustainability Strategy has been built into the RCL Foods Value-Added Business strategy for alignment and focus, and supports the business’ newly-articulated Purpose: **We Grow What Matters.**

Figure 4

The 2023 Sustainability Strategy for the RCL Foods Value-Added Business

2023 Sustainability Strategy

We take credible action and do our part to deliver consumer goods that support the wellbeing of employees, consumers, communities, and the planet.

1. People	2. Product	3. Practices
Dignity and Wellbeing	Product and Brand Integrity	Responsible Operations
1.1 Employees	2.1 Portfolio and Brand	3.1 Climate Action
1.2 Communities	2.2 Nutritious and Affordable Food	3.2 Responsible Sourcing
		3.3 Protecting Nature
		3.4 Waste Free
		3.5 Responsible Water
		3.6 Accountability

RCL Foods’ stakeholder and its response to key issues

RCL Foods’ stakeholder universe includes a broad range of stakeholders with an interest in its business, products, activities and initiatives, as well as those it impacts. In line with its belief that building a sustainable future depends on strong partnerships, it strives to address key needs in a collaborative and mutually beneficial way. Below is a summary of RCL Foods’ key stakeholders and its response to the main issues they face.

Stakeholder	Key issues	RCL Foods’ response
Communities	<ul style="list-style-type: none"> • Unemployment, especially among youth • Need for skills transfer and enterprise development (ED) • Food insecurity for families • Community Early Childhood Development (ECD) support • Community nutrition and collaborative solutions • Need for expertise with regard to ECD and ED issues • Service delivery and infrastructure decay, and the growing need for business to step in to find solutions 	<ul style="list-style-type: none"> • Providing over 12 million meals to vulnerable communities in the past year, through product donations and the production of DO MORE Porridge • Through the DO MORE FOUNDATION, implementing multi-stakeholder social and economic development initiatives in eight communities near RCL Foods’ operations (up from four in 2022) and providing early learning support to young children, as well as parenting/caregiver support • Empowering sugar grower communities through sustainable farming programmes and inter-connected business models • Stepping in when necessary to help restore services after infrastructure failures
Consumers	<ul style="list-style-type: none"> • Product quality and food safety • Product affordability • Product convenience • Compliance with issues regulated by the government (e.g. labelling, salt, sugar and packaging waste) • Support for social development • Products supporting health and wellness • Growing awareness of environmental issues and companies’ related responsibilities 	<ul style="list-style-type: none"> • Continuously strengthening RCL Foods’ food safety and quality assurance in line with international best practice • Innovating to offer greater convenience within its product ranges • Providing a broad range of affordably-priced, staple food products and competitively-priced household brands and tiering its portfolio to increase its value ranges • Complying with relevant regulatory requirements • Constructively engaging with regulators to positively influence standard setting • Offering a range of plant-based products • Leveraging its newly established Consumer Marketing Insights capability to improve the business’ understanding of consumer needs and innovate faster to meet them • Investing in technology that allows the innovation capabilities to keep abreast of changing needs • Increasing focus on ESG sustainability • Leveraging the growing reputation of the DO MORE FOUNDATION to inspire consumers (and companies they represent) to support its social development initiatives.
Customers	<ul style="list-style-type: none"> • Product quality and food safety • Revenue growth and profitability • Responsiveness of RCL Foods • Tailored sales solutions • Mutually beneficial partnerships • Service levels • Multiple price increases required in the past year 	<ul style="list-style-type: none"> • A single sales force interface that drives common ways of working across all RCL Foods customer teams with “best in class” service methodologies • Using data insights to create stronger and more responsive plans • Leveraging its enhanced capabilities to provide its food service customers with a growing and profitable portfolio of solutions • Providing technical expertise and support in the animal feed and industrial flour sectors • Expanding its basket to offer a broader range of product solutions • Selective provision of private label brands in certain categories • Developing products that minimise wastage and support margins • Expanding its customer base to provide the same service excellence to export partners

Stakeholder	Key issues	RCL Foods' response
<p>Employees</p>	<ul style="list-style-type: none"> • Career development and growth • Education and training • Diversity, equal opportunities and inclusivity in the workplace • Constructive employee relations and engagement • Employee health, safety and wellness • Remuneration and benefits • Making a difference in the community • How the strategic transformation will impact job stability and/or create opportunities for career development • Remote working • Future employee value creation scheme 	<ul style="list-style-type: none"> • Building a community of inspirational and productive people with a common passion • Connecting with over 12 500 employees via the <i>Let's Talk</i> mobile communication app and <i>Let's Talk Live</i> webinars, allowing extensive engagement with management • Rolling out Diversity and Inclusivity Conversation Circles across the business • Launching the "Safety – a way of life" programme • Assisting with the wellbeing of its staff and their families through the free Employee Assistance Programme, YouMatter • New organisational structure and strategic capabilities create opportunities for staff promotion and advancement, as well as transformation • Its new agile, hybrid working model at its National Office, MORE FLEX • Implementing its strategy to ensure competitive remuneration • Exploring options for tangible value creation for employees • Employee involvement events and initiatives through the DO MORE FOUNDATION • Annual DO MORE HEROES Conference to engage with heroes' feedback, plan together and acknowledge their support
<p>Government</p>	<ul style="list-style-type: none"> • Sustainability of the sugar industry in particular, given the uncertainty surrounding the outcome of the business rescue proceedings of Tongaat Hulett Sugar and Gledhow Sugar Company • Energy and water security • Infrastructure • Alignment on industry growth and development plans • Sustainable land reform • Industry transformation • Ongoing compliance with regulatory framework • Employment creation and transformation • Food security • Equitable contribution to government taxes • ECD and implementation of the National Integrated Early Childhood Development (NIECD) Policy 	<ul style="list-style-type: none"> • Playing our part to help address key challenges in South Africa through partnerships with government and other stakeholders. These include: <ul style="list-style-type: none"> – Active engagement with government and industry to deal with issues of food security – Ongoing input towards implementation of the master plans for the poultry and sugar industry – Through the DO MORE FOUNDATION, collaborating with government to implement the NIECD Policy • Ensuring transformation in its mill areas through sustainable land reform and community economic development • Monitoring of all compliance requirements and engagement with government to understand any proposed changes.

Stakeholder	Key issues	RCL Foods' response
Investors and funders	<ul style="list-style-type: none"> • High input costs increasing cash flow requirements • Load shedding implications on service levels, running costs and additional capital expenditure requirements • The need for improved and more sustainable returns • RCL Foods' strategic portfolio review, its implications and its timing • Concerns that an unbundled RCL Foods will be smaller and its shares more illiquid • Products and categories targeted for acquisitions • The turnaround of the Chicken business and the end goal for Rainbow • ESG sustainability • The need for regulatory intervention in the poultry and sugar industries, and whether their respective master plans are durable solutions • The opportunity in plant-based foods • The cost and impact of social unrest and flooding • Implications of the portfolio reshaping on the capital structure and funding requirements • Risks and opportunities in the rise of private label products 	<ul style="list-style-type: none"> • Conclusion of the disposal of Vector Logistics • Communicated progress with the managed separation and value-added growth strategy in the interim and annual results and investor events • Continued support for the Rainbow business, with clear communication on progress with its turnaround • Continued to support the development of the plant-based protein category through the LIVEKINDLY Collective Africa joint venture • Acquired the Sunshine Bakery business as part of its strategy to grow the value-added business • Launched the RCL Foods Value-Added Business' Purpose and Vision and embedded the revised sustainability strategy in its business strategy • Ongoing engagement with government and industry to improve the sustainability of the local poultry and sugar industries via the respective master plan structures • Rapid and proactive response to disruptive social and climatic events • Hedging instruments employed to manage exposure to raw material and currency fluctuations • Balance sheet impact of proposed strategic actions is carefully assessed as part of the business case
Media	<ul style="list-style-type: none"> • RCL Foods' news and operational and financial performance • Current industry issues • Current consumer issues • CSI initiatives • Environmental sustainability initiatives • Impact of disruptive events 	<ul style="list-style-type: none"> • Enhanced media engagement through its Corporate Brand department • All queries responded to within a specified period • Access to the CEO and CFO for editors and journalists • Increased participation in industry-related issues • Via the DO MORE FOUNDATION, ongoing sponsorship of positive parenting radio programmes
Suppliers	<ul style="list-style-type: none"> • Understanding the key supplier markets and where they source their inputs helps identify potential opportunities and risks • Creating a win-win partnership with its suppliers, during difficult economic conditions • Certain spend categories lack local accredited suppliers of certain key ingredients and materials in the South African market, hence reliance on non-accredited and/or international suppliers • Ability to guarantee supply to RCL Foods in terms of meeting the minimum requirements of food safety • Local and international disruption of the material supply chain due to pandemics or supply issues at local or international level 	<ul style="list-style-type: none"> • Implementing co-created sourcing strategies that can unlock opportunities, reduce risk and identify substitute materials • Strong partnership-based supplier relationships allowing the business to identify potential product improvements, improve efficiency throughout the supply chain and reduce total cost delivered • Continued support to develop domestic farmers through its inter-connected business models • Focusing on trying to grow the opportunity for Qualifying Small Enterprise (QSE) and Exempt Micro Enterprise (EME) suppliers within the overall supply chain. • R14 billion spent with BBBEE compliant suppliers in the 2023 financial year

People

People are at the heart of the RCL Foods business and constitute the first pillar of its sustainability strategy, whose two focus areas are Employees and Communities. Within the organisation, it seeks to “foster wellbeing and belonging through an inclusive workplace that attracts, respects and invests in people”. Outside

the organisation, RCL Foods aims to “collaborate proactively with communities to build local opportunities and strengthen resilience through meaningful relationships and investments, so that communities end up better off because of its presence”. The current section focuses on employees, while communities are discussed under the BBBEE section that follows.

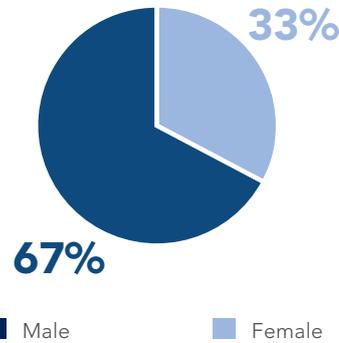
Key highlights for the year were as follows:

- RCL Foods articulated and launched its new Purpose: **We Grow What Matters**.
- RCL Foods was certified a Top Employer by the Top Employer Institute for the fourth year running.
- The business conducted its second Diversity & Inclusivity (D&I) research study, with over 15 000 active participants, which showed where progress had been made since 2019 and where more needed to be done.
- Good progress was made against its 2025 Employment Equity (EE) and African, Coloured and Indian (ACI) targets, with female representation at director level (E and F band) doubling and EE and ACI targets at D-lower level being met. The business increased its overall employment equity representation at management level by 4%.
- D&I Circle Conversations were taken deeper into the business to build inclusivity. A total of 444 conversations have been facilitated across the business to date – up from 350 in 2022.
- To strengthen RCL Foods’ leadership bench strength, an Executive Mentorship Programme was launched for newly-appointed E-band executives and high-potential D-upper leaders. This complements a range of existing leadership development programmes, including the Emerging Leaders Development Programme, which completed its fourth year.
- RCL Foods’ efforts to empower women were recognised at the Gender Mainstreaming Awards in September 2022 where it achieved first place in the Economic Empowerment Award for listed companies, as well as first place in the Economic Empowerment category for both listed and non-listed companies. It also received a third place award for Empowerment of Women in the Community (listed companies) and a fourth place award for Women Empowerment in the Workplace (listed companies).
- R56 million was invested in training 9 088 employees, of which 88% were African, Coloured or Indian.
- The number of accredited learnerships, apprenticeships and internships offered increased to 828 (up 20% from 2022). 96% of participants are ACI and most are in the youth category.
- Employee engagement continues to be driven through the *Let’s Talk* employee mobile app, which now has approximately 12 700 users.
- Given the disappointing failure of its Employee Share Ownership Scheme (ESOP), RCL Foods is continuing to investigate options for value transfer to employees.
- Currently, 72% of RCL Foods employees are represented by the various bargaining units in the business, through which the recognised trade unions negotiate salaries and conditions of employment. Half of the bargaining unit-negotiated agreements are multi-year, assisting with certainty and stability. In a challenging labour environment, the business however had a higher incidence of industrial action during the year.
- RCL Foods continued to promote and protect the wellbeing of its employees through strict adherence to health and safety protocols and provision of a range of occupational and personal support initiatives. These include the YouMatter employee assistance programme which was launched in the previous financial year to provide employees and their immediate families with psychological and practical support. Case numbers rose by 72% over the year as awareness grows.
- To strengthen its safety culture, RCL Foods implemented a business-wide campaign called “Safety – a way of life”, led by the SHERQ director.

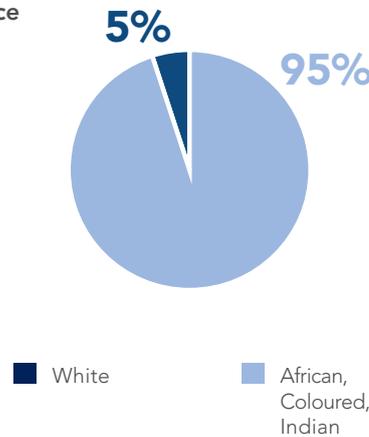
Figure 5

RCL Foods’ composition of workforce (as at 30 June 2023)

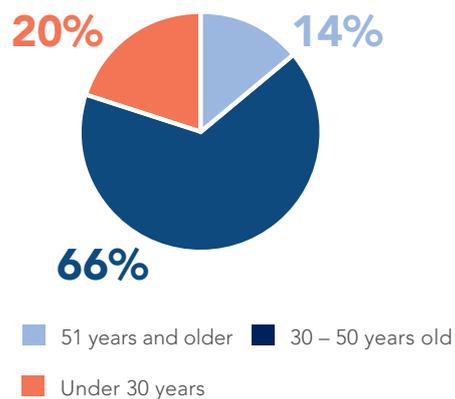
Gender



Race



Age



BBBEE

RCL Foods sees BBBEE as an important component of transformation in South Africa. Its transformation policy is guided by a continuous focus on growing a healthy and sustainable business that creates value for all its stakeholders, while contributing to nation-building.

RCL Foods' latest BBBEE verification, in terms of the Broad-based Black Economic Empowerment Act (No. 53 of 2003) (BBBEE Act), was completed in September 2023 for the financial year from 1 July 2022 to 30 June 2023. This was done in accordance with the JSE regulations pertaining to the BBBEE Act on the Agriculture Sector Codes. As a group, RCL Foods obtained a Level 4 score for the 2023 financial year.

RCL Foods pursues an inclusive business agenda with the grower communities that contribute to its value chain, while contributing towards social development in resource-deprived communities around its operations.

Community economic development

RCL Foods has numerous partnerships with black cane-grower communities in the Nkomazi area of Mpumalanga, where its Malelane and Komati mills are situated. These range from large-scale community-based joint ventures (CBJVs) with land claim beneficiaries to partnerships with 1 200 small-scale growers (SSGs) who farm on communally-owned land. During the 2023 financial year:

- CBJVs delivered 958 370 tonnes of sugarcane to RCL Foods' mills, while the beneficiary communities received R51 million in lease payments, direct employment of 181 people, and contracts worth R134 million (allocated to 23 beneficiary-owned companies in respect of operational support, delivery against service level agreements and general contract compliance). Community development projects totalling R300 000 were also implemented by the CBJVs.
- Nkomazi SSGs delivered 610 000 tonnes of sugarcane, generating revenue of approximately R431 million from cane sales. Yields and earnings were higher than the previous year due to a bigger crop and a higher recoverable value (RV) price in the last season.
- Through Akwandze Agricultural Finance (AAF) (one of two joint ventures between RCL Foods and the 1 200 Nkomazi SSGs), the SSGs reinvested nearly R245 million into their own operations through retention savings and new loans. AAF provided R30 million in loans to over 180 SSGs during the year which facilitated the establishment of 299 hectares of new irrigated fields.
- TSGRO, the other joint venture with Nkomazi SSGs, provides them with farming and business support services. During the year, all 1 200 SSGs benefitted from ongoing free extension services and the TsGro bulk water team assisted in maintaining approximately 4 500 hectares of bulk water infrastructure, thereby improving the reliability of key irrigation infrastructure and assisting growers to improve their businesses.
- RCL Foods provided R25 million in flood relief to SSGs whose irrigation infrastructure was damaged by severe flooding in Nkomazi in February 2023. As a result, 90% of the affected SSGs were able to resume operation by the end of the financial year, safeguarding their crop and income.
- In addition to its partnerships with land claim beneficiary communities and SSGs, RCL Foods also purchases cane from a number of other BBBEE joint ventures and black commercial grower entities. In Nkomazi, nearly 60% of its cane in a given season is sourced from land reform initiatives.

Community social development

In 2017 RCL Foods established the DO MORE FOUNDATION as a separate non-profit organisation (NPO) to increase its impact in resource-deprived communities near its operations. Since then, it has grown into a highly respected organisation that is supported by a wide range of public, private and non-governmental organisation (NGO) stakeholders on the basis of its impactful multi-stakeholder programmes which are delivering real value to the communities it serves.

The foundation has launched various National Young Child programmes focusing specifically on nutrition, early learning and parenting support. The foundation also runs geographically focused programmes that aim to engage, uplift and capacitate various stakeholders (parents and caregivers, early childhood development (ECD) practitioners, the local and provincial public sector, the private sector and communities) to better meet the rights and needs of young children. Through the DO MORE FOUNDATION, RCL Foods is contributing to alleviating hunger and improving prospects for young children, their caregivers and the youth.

A significant highlight in the last year was the launch of the DO MORE FOUNDATION'S "Everyone Gets to PLAY" collective impact model that has developed over the last few years, based on the effectiveness of its multi-stakeholder initiatives in the communities of Nkomazi, Hammarsdale, Worcester and Pongola. This widely endorsed, scalable model – which aims to provide a complete basket of services to young children to enable them to thrive – was extended to another four communities during the 2023 financial year, bringing to eight the number of communities near RCL Foods' operations that are being assisted. Social responsibility expenditure for the year to 30 June 2023 amounted to R11 million (2022: R16 million).

During the 2023 financial year, the foundation leveraged its extensive partnership network to:

- Provide over 12 million meals to vulnerable young children and communities, including those affected by the floods in Nkomazi in February 2023 and KwaZulu-Natal in June 2023. Of these meals, 5.7 million were in the form of DO MORE Porridge, which RCL Foods produces for the foundation;
- Continued to roll out the Eat Love Play Talk programme to caregivers as part of its community-based programmes. This initiative packages key public health messaging in an interactive, accessible way to empower caregivers/parents to make small habit changes and healthier nutrition choices for their young children and families; and
- Support 90 small, medium and micro-enterprises (SMMEs) in Hammarsdale, Worcester and Rustenburg through its collaborative township economy programme, its new Clothes4Purpose clothing selling project (part of its Repurpose for Purpose initiative) and its empowering #DoMorePlay wooden toy-making initiative.

Environment

RCL Foods' long-term environmental sustainability ambitions are included in the "Practices" pillar of its Sustainability Strategy. Its impact in 2023 is detailed in its 2023 Sustainable Business Report. Please also refer to the "Environment" section on page 68 of where RCL Foods' environmental practices are incorporated.

RCL Foods' complete Sustainable Business Report is available on its website at www.rclfoods.com.



Siqalo Foods

Introduction

Siqalo Foods is a business that has been part of South Africa’s rich history for almost 70 years. Growing from this heritage, it embraces tomorrow and the opportunities it holds – “Siqalo” means “new beginnings”. Siqalo Foods was launched in 2018 when Remgro completed the purchase of the Spreads business from Unilever South Africa Holdings Proprietary Limited (Unilever). The business is a wholly owned subsidiary of Remgro and is the leading manufacturer of some of South Africa’s most loved spreads brands like *Rama*, *Stork*, *Flora* and *Rondo*.

Governance, risk management and compliance

Siqalo Foods’ board of directors currently consists of two Remgro representatives who are also responsible to ensure that the business adopts and implements Remgro’s policies, processes and procedures to warrant that good corporate governance and sustainability practices are executed. Siqalo Foods established its own social and ethics committee, which meets twice a year and reports to the Siqalo Foods board. Remgro’s representatives on the board of Siqalo Foods also have standing invitations to attend these meetings, *ex officio*. The minutes of Siqalo Foods social and ethics committee meetings are included in the agenda of the Remgro Social and Ethics Committee as a standing item. The minutes of Siqalo Foods board meetings are included in the agenda of the Remgro Audit and Risk Committee as a standing item. Remgro’s internal audit division is ultimately responsible for all internal audit matters at Siqalo Foods with the assistance of RCL Foods’ internal audit and reports directly into Remgro’s Audit and Risk Committee.

RCL Foods is appointed by Siqalo Foods to manage all aspects of Siqalo Foods’ day-to-day business operations. The management services agreement between Siqalo Foods and RCL Foods states that RCL Foods will provide independent assurance that Siqalo Foods’ risk management, governance and internal control processes are operating efficiently in relation to the services provided by RCL Foods.

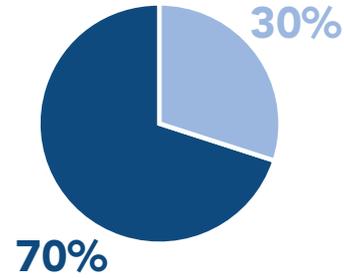
Key sustainability areas, risks and opportunities

Stakeholder concerns at Siqalo Foods mainly involve areas such as product quality, safety, customers, consumers, employees and environmental issues. Page 63 contains a summary of how Siqalo Foods addresses these issues.

Figure 6

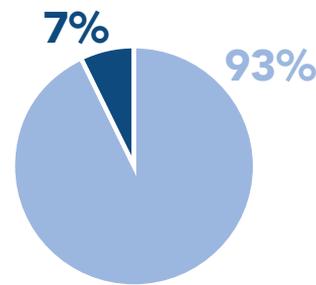
Siqalo Foods’ composition of workforce (as at 30 June 2023)

Gender



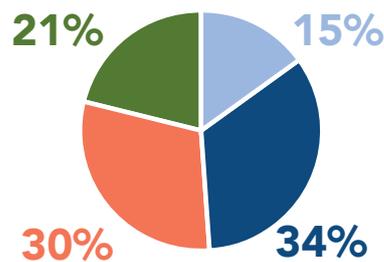
■ Male ■ Female

Race



■ White ■ African, Coloured, Indian

Age



■ 51 years and older ■ 41 – 50 years old
 ■ 31 – 40 years old ■ 30 years and younger

Stakeholder concerns	Risk management approach
Product quality	<ul style="list-style-type: none"> Dedicated quality controllers are appointed and allocated to each production shift to ensure the highest quality standards are adhered to. Monthly quality meetings are held to discuss any concerns or problem areas and to implement corrective measures. On-site batch testing facility with dedicated staff to guarantee that quality standards are upheld on all finished goods.
Safety	<ul style="list-style-type: none"> Dedicated safety officers are identified and employed throughout the plant. Regular safety inspections are performed and analysed by senior plant management monthly.
Customers	<ul style="list-style-type: none"> Continue to grow mutually beneficial partnerships to drive growth and profitability for all stakeholders and the category at large. Leverage of RCL Foods "best in class" service methodologies to drive common ways of working across all customer teams.
Consumers	<ul style="list-style-type: none"> Ongoing focus to guarantee the highest product quality and food safety at affordable prices. Commitment to and compliance with regulations instituted by government and regulatory boards to ensure production of safe and nutritional products.
Employees	<ul style="list-style-type: none"> Continued focus on the talent agenda and talent management tools has ensured that the business has been able to maintain its current strong talent bench. Work continues to build upon the now established industrial relations environment at the shop floor level. Shop floor structures including engagement forums through various worker representative committees are well established. Siqalo Foods' Beliefs and Behaviours have been defined and communicated to all employees across the business. The business has implemented numerous processes and protocols to ensure that it adheres to all Department of Employment and Labour and Department of Health regulations to decrease the risk of infection at the workplace.
Environmental impact	<ul style="list-style-type: none"> The continuous monitoring of the production plant's impact on the environment with regards to pollution, waste management and energy efficiencies and commitment to sustainable sourcing practices.

People

2023 Achievements

As an organisation Siqalo Foods is committed to creating an environment of continual learning and development to empower its people to thrive in their current roles and prepare them for future opportunities.

Siqalo Foods strives to provide holistic development opportunities, hard and soft skills development and robust leadership development programmes as their employees embark on their journeys in the world of work.

During the 2023 financial year Siqalo Foods has been very intentional in designing bespoke robust learning interventions aimed at building supervisory level skills and competencies having implemented 16 employed learners on learnership programmes. After the successful implementation of the supervisory programme (NQF Level 4) in 2023, Siqalo Foods relaunched the programme, enlisting eight of its employees on the programme. This programme is designed to help those who lead and supervise teams.

Siqalo Foods has provided employment opportunities in the form of learnerships for unemployed youth. 16 previously unemployed learners have been registered on the Siqalo Foods Packaging Learnership programme. A learner acquiring this qualification will be able to produce a packaged food or beverage product by operating, controlling and maintaining a primary or secondary packaging process within a food manufacturing environment.

Siqalo Foods launched its second Learnership for People Living with Disabilities. This qualification is intended to enhance the provision of disabled entry level employees within the field of Administration and Contact Centres. Siqalo Foods aims to provide people with disabilities more opportunities with a recognised qualification.

During the 2023 financial year, Siqalo Foods has successfully launched the Millwright Apprenticeship programme which provided employment for five learners. The programme is the first of its kind as it is 100% female. This is aligned to Siqalo Foods' diversity agenda as well as to create a talent pipeline for a male dominated function.

Siqalo Foods has also launched a New Venture Creation Learnership programme (NQF Level 2) with eight employees selected for the programme.

Siqalo Foods also offers employees E-Learning programmes in support of its employees and their development. The E-learning platforms allow the employees to curate training experiences and unique learning paths resulting in greater engagement and motivation.

To further support the learning and developmental needs of the employees, Siqalo Foods is currently funding seven employees for their tertiary education. Siqalo Foods' Company Assisted Studies programme is a critical element of its retention strategy as it increases employee loyalty, reduce turnover, increase productivity, and provides Siqalo Foods with a pool of highly skilled employees with harnessed skills and knowledge.

Employee engagement/employee relations stability

Building sound, trust-based relationships with unionised employees remains a key focus area for Siqualo Foods. The key strategic pillar of Human Resources (HR) for the 2023 financial year has been to win the shopfloor as well as partner up more effectively with its social partners. Siqualo Foods has made an investment in training and developing the shop stewards and the union members on Labour Law, as well as their legal obligations. This year, the HR team also engaged in a drive to train the shopfloor on the main principles of the Labour Law to enable them to understand their rights and their legal obligations to their employer. This process has resulted in a decrease in employment relations issues and harnessed a mutual understanding and trust with the management team.

Culture, diversity and inclusion

Building a new culture has been another key focus area – as reflected in Siqualo Foods’ Belief statements and Vision. A five-year Employment Equity Plan was put in place during the 2019 financial year to promote equal opportunities and fair treatment for all Siqualo Foods’ employees. Progress, in line with Siqualo Foods’ targets, has been made during the 2023 financial year with its management representation of African, Coloured and Indian persons, tracking ahead of its five-year targets because of targeted recruitment and succession plans.

As part of Siqualo Foods’ continued effort to create a Siqualo Foods culture, the business has collaborated with its employees in creating “Siqualo Foods Behaviours”. These will be the deeply ingrained principles that will guide all Siqualo Foods actions and will serve as its cultural cornerstone. Siqualo Foods’ belief is that inclusivity, curiosity, empowerment, energy and courage are the behaviours that underpin any great organisation, and its employees now aspire to these behaviours. These behaviours were successfully launched at all sites within the organisation through interactive workshops.

Employee health, safety and wellness

Siqualo Foods is committed to promoting employee health, safety and wellness. The occupational healthcare efforts are aimed at ensuring that employees are monitored, and their exposure to risk is kept to a minimum. A core occupational and primary healthcare service is provided to all employees at the Boksburg site.

BBBEE

Siqualo Foods has implemented both a Supplier Development project that assist emerging sunflower farmers as well as an Enterprise Development project to assist independent hospitality outlets during the year under view. The business also continues to support several CSI initiatives throughout the country with product donations as well as financial support. A material amount of raw materials is currently procured and imported from international businesses and therefore the business needs to focus on improving its designation sourcing spend. The business remains committed to its initiatives for the 2024 financial year.

Corporate social investment (CSI)

Siqualo Foods’ CSI initiatives are manifold and span across the short term and long term.

One of its long-term CSI initiatives includes the *Rama Good Breakfast Schools* programme, established in 2017. A white paper revealed that school-going South African children who regularly skipped breakfast struggle to concentrate in class, thus affecting school performance. Currently one in five children in South Africa do not consume breakfast and of those that do, a large majority are not eating what is deemed to be a nutritious breakfast.

The programme was created in conjunction with several internal and external partners, chief of which is the Department of Basic Education. The mission of the programme is to educate children and their parents via printed educational support material on what constitutes a nutritious breakfast with clear targets around better performance over the period of the programme. Each year the school with the best results wins prizes to improve the school further.

The project has to date reached over 1.2 million school-going children in the Eastern Cape, KwaZulu-Natal and Gauteng, with the focus for the 2023 financial year shifting to a new province, Limpopo.

The results of the programme are very pleasing:

- 10% increase in number of school children who now eat breakfast in the morning.
- 4% increase in understanding of why breakfast is such an important meal.
- 16% increase in awareness of the definition of breakfast and the importance thereof.
- 6% increase in understanding of the best time to consume breakfast is at home.
- 17% increase in the understanding of the various food groups and how important each is to the body.

Some of Siqualo Foods’ short-term CSI initiatives include quarterly product donations to Love to Give, Domino Foundation, Dennis Hurley and Ikamva Labantu.

One of the newest CSI programmes launched in the 2023 financial year is “Siqualo Cares”. The business has partnered up with Adopt-a-School Foundation to fulfil a commitment to invest in the communities in which Siqualo Foods operates. Siqualo Foods has adopted Nageng Primary School in Vosloorus, an area which is the largest labour source for Siqualo Foods’ Boksburg plant.

Siqualo Cares is an employee-driven programme that is largely supported by the employees. In the 2023 financial year, the employees participated in the first Mandela day where there was refurbishment of the school’s vegetable garden and infrastructure. Siqualo Foods further donated 127 spectacles after testing all the learners. Siqualo Foods further provided training focused on eye health and raised awareness of eye health among families, learners, educators and communities.

On World Food Day, the employees lead a feeding programme to ensure that all learners, educators as well as assisting staff are fed. Over 1 200 people were fed on the day. The employees further donated 174 school shoes to the vulnerable and orphaned learners of Nageng.

On the 9th of June 2023, Siqualo Cares launched the hygiene, health and sexuality programme at Nageng Primary School. Siqualo Foods partnered up with the Department of Health, the Poly Clinic social workers, the Department of Education and the South African Police Service to collaborate with the school and community to fight issues of teenage pregnancy in the primary school. Siqualo Foods further donated sanitary pads to the school to be kept for the learners.

Environment

Refer to the “Environment” section on page 68 where the environmental practices of Siqualo Foods are also incorporated.

For more detail regarding Siqualo Foods, refer to its website at www.siqualofoods.com.



Wispeco

Introduction

Wispeco is a wholly owned subsidiary of Remgro and has become one of South Africa’s leading aluminium suppliers. Its main business is the manufacturing and distribution of extruded aluminium profiles used mainly in the building, engineering and durable goods sectors. Currently, Wispeco is the largest supplier of aluminium to the architectural market and leads the way with development of architectural aluminium products to meet market needs. Its second major focus lies in pressure die casting of brass components of which the bulk is exported to the USA.

Governance, risk management and compliance

Wispeco’s board of directors currently consists of five directors of whom two are independent. Remgro currently has two representatives on the Board and as part of their duties they ensure that sound corporate governance and sustainability practices are followed through the adoption and implementation of Remgro’s policies, processes and procedures. Wispeco’s social and ethics committee meets twice a year.

Wispeco’s audit committee consists of three non-executive members and, in terms of the Companies Act (No. 71 of 2008 as amended), it is

considered a duly constituted audit committee, which reports directly to the Wispeco board. The Remgro Audit and Risk Committee satisfied itself that this committee functions independently. Remgro’s internal audit division is responsible for all internal audit work at Wispeco and in this regard assists the Wispeco board to maintain a comprehensive risk management system.

Key sustainability areas, risks and opportunities

Stakeholder concerns at Wispeco mainly involve areas such as product quality, safety, raw material procurement, customer service and environmental issues. The table below provides a summary of the ways in which Wispeco addresses these concerns.

Low-cost imported copies of Wispeco’s products represent the main risk area to the long-term sustainability of Wispeco’s manufacturing business. This, however, presented Wispeco with the opportunity to improve its production efficiencies, product innovation and develop competitive pricing structures.

People

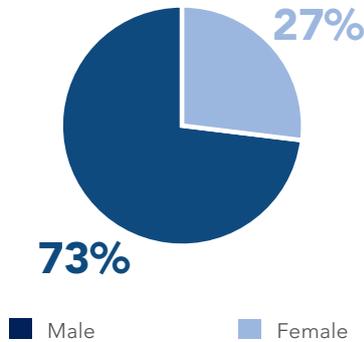
Wispeco employed 1 361 permanent full-time employees as at 30 June 2023. Due to Wispeco forming part of the Metals and Engineering Industry, they are governed under the Main Agreement. The Main Agreement regulates the employment conditions of all scheduled employees engaged in manufacturing processes. All other employees (admin, sales and management) are considered as non-scheduled employees and are covered under the Basic Conditions of Employment Act.

Stakeholder concerns	What we do
Product quality	<ul style="list-style-type: none"> • Appointment of dedicated quality controllers on each production line to ensure production within defined tolerance levels and specifications. • Monthly quality meetings where quality trends are monitored and problem areas identified and actioned. • Extrusions produced according to BS-EN755, finishing produced according to international quality standards: Qualicoat (Powder Coating) and Qualanod (Anodising).
Safety	<ul style="list-style-type: none"> • A site engineer is responsible for the supervision of machinery on the Alrode site. • Dedicated safety officer supported by safety representatives at plant level. • Monthly safety inspection reports for submission to monthly safety meetings.
Raw material procurement	<ul style="list-style-type: none"> • High-quality virgin billet procurement from two dedicated international sources. • Extensive procurement of second-hand aluminium which is sorted to remove impurities and blended with virgin material to the correct metallurgical composition to specification.
Customer service	<ul style="list-style-type: none"> • In line with its vision of “One-Day-Delivery”, Wispeco is able to activate spare capacity and overtime shifts in all operational units on short notice to deal with spikes in order intake. • Shift systems allow for a large degree of flexibility in terms of labour availability and production capacity. • Flexible production scheduling allows for urgent orders and special requests from customers to be included in daily production schedules.
Environmental impact	<ul style="list-style-type: none"> • The continuous monitoring and controlling of effluent waste streams from Wispeco’s anodising and powder coating plants to ensure compliance to required discharge limits. • The continuous monitoring of energy usage to ensure maximum efficiency and to identify opportunities for energy usage reduction.

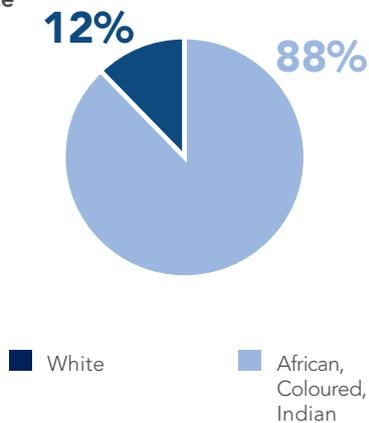
Figure 7

Wispeco's composition of workforce (as at 30 June 2023)

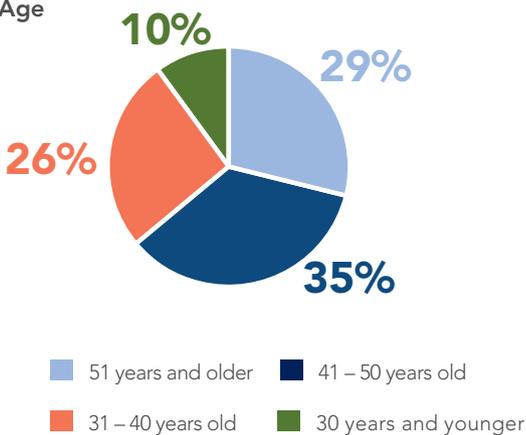
Gender



Race



Age



The remuneration rates of scheduled employees are determined by the Main Agreement, which is periodically negotiated through central bargaining. A three-year deal was negotiated in 2021 and employees were awarded salary increases, based on actual rands and cents, between 5% and 6% for each year. For the non-scheduled employees, an increase of 6% was implemented for 2023 as was approved by the Wispeco remuneration committee. Both scheduled and non-scheduled increases were effective from 1 July 2023.

Employment Equity (EE) within Wispeco is managed through an Employment Equity committee (EE committee) that meets on a quarterly basis and provides input on the finalisation of the annual EE reports submitted to the Department of Employment and Labour as well as Wispeco's EE Plan. The focus is on promoting equity in the workplace, ensuring that all employees receive equal opportunities and that employees are treated fairly. The EE Plan is effective for three years from 1 August 2022 until 31 July 2025. A collaboration between the EE and training committees has been established to ensure that skills development initiatives are aligned with race and gender representation.

Wispeco's management recognises its responsibility towards health and safety, as well as improving the working environment of its staff. In this regard, Wispeco has appointed its chief operations directors and Unit managers under section 16.2 of the Occupational Health and Safety Act (OHS Act) to assist the Chief Executive Officer in his duties as described in paragraph 16.1 of the OHS Act. Wispeco has also appointed a certified site engineer as the responsible person to execute the supervision of machinery on the Alrode site, in accordance with paragraph 2.1 of the "General Machinery Regulations" in the OHS Act. A dedicated Safety officer is assisting management with Wispeco's health and safety programme. Each department is required to have a monthly non-statutory Health and Safety meeting, where important topics are discussed and reported on. Major safety-related issues, which cannot be resolved on departmental level (these are often issues that require additional funding etc.), are brought to the statutory health and safety committee meeting, which is constituted and executed in line with the prescriptions of the OHS Act.

Additional focus has been placed on legal compliance training, which include Hazard Identification and Risk Assessment, Incident Investigation, Handling of dangerous goods, SHE representative, Basic Fire Fighting and First Aid training. There is continuous recertification and new training for forklift and crane licences.

During the financial year ended 30 June 2023, there were 102 injuries recorded. Reportable cases in terms of the Compensation for Occupational Injuries and Diseases Act (No. 130 of 1993) amounted to 28 during the year under review (2022: 26 cases). A comprehensive compliance audit is planned for October 2023. Occupational Hygiene surveys are underway in each department.

Wispeco is committed to providing and promoting a safe and healthy working environment for all employees and has partnered with an onsite clinic service provider to design employee wellness initiatives.

A well-established training committee within Wispeco is responsible for identifying the training needs of staff and for the development of training programmes, which enable staff to maintain and develop the required skills for Wispeco to remain competitive in the market. These initiatives include formal training programmes in the form of learnerships for leadership development, as well as technical training in the form of apprenticeships. Although leadership development initiatives are continuing, the focus of the skills development plan has shifted to the shop floor. The main objective is a workforce with a shared language in terms of continuous improvement, quality, productivity and safety. Wispeco welcomes all employees to participate in improvement initiatives and working towards a sustainable future. Wispeco hosted various learnership programmes in Alrode and in Cape Town, with 16 learners presently on various NQF Level learnerships in Cape Town.

In Alrode, a Supervision group (NQF Level 3) that started in March 2022 consisting of 33 learners is progressing well. There are 11 learners partaking in the Productivity Certificate (NQF Level 5) which commenced in May 2022. To better equip the middle and senior managers in the organisation, Wispeco commenced with a new Leadership Development group in May 2023 consisting of 12 delegates.

Wispeco also provides experiential learning opportunities for young engineers to assist them in obtaining their engineering qualifications. Wispeco commenced with an Engineering Graduate Programme in May 2023 with 20 graduates from different engineering disciplines. These graduates are exposed to a structured 12-month programme where they are encouraged to grow and develop into young employable engineers ready to solve problems in the workplace. A stockist-focused internship started in July 2023 with six new stockist interns to develop future management talent.

Wispeco also has a proud record of training people with disabilities, with formal technical training for the deaf having been provided for the past 15 years. A group of eight disabled learners started the learnership in January 2022. Wispeco aims to not only train but also to assist in finding employment opportunities for these students and ensure successful integration into the workplace. The latest permanent appointment was at the end of May 2022. Wispeco has assisted a total of 31 people with disabilities, who completed their learnerships, to find employment opportunities.

Training expenditure for 2023 amounted to over R14 million (2022: R 12 million).

BBBEE

Wispeco's latest BBBEE verification was concluded during September 2022 and a Level 4 status, which equates to 100% procurement recognition and a total of 83.24 points on the generic scorecard was achieved (September 2021: Level 5, 77.12 points). Wispeco aims to achieve a Level 4 status based on the 2023 financial figures. The elements of skills development, enterprise/supplier development and socio-economic development continue to be a priority to Wispeco.

Corporate social investment (CSI)

Wispeco's CSI programme mainly involves training in the fabrication and installation of architectural products. The training initiative enables trainees to perform an income-generating activity. This practical training is facilitated by experienced trainers in technical training centres situated in Cape Town, Durban and at Wispeco's head office in Alberton. Approximately 800 people received training during the financial year.

Another aspect of Wispeco's CSI programme is the SpazAL franchises. The SpazAL initiative aims to empower young black entrepreneurs to start and successfully run aluminium fabrication businesses in rural areas around the country. There are currently 15 active SpazALs operating in the Gauteng and Limpopo areas. Since the programme started in 2006, these SpazALs have collectively purchased more than R27 million worth of aluminium and hardware products from Wispeco Crealco Distribution Partners (CDPs). A total of R2.5 million was spent by Wispeco on the project during the last financial year. The contributions consisted of shipping containers converted into ready-made workshops including the necessary tools and equipment to fabricate windows and doors. Ongoing support and education from Wispeco will continue to ensure survival and prosperity of the SpazALs.

Environment

Refer to the "Environment" section on page 68 where the environment practices of Wispeco are also incorporated.

For more detail regarding Wispeco, refer to its website at www.wispeco.co.za.



Environmental management at Remgro

Investors are increasingly aware of the impacts of climate change on company operations and supply chains across the globe, as well as the dependence most businesses have on the provision of healthy ecosystem services – being, the provision of good quality and quantity of water, air, soils, and natural waste depositories. As a listed investment holding company, Remgro has a responsibility to its investors for responsible environmental practices across all investees and also a stewardship role over its investees to ensure they are strategically and appropriately responding to the environmental realities in which they operate.

Environmental accountability

The Remgro Board has overall responsibility for environmental practices implemented and maintained by its head office operations (“Remgro’s head office” or “the investment company itself” or “Remgro Management Services Limited (RMS) and the subsidiaries managed and administered by it”) and these are overseen by both the Social and Ethics Committee and the Risk, Opportunities, Technology and Information Governance Operational Subcommittee (ROTIG) (a subcommittee of the Audit and Risk Committee). This is in line with the Remgro Safety, Health and Environment Management (SHE) Policy, which commits Remgro’s head office to full regulatory compliance; minimisation of environmental impact; participation in relevant reporting outputs; responsible environmental investment; and, transparency in environmental reporting procedures.

While Remgro does not exercise operational control over its investee companies, it does maintain oversight of their environmental performance and expects its investees to adhere to prevailing environmental legislation, relevant reporting procedures and environmental best practice in the sectors in which they operate. Each company is encouraged and influenced to set their own environmental targets and disclosures in alignment with their sector expectations and with autonomous decision-making powers on how targets for these activities are to be achieved.

Remgro plans to work with its investees via its investee collaboration network to address the impact of climate change, reducing exposure to climate-related risk and leveraging the market opportunities that present themselves.

A Strategic ESG Committee of the Remgro Board, as well as an Operational ESG Committee (a subcommittee of the Strategic ESG Committee) formally address the ESG environment through a documented mandate for the committees activities.

Environmental reporting approach

Remgro closely monitors developments in environmental reporting protocols for financial services industries, investment management companies and the sectors in which its investees operate. This includes trends in greenhouse gas (GHG) reporting and the setting of various environmental targets.

During the 2022 financial year, Remgro adopted the principles of Partnership for Carbon Accounting Financials (PCAF), as recommended by both the GHG Protocol (the most widely used carbon accounting methodology) and the Science-based Targets initiative (SBTi), whose objective is to align corporate carbon emissions in accordance with the Paris Agreement’s aim of limiting global warming to no more than 1.5 degrees Celsius above pre-industrial times.

Under PCAF guidance, investment companies should account for their investees’ direct operational GHG emissions, including those emissions associated with purchased electricity.

These emissions are collected under a specific investment category and are separate from the direct emissions of the investment company itself. The PCAF approach allows investors to account for their investees’ emissions, while eliminating any possibility of “double accounting” for the same emissions between two or more entities. For Remgro’s latest CDP submission (submitted during June/July 2023), Remgro’s investee companies’ Scope 1 and 2 emissions, as per the PCAF methodology, and in accordance with the GHG Protocol, were included in its Scope 3 GHG Emissions: Category 15. These Scope 1 and 2 investee emissions amounted to 844 283 tonnes CO₂ equivalent (tCO₂e) and included the emissions of: Distell; Mediclinic Group Limited (Mediclinic); RCL Foods; Siqualo Foods and Wispeco. This is apportioned to Remgro in accordance with Remgro’s percentage share of the investee’s enterprise value including cash (EVIC).

As a diversified investor, Remgro has investees in different sectors, of different sizes and with differing impacts on the environment. Remgro’s ultimate aim is to account for the majority of its portfolio, including those with the largest environmental footprints, within its own environmental reporting boundaries. This is a strategic process of expanded inclusion of investee companies over the next number of years.

For the 30 June 2023 carbon footprint, Remgro is including Remgro’s head office; Air Products of South Africa Proprietary Limited (Air Products); Mediclinic; OUTsurance Holdings Limited (OUTsurance Group); RCL Foods; Siqualo Foods; and Wispeco.

This will be the first time that Remgro includes Air Products and OUTsurance Group in its environmental reporting boundary.

Distell, which was included in the 30 June 2022 carbon footprint, will be excluded due to Remgro exchanging its interest in Distell for an interest in Heineken Beverages Holdings Limited (Heineken Beverages). Heineken Beverages, a new unlisted entity controlled by Heineken International B.V. (Heineken), consists of the Heineken Southern African business, including an interest in Namibia Breweries Limited, and the bulk of the Distell business (consisting of its cider, other RTDs and spirits and wine business). Remgro’s portion of the carbon footprint of Heineken Beverages will be included in due course. To allow for comparability, Remgro has restated its 30 June 2022 carbon footprint in the tables that follow below to exclude Distell and include Air Products and OUTsurance Group.

2023 highlights

- Inclusion of Air Products and OUTsurance Group in Remgro environmental reporting boundary
- Implementation of an aggregated renewable energy capacity of 21.2MW across investees through Remgro Group Power Initiative with cumulative GHG emission reductions of 72 000 tonnes CO₂ equivalent (tCO₂e)
- RCL Foods’ co-generation, Waste-to-Value (W2V) and solar plants produced over 180GWh of renewable energy during the year, improving its renewable energy usage intensity 18%
- Air Products installation of a methane stripper at its Natref CO₂ plant, improving the saleable CO₂ recovery and lowering the plant’s Scope 1 process GHG emissions by 30%
- Refurbishment of Siqualo Foods’ Boksburg boiler house, largely replacing coal and gas with biomass for feedstock fuel
- Increase of 66% in on-site renewable energy across Mediclinic hospitals
- Installation of reverse osmosis (RO) water treatment plant at RCL Foods’ Randfontein grocery facility
- RCL Foods achievement of 2023 target of 30% improvement in water efficiency in its sugar production against 2015 baseline year
- Mediclinic achievement of the 2022 water consumption target of 544 litres per bed-day sold
- 92% of RCL Foods’ waste output was used as energy, converted into fertiliser or reused for other purposes

GHG emissions and climate change



Company CDP performance 2022

- Remgro CDP Climate 2022 – B score
- RCL Foods CDP Climate 2022 – C score
- Mediclinic Climate CDP 2022 – B score
- RCL Foods CDP Water Security 2022 – B- score
- Mediclinic CDP Water Security 2022 – B score
- RCL Foods CDP Forests 2022 – C- score

Note: Only Remgro, as an investment holding company; RCL Foods and Mediclinic are requested to submit CDP climate and/or water security and forestry reports.

Investor focus on climate-related risks and opportunities continues to increase. Remgro expects its investee businesses to demonstrate an understanding of the potential impacts of climate change and build appropriate resilience within their operations. Likewise, Remgro expects its investee businesses to identify opportunities

where they can contribute towards climate change solutions, either by reducing their own GHG emissions or developing products, technologies and services that help address global warming. Many businesses have responded by implementing carbon neutral or Net Zero GHG emission targets and implementing initiatives to reduce their emissions accordingly.

In response to stakeholder expectations, especially from the investment community, Remgro has prepared disclosures aligned to the Task Force on Climate-Related Financial Disclosure (TCFD) framework recommendations and issued a separate report in this regard.

Remgro continues to keep abreast of the impact of South Africa's carbon tax regime on its businesses. The tax, which came into effect in June 2019, saw a carbon levy imposed on diesel and petrol and, additionally, a tax rate of R120 per tonne of carbon dioxide equivalent (CO₂e) above a 60% tax-free threshold on emissions from stationary equipment. This rate increased annually by inflation plus 2%. The first phase of the regime has been extended to 31 December 2025, when it is expected the tax regime will become increasingly punitive to companies with high carbon emissions.

GHG emissions (tonnes CO₂e)

GHG Protocol carbon footprint: Remgro investee companies (reported at 100%)

Investee	Scope 1		Scope 2 (market based)		Scope 3 ⁽¹⁾		Outside of scopes ⁽²⁾		Remgro EVIC share of Scope 1 and 2 (as per PCAF)	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Remgro head office	1 838	1 508	1 904	2 178	1 728	793	–	–	3 741	3 686
Air Products ⁽³⁾	43 597	50 919	1 245 037	1 303 071	nr	nr	nr	nr	643 071	676 995
Mediclinic ⁽⁴⁾	44 562	34 656	160 719	177 313	72 865	65 068	2 711	3 122	69 819	60 049
OUTsurance Group	987	1 388	7 493	7 770	6 135	5 255	36	11	2 527	2 805
RCL Foods	518 158	517 902	504 779	525 766	349 255	358 487	86 530	69 105	621 273	653 161
Siqalo Foods	12 084	22 432	18 809	18 848	2 249	2 236	13 502	8 731	30 893	41 280
Wispeco	12 985	12 474	38 686	29 328	17 509	12 711	nr	nr	51 096	41 417

nr Not reported

⁽¹⁾ Scope 3 emissions are voluntarily reported and include different emissions located within a company's upstream and downstream value chain.

⁽²⁾ Outside of scopes are emissions accounted for by the direct CO₂ impact of burning biomass and biofuels where the Scope 1 impact of these fuels has been determined to be a net zero. This also includes non-Kyoto Protocol fugitive emissions outside of the GHG Protocol such as R22 Freon air-conditioning gas refills.

⁽³⁾ Air Products has a September year-end. The 2023 numbers included above represent the 12 months to 30 September 2022 (2022 above includes the 12 months to 30 September 2021).

⁽⁴⁾ Mediclinic reports on a calendar year. The 2023 numbers included above represent the 12 months to 31 December 2022 (2022 above includes the 12 months to 31 December 2021).



GHG reduction targets

Mediclinic – Carbon neutral by 2030

OUTsurance Group – Net Zero by 2050

Air Products – reduce total GHG emissions by 33% by 2030 (baseline year 2021)

Energy

2023 has been another year of intensive load shedding in South Africa, as well as various geopolitical events resulting in inflationary pressure on the cost of energy sources. These realities have impacted all of Remgro’s businesses. However, opportunities to generate or purchase private supply of renewable electricity have opened-up, as have various efficiencies in other types of energy usage.

RCL Foods continues to generate much of its own electricity from the burning of bagasse waste (residue from processed plant material) at its sugar mill operations. This increased by 26% during the year due to increased sugar cane yields and, of this, 8.9GWh of electricity was sold into the South African national electricity grid via an energy trading platform. RCL Foods also increased the amount of solar-generated electricity across all sites by 8%, and total renewable energy intensity, measured as kWh of renewable energy per person hour worked (PHW) improved 18% from 3.43 to 4.06 kWh/PHW. Energy audits have been carried out at most sites to identify energy efficiency opportunities.

Other energy-related initiatives adopted by RCL Foods includes replacing coal with biomass (macadamia nut shells) in two sugar-mill boilers; improved truck hauling efficiencies; and, using rail instead of road transport for sugar between Johannesburg and Cape Town (thereby achieving 60% lower carbon emissions in such transportation).

In March 2022, Siqalo Foods refurbished and upgraded its boiler house at its Boksburg manufacturing plant, where the use of coal and gas has largely been replaced with biomass fuel in the form of sunflower husks purchased from a neighbouring company. In addition, building of an on-site cold storage plant at the site will displace the need to transport its product from Boksburg to Roodepoort (a distance of 52 kilometres), and this plant will largely be powered by 1.5MW of solar peak power and will use compressed ammonia as its primary refrigerant gas, with a Global Warming Potential (GWP) of nil.

Mediclinic increased its on-site renewable energy generation by 66% during the year. The company added six PV installations at hospitals in Southern Africa and one in the Middle East. A further nine installations are in progress in Southern Africa and seven more planned for the Middle East. The company also offset 46 000MWh of electricity and cooling through the purchasing of Renewable Energy Certificates (RECs).

As a producer of industrial gases, Air Products is a significant user of electricity and consumes energy and water on demand (real-time) of its products by its clients. As such, its own energy usage is directly related to that demanded by its customers. During 2022, a 50kW rooftop solar installation was commissioned at Air Products’ Pinetown facility, bringing the company’s total installed solar capacity to 345kW, with plans to double this amount during 2023 through solar installations across four other sites. In addition, Air Products has concluded a Power Purchase Agreements (PPA) with a major solar PV generator in the Northern Cape, which will wheel renewable energy to the company by 2025, with the potential to provide up to 23% of the company’s electricity needs.

Wispeco’s energy consumption increased materially due to the installation of a new CUBE powder coating plant that translated into a 48% increase in production at their Alrode facility.

Energy consumption (gigajoule or Gj)

Investee	Total energy	
	2023	2022
Remgro head office	32 289	30 321
Air Products ⁽¹⁾	4 808 951	4 895 829
Mediclinic ⁽²⁾	1 106 052	1 284 086
OUTsurance Group	43 972	43 020
RCL Foods	8 704 904	8 593 584
Siqalo Foods	356 565	508 787
Wispeco	567 277	331 355

⁽¹⁾ Air Products has a September year-end. The 2023 numbers included above represent the 12 months to 30 September 2022 (2022 above includes the 12 months to 30 September 2021).

⁽²⁾ Mediclinic reports on a calendar year. The 2023 numbers included above represent the 12 months to 31 December 2022 (2022 above includes the 12 months to 31 December 2021).

Energy-related targets

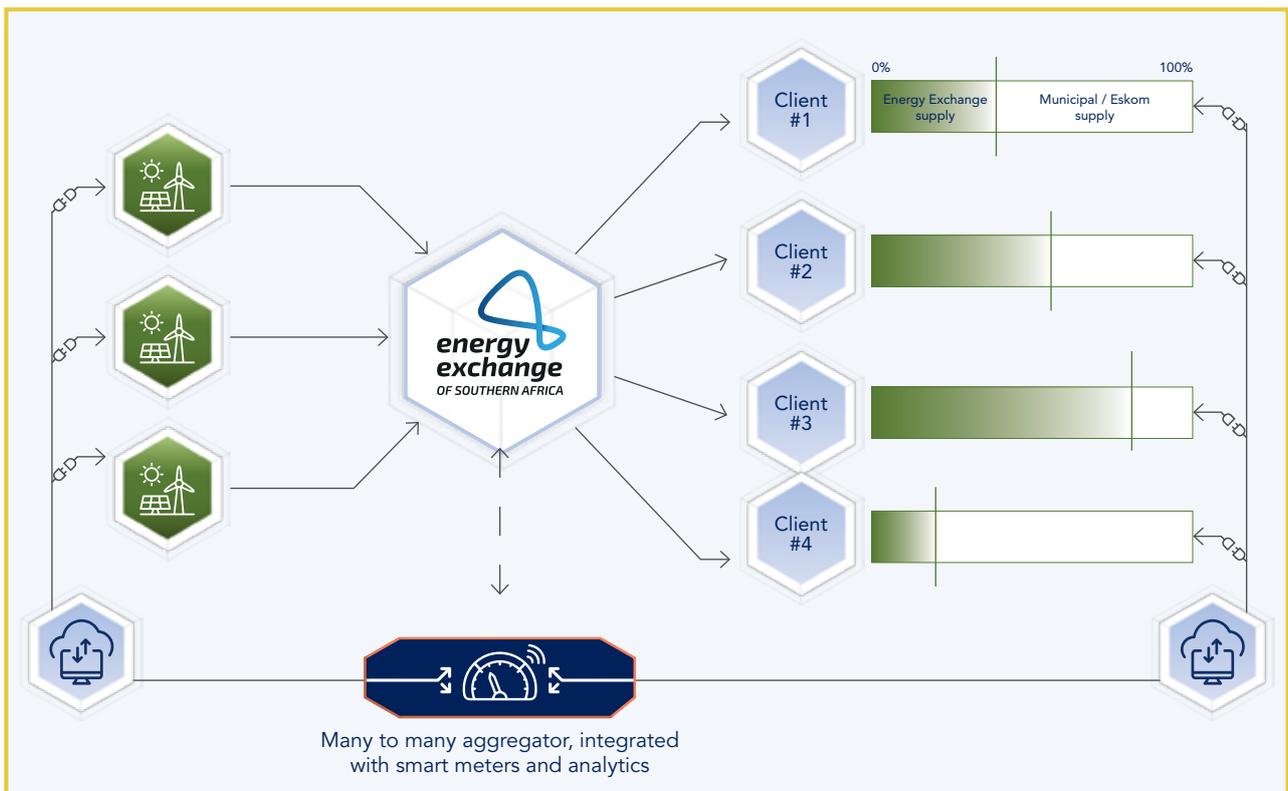


Siqalo Foods – reduce electricity consumption 5% per year per tonne of product (2019 baseline year)

Remgro as a clean Energy Solutions Provider

Remgro is a strategic shareholder in Energy Exchange of Southern Africa Proprietary Limited (Energy Exchange), a NERSA licensed green energy trader. Energy Exchange aggregates and facilitates the transfer of energy between generators of electricity and consumers of energy. It is a private utility which aims to assist clients in securing green energy from diversified power sources, thereby reducing single technology and geography risk, and assisting in their decarbonisation journeys.

The Energy Exchange business model is based on wheeling electricity from the site of generation to remote customers via the transmission grid. Wheeling is the transportation of electric energy (megawatt-hours) from within an electrical grid to an electrical load outside the grid boundaries. Power Purchase Agreements (PPAs) are concluded with the generators and customers, with Energy Exchange handling the allocation and reconciliation functions, using metered data, enabling efficient tracking and managing of energy costs. The benefits for the client in this model include continuity of supply, ability to manage load outages, no capital expenditure and shorter PPA terms than traditional bilateral agreements, savings in terms of energy costs as well as carbon tax payments where applicable. The administration of the transactions is undertaken by Energy Exchange and clients receive Renewable Energy Certificates.



Through its Group Power Initiative, established in 2017, Remgro has facilitated the installation of 34 solar PV systems at Wispeco, Distell (now Heineken Beverages), Mediclinic, RCL Foods, Old Mutual, Remgro’s head office and MMI (Eris Properties). This has been achieved by establishing Kigeni Ventures, a Section 12J Venture Capital Company, to house the investments and assist with the feasibility studies for the solar PV systems. These systems have resulted in an aggregated renewable power capacity of 21.2MW, with an associated cumulative CO₂ equivalent emission reduction of 71.9 kilotons across Remgro investee companies.

Water consumption (kilolitre)

Investee	2023				
	Total municipal water	Total borehole water	Total raw water	Total recovered/ recycled water	Total water consumption
Remgro head office	9 796	–	–	–	9 796
Air Products ⁽¹⁾	95 760	–	1 431 567	112 722	1 640 048
Mediclinic ⁽²⁾	1 699 423	21 739	–	–	1 721 162
OUTsurance Group	30 449	–	–	–	30 449
RCL Foods	6 464 567	664 319	99 521 299	–	106 682 136
Siqalo Foods	317 542	–	–	–	317 542
Wispeco	128 163	–	–	–	128 163

Investee	2022				
	Total municipal water	Total borehole water	Total raw water	Total recovered/ recycled water	Total water consumption
Remgro head office	9 509	–	–	–	9 509
Air Products ⁽¹⁾	87 939	–	1 663 033	126 961	1 877 934
Mediclinic ⁽²⁾	1 660 645	24 061	–	–	1 684 706
OUTsurance Group	27 390	–	–	–	27 390
RCL Foods	5 981 842	732 371	124 770 822	–	131 485 035
Siqalo Foods	334 053	–	–	–	334 053
Wispeco	132 747	–	–	–	132 747

⁽¹⁾ Air Products has a September year-end. The 2023 numbers included above represent the 12 months to 30 September 2022 (2022 above includes the 12 months to 30 September 2021).

⁽²⁾ Mediclinic reports on a calendar year. The 2023 numbers included above represent the 12 months to 31 December 2022 (2022 above includes the 12 months to 31 December 2021).

Water targets



RCL Foods – 50% improvement in chicken processing water efficiency by 2025; 30% improvement in sugar production water efficiency by 2023 (achieved).

Mediclinic – 544 litres of water consumed per bed-day sold (South Africa) by end 2022. Achieved 528 litres per bed-day sold.

Siqalo Foods – reduce absolute water consumption 5% per year (2019 baseline year).

Water

South Africa is a “water stressed” country where the protection and sustainable consumption of water sources is critical in the operations of many of Remgro’s investees. Water demand in South Africa could exceed supply by 17% in 2030. Water supply infrastructure also poses a challenge in parts of the country where ageing infrastructure and insufficient financial and technical capacity is the cause of water shortages and wastewater treatment plant breakdown.

All of Remgro’s businesses, especially our agricultural, food and beverage businesses such as RCL Foods and Siqalo Foods depend on reliable supplies of good quality water which are drawn from municipal (third party) sources as well as directly from the natural environment. Reliable supply of quality water volumes is essential in the running of Mediclinic’s hospitals and Mediclinic’s Middle East hospitals rely on desalinated seawater supplies from local municipal sources. Office-based businesses such as OUTsurance Group are dependent on sufficient supplies of potable water for employee health and hygiene.

RCL Foods’ raw water usage, which is primarily used in the irrigation of sugarcane, was 20% lower due to better water management practices and good rains. The company’s raw water use efficiency has been improving by an average of 4.7% per year since 2018.

RCL Foods’ response to repeated drought periods in South Africa is to establish itself as a “water smart” business. This includes conversion of overhead irrigation systems to subsurface drip systems where there is less evaporation of water on its sugarcane farms and green harvesting whereby mulch remains on the fields to protect against soil exposure. The company aims to convert 80% of its fields to sub-surface drip irrigation by 2031.

While Mediclinic experienced a total increase in water consumption across its operations, its consumption per bed-day sold decreased year on year and has come in comfortably within the company’s water intensity target. Mediclinic conducts annual water risk assessments across all watersheds in which its hospitals are located and incorporate these findings into its Corporate Sustainable Water Management Strategy. These risks have been widened to include not just the hospital operations, but those of Mediclinic’s suppliers, e.g. laundry operators.

Through various water efficiency initiatives, Siqalo Foods has succeeded in reducing its water intensity consumption by 13%.

To ensure water security at its head office, OUTsurance Group has installed a 605kl backup storage tank, filled with rainwater and filtered before entering the building. All buildings are metered and waterwise office landscaping introduced to minimise the need for irrigation water.

Air Products’ water usage declined over its reporting cycle, partly due to lower plant loading and capacity utilisation at its Vanderbijlpark operations.

Waste generation (tonnes)

Investee	Waste to landfill		Hazardous waste		Recycled waste	
	2023	2022	2023	2022	2023	2022
Remgro head office	nr	nr	–	–	nr	nr
Air Products ⁽¹⁾	nr	nr	nr	nr	nr	nr
Mediclinic ⁽²⁾	6 000	7 034	7 599	5 246	2 966	2 873
OUTsurance Group	103	91	–	–	71	55
RCL Foods	206 194	213 372	–	–	7 860	7 008
Siqalo Foods	nr	nr	–	–	260	549
Wispeco	365	147	–	–	103	14

nr = not reported

⁽¹⁾ Air Products has a September year-end. The 2023 numbers included above represent the 12 months to 30 September 2022 (2022 above includes the 12 months to 30 September 2021).

⁽²⁾ Mediclinic reports on a calendar year. The 2023 numbers included above represent the 12 months to 31 December 2022 (2022 above includes the 12 months to 31 December 2021).

Waste targets



RCL Foods – Zero waste to landfill at all operations by 2025

Mediclinic – Zero waste to landfill by 2030

Waste

Global understanding of circular economy principles – reducing waste through reuse and recycling of products – and new legislation, such as South Africa's Extended Producer Responsibility (EPR) Act, which places the responsibility for disposal of products and packaging on the original producer, continue to drive many of our investee companies in their research, development and production processes to limit the amount of waste they send to landfill. This is of particular importance in a country where landfill sites are fast approaching full capacity, and where landfill sites are increasingly contributing to global warming through methane and other GHG releases.

RCL Foods has reduced waste to landfill to only 7% of all waste, with the remainder either being converted to energy, reused, recycled or converted to fertiliser. With regards its EPR commitments, the company has embarked on an extensive sustainable packaging journey by ensuring that the packaging used is reusable or 100% recyclable, 70% of all packaging is actually recycled and 30% of its non-food contact packaging consists of post-consumer recycled (PCR) content. This is in line with the expectations of the SA Plastics Pact.

For the past four years, Siqalo Foods has sent less than one per cent (1%) of its waste to landfill. Its largest waste stream is corrugated cardboard

packaging, which is recycled, while all oil waste is reworked into product or, where not possible, sold on for animal feed. The company continues to be fully compliant with all plastic recycling regulation.

Mediclinic's Group Waste Management Policy, aiming to achieve the company goal of Zero Waste to Landfill by 2030, has become a focal pillar of company-wide operational strategy and engagement with suppliers on circular economy practices. The waste target directly contributes towards the company's ambition of being carbon neutral by 2030 and is being driven through all Mediclinic hospitals worldwide.

As a financial services company, OUTsurance Group's waste profile is mostly apportioned to paper and building/construction waste. OUTsurance Group's electronic document ratio – being the total number of electronic policy documents as a percentage of all documents sent to clients – continues in the range of 96-99%.

Regulatory compliance

RCL Foods incurred 14 instances of breach of environmental regulation. 13 of these related to Rainbow, 12 of which were a result of effluent discharge exceeding local standards at its Rustenburg processing plant and one due to alleged illegal clearing of vegetation. Fines totalled R6 million and Rainbow has implemented a mitigation project to address the excess levels of phosphate and nitrogen in its effluent.

RCL Foods also received a non-compliance warning for excessive dust at its Randfontein site due to heavy truck use of a gravel road. No fines were lodged and the road has since been paved.

Siqalo Foods, Air Products, Mediclinic and OUTsurance Group reported no fines or breaches.

