



2021 ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE
REPORT

WBHO

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NAVIGATIONAL ICONS

The following icons are applied throughout the report to improve usability and to highlight integration between relevant content elements:

NAVIGATION



Indicates a page or note reference of information which can be found elsewhere in the report



Indicates a reference for information available online at www.wbho.co.za

STRATEGIC OBJECTIVES

SO1

Flexibility and diversification

SO4

Capacity and talent management

SO2

Procurement and execution excellence

SO5

Safety and environmental management

SO3

Reputation and relationships

SO6

Transformation and localisation

REPORTING SUITE

WBHO is committed to reporting transparently to a wide range of stakeholders. To view the full suite, please visit WBHO's website at www.wbho.co.za.



Integrated Report (IR)

The Integrated Report is the primary report to WBHO's stakeholders. It is structured to show the relationship between the interdependent elements involved in the Group's value creation story, in compliance with

- The International Integrated Reporting <IR> Framework
- The Companies Act, No. 71 of 2008, as amended (Companies Act of South Africa)
- The JSE Listings Requirements
- King IV Report on Corporate Governance for South Africa 2016 (King IV™)



Audited Consolidated Financial Statements (AFS)

A comprehensive report of the Group's financial performance for the year, in compliance with:

- The Companies Act of South Africa
- The JSE Listings Requirements
- King IV™
- International Financial Reporting Standards (IFRS)



Environmental, Social and Governance Report (ESG)

A detailed account of WBHO's performance for the year, including environmental, social and governance elements. The report also includes the Social and ethics committee report, in compliance with:

- The Companies Act of South Africa
- The JSE Listings Requirements
- King IV™
- Global Reporting Initiative (GRI core)



Notice of Annual General Meeting (AGM)

Supporting information for shareholders to participate in the annual general meeting, in compliance with:

- The Companies Act of South Africa
- The JSE Listings Requirements
- King IV™

FEEDBACK

Your feedback is important to WBHO and we welcome input to enhance the report. Please visit www.wbho.co.za or contact the Group Company Secretary, on +27 11 321 7200 or wbhoho@wbho.co.za.





WBHO is one of the largest construction companies in southern Africa and is listed on the Johannesburg Stock Exchange (JSE). Our vision is to be the leading construction company wherever we operate.

The driving force behind WBHO is a core of dedicated, hands-on management professionals whose experience spans decades of major construction projects across three continents. Construction activities, which cover the full construction spectrum, are divided into three main operating divisions: Building and civil engineering, Roads and earthworks and Construction materials. WBHO's African operations are headquartered in Johannesburg, with regional offices strategically located in Cape Town, Durban and Gqeberha (PE) in South Africa, Gaborone in Botswana, Maputo in Mozambique, Accra in Ghana and Lusaka in Zambia. Our Australian subsidiary, WBHO Australia, has its headquarters in Melbourne, while our United Kingdom (UK) operations, provide services out of London and Manchester.

SUSTAINABILITY VISION

Managing health and safety, quality, environmental, social and financial demands and concerns are important to ensure the responsible, ethical and ongoing success of the business.

ABOUT THE REPORT

INTEGRATED SUSTAINABILITY

In all its dealings, Wilson Bayly Holmes-Ovcon Limited (WBHO, the Group) considers the impact of its business and operations on the world in which it operates, and therefore subscribes to the belief that the disclosure of socio-economic and environmental performance is as relevant as financial reporting. It is with this intent that we have prepared this Environmental, Social and Governance (ESG) report covering the operations of the business.

In this report, we provide an overview of the environmental, social and governance issues that the Group aims to balance in the short- and medium- to longer-term for the business. Our commitment to safety, the environment and our stakeholders shapes how we manage the business and execute our strategy to deliver sustainable growth and acceptable shareholder returns. The report also explains our focus on continuously improving the way the Group operates to prevent incidents and to identify, minimise or avoid adverse environmental and social impacts.

REPORT BOUNDARY

The information presented in this report originates from WBHO's various operations, before being integrated at divisional and Group level, and we direct this report to a wide Group of stakeholders.

The report covers the primary ESG activities of the Group in South Africa and the rest of Africa as well as selected information from activities in Australia and the United Kingdom (UK). Detailed information on investments in which the Group holds less than a 50% interest is not included.

This report covers the financial year from 1 July 2020 to 30 June 2021, along with historical information and forward-looking statements, all of which provide context in respect of the Group's strategy and operations. The selected information has been provided on a 12-month basis.

This ESG Report has been developed in accordance with the GRI standards (Core option) and the GRI content index can be found on **page 81**.

MATERIAL SUSTAINABILITY MATTERS

Our approach to sustainability reporting is aligned with the responsible, ethical and ongoing success of the business. This ESG Report, which is supplementary to our integrated report, focuses on the key sustainability challenges facing the Group and how it is responding to them, while the integrated report (IR) and AFS predominately deal with economic sustainability.

ASSURANCE AND INDEPENDENT ASSESSMENT

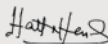
WBHO uses a combined assurance model to provide assurance from management as well as from internal and external assurance providers.

DIRECTORS' RESPONSIBILITY

The Board, supported by the Audit and Social and ethics committee, has overall accountability for this report. It has delegated its responsibility for monitoring and managing the Group's social and economic development; good corporate citizenship, including the promotion of equality; environment; quality; health and safety; good labour conditions; and sound business ethics to the Social and ethics committee. The Board has collectively reviewed the content of this report and confirms that it believes this ESG Report addresses the material issues and is a balanced and appropriate presentation of the sustainability performance of the Group. The WBHO board approved this report on 20 October 2021.



Louwtjie Nel
Chairman



Hatla Ntene
Social and ethics committee Chairman



Wolfgang Neff
Chief Executive Officer

These topics determine the content of the ESG Report under the following focus areas:

SOCIAL	ENVIRONMENTAL	GOVERNANCE
<ul style="list-style-type: none"> Promoting workplace health and safety Quality management Employees Meeting WBHO's commitments to transformation and society Economic impact 	<ul style="list-style-type: none"> Meeting environmental compliance standards Responding to climate change Promoting water management practices Reducing waste 	<ul style="list-style-type: none"> Implementing ethical leadership and governance processes

In determining material sustainability matters, a variety of internal and external influences are considered including the operating environment, legislation, key stakeholder needs, strategy and business activities as well as related risks. (For more on these, and the matters below, see WBHO IR 2021.)

OPERATING ENVIRONMENT	BUSINESS ACTIVITIES	STAKEHOLDER INTEREST	STRATEGY	RISK AND OPPORTUNITIES
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MATERIAL SUSTAINABILITY MATTERS

IMPACT ON VALUE	HEALTH AND SAFETY	RESPONSIBLE ENVIRONMENTAL BUSINESS PRACTICES	COMMUNITIES	GOVERNANCE
	<p>A safe and healthy workforce contributes to an engaged, motivated and productive workforce that identifies hazards and minimises incidents, mitigates operational stoppages and reduces potential legal liabilities.</p> <p>Protecting the safety and health of employees and contractors is also a fundamental human rights imperative.</p>	<p>Responsible environmental management, including the management of energy and climate change, water consumption and discharge, and waste management is a major factor in legal compliance.</p> <p>Understanding the effects of climate change on the business and how it may impact our value chain is important as WBHO strives to maximise the opportunities associated with the transition to a low-carbon future.</p>	<p>Acting in a responsible and ethical manner is fundamental to WBHO's business philosophy.</p> <p>Working closely with communities and governments to undertake integrated planning and share the benefits of the business helps WBHO to avoid and mitigate adverse social impacts, optimise development opportunities and maintain its socio-political licence to operate.</p>	<p>Good governance is a philosophy and approach that each level of a company must adopt, with the tone primarily set from the top.</p> <p>Good governance is an instrumental component in creating value for WBHO's stakeholders and it necessitates the exercise of ethical and effective leadership in a responsible, fair and transparent manner.</p>

SUSTAINABILITY PERFORMANCE

HUMAN CAPITAL

Total workforce decreased by **15,0%** to **8 049**

951 retrenchments

R88 million invested in training in Africa

Net decrease of **503** employees in South Africa

84 756 days lost due to strikes, work stoppages or non-attendance *(FY2020: 53 049)*

R3,6 million on bursary spend

ENVIRONMENTAL

ISO 14001 certified

34 non-compliance findings on ISO audits *(FY2020: 41)*

Zero material reportable incidents

57 Green Star SA buildings supported to date

SAFETY

ISO 45001 certified

Lost-time injuries per million man-hours **0,60** *(FY2020: 0,59)*

RCR improved to **0,56** *(FY2020: 0,60)*

2 fatalities *(FY2020: 3)*

20

21

QUALITY

ISO 9001 certified

Conducted **192** quality audits

Customer quality perception feedback:

93,0% satisfaction rating

131 supplier inspections and **78** supplier audits conducted

TRANSFORMATION

Level 1 B-BBEE

Women comprised **16%** of the workforce in South Africa

R3,2 million bursary spend on black employees

R64 million training spend on black employees

R5,1 billion spent on black-owned companies

LETTER FROM THE

SOCIAL AND ETHICS COMMITTEE CHAIRMAN



HATLA NTENE



Dear stakeholders,

It gives me great pleasure to present WBHO's Environmental, Social and Governance Report for the 2021 financial year. At WBHO, our reputation and our people are at the core of our ability to create value for our stakeholders. As such, human capital management, safety and environmental management and compliance with laws and regulations form three of the material issues around which we have developed specific strategic objectives. We take pride in implementing sustainable business practices that enhance our reputation, protect and support our people and the environment and uplift communities in a responsible and ethical manner. I am always encouraged by efforts of the Group's leadership and management to continually improve processes and implement solutions that are safe, sustainable and a core part of our value proposition.

SUSTAINABILITY STRATEGY

The Group promotes sustainability through the integration of environmental, social and economic considerations into all aspects of the Group's activities and maintains a framework of policies and authorities that govern disciplined decision-making.

WBHO, in collaboration with key stakeholders, continues to enhance its sustainability strategy in order to support the personal growth of our people within safer working conditions, limit in as far as possible our contribution to the causes and effects of climate change, seek ways to reduce our energy and water intensity, while also building more sustainable communities. We strive to foster a sustainability-minded culture throughout the organisation in order to proactively identify and mitigate sustainability risks.

INCLUSIVE STAKEHOLDER APPROACH

Our stakeholder engagement process focuses on establishing and maintaining mutually beneficial relationships with all our stakeholders. We continued to work with relevant stakeholders, to provide transparency around the impact of our business on them and how we plan to address these.

COMMITTEE OVERSIGHT

I am pleased to report that there was no material non-compliance with legislation or non-adherence to codes of best practice in respect of the areas within the Social and ethics committee's mandate for the period under review.

During the year, the committee fulfilled its mandate both in terms of its statutory duties and its formal charter. Details of these activities are discussed on **page 73** of this report.

PERFORMANCE

WBHO continued to deliver a consistent sustainability performance this year with most key metrics being maintained at prior year levels. A further reduction in the capacity of our workforce was unfortunately necessary as the Group adapted to the economic impact of Covid-19 and adopted a new business strategy in Australia aimed at improving performance. It is with deep regret that we report two work-related fatalities. These incidents have been fully investigated and we have adopted and implemented mitigation measures from the main learnings.

Performance against key metrics in the year include the following:

- The Group maintained a lost-time injury frequency rate (LTIFR) of 0,60 (FY2020: 0,59) and a recordable case rate (RCR) of 0,56 (FY2020: 0,60). Further improvements were attained in the safety regimes in Africa and the UK while there was a deterioration in the safety statistics from Australia
- WBHO maintained its ISO 9001, ISO 14001 and ISO 45001 certifications across all regions
- Our customers' perception of the quality of our on-site performance remained strong with a rating of 93% attributable to the South African operations
- Maintaining our Level 1 B-BBEE certification for the fifth consecutive year
- No reportable environmental incidents.

For more on the sustainability performance, refer to **pages 16 to 61** of this report.

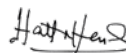
LOOKING AHEAD

The emergence of the Covid-19 global pandemic presented various social, ethical and compliance related risks to the Group. From a social and ethics perspective, I am satisfied that the executive team has developed and implemented the necessary protocols, policies and procedures necessary to ensure the ongoing wellbeing of our employees and all other personnel visiting our sites and offices across all regions.

As we look ahead, it is vital that we make every effort to contain the virus in order for us to return to a sense of normality, both at home and at work. The Board wholeheartedly supports government agendas to vaccinate as many citizens as possible in each of the regions in which we operate. The efforts undertaken by management to support our staff in obtaining their vaccinations have been heartening, particularly the on-site clinics that have been arranged in South Africa to simplify the process. The committee will be monitoring the Group's progress in this regard over the course of FY2022.

The increasing prevalence of extreme weather events and record high temperatures across the world are indicators that the effects of climate change are already upon us. While we have been monitoring and reporting on our carbon emissions for some time, in the year ahead the committee will engage with our environmental and operational teams to ensure we are finding suitable interventions to reduce these emissions as far as possible within the context of our business. It is however gratifying to note that through our participation in renewable energy and waste-to-energy projects we are making some contribution to a more sustainable future.

In closing, I extend my thanks to my fellow Board and committee members, the CEO, Wolfgang Neff and his management, and our employees for their investment in WBHO's sustainability journey. I am comfortable that the Group has adequately positioned itself to safely and efficiently deliver value to all stakeholders in a sustainable manner.

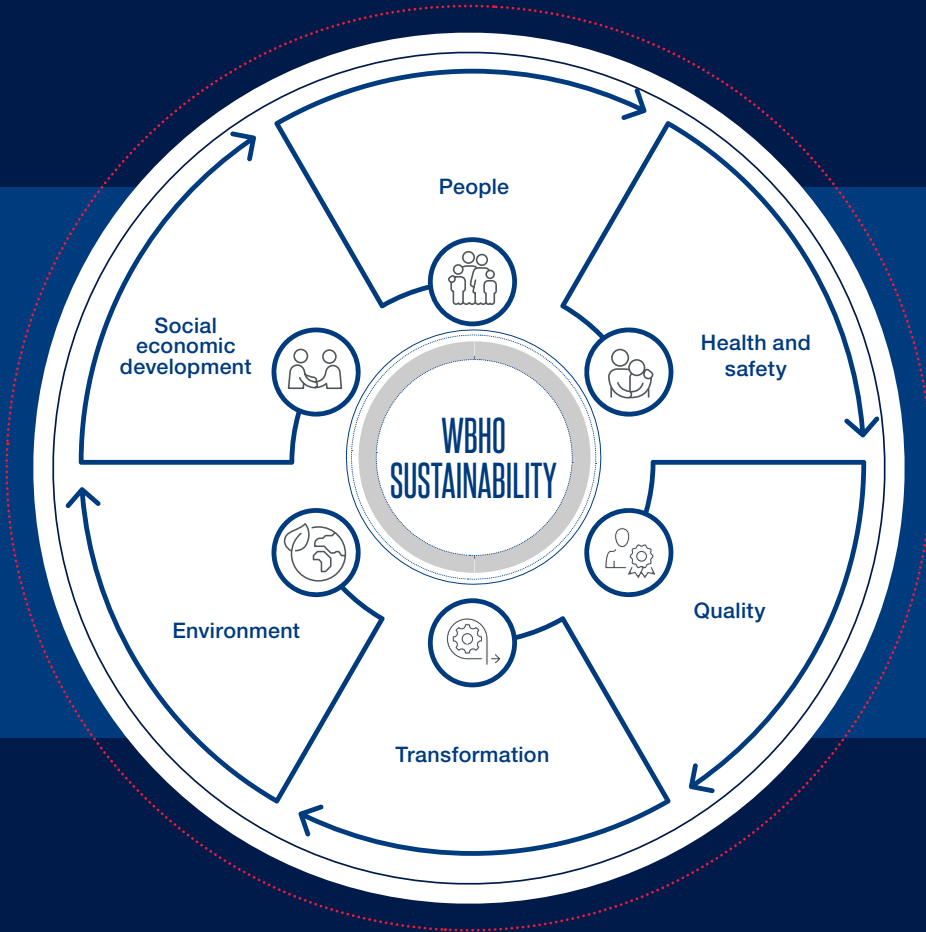


Hatla Ntene
Social and ethics committee Chairman

SUSTAINABILITY STRATEGY

As an organisation, WBHO recognises the importance of operating in a sustainable manner, and thereby fulfil the needs of today without jeopardising our ability to meet the needs of tomorrow.

We believe that our employees come to work trusting in their safety and knowing that they will return home without harm. We strive to limit our environmental footprint by implementing the highest standards of environmental protection, as well as by applying best construction and quality management practices throughout all phases of construction. This also has a positive impact on clients and suppliers.



SUSTAINABILITY STRATEGY

Our sustainability strategy is structured around six perspectives, with each perspective continually monitored.



Our sustainability strategy is fully aligned with the Group's vision and overall business strategy, and forms an integral part of how day-to-day business is conducted.



PEOPLE

Our people are the key stakeholders of the organisation and are essential to its continued success and sustainability. As a result, we are committed to providing a safe, healthy and enabling workplace that is characterised by mutual respect, fairness, integrity, non-discrimination, equal opportunities and open, two-way engagement.

For more on our people, see [page 17](#).



HEALTH AND SAFETY

Construction is inherently a high risk activity and we recognise that we have a moral and legal obligation to safeguard and protect the wellbeing of our people. We strive for a work environment that achieves "zero harm", which means operating without fatalities and a minimum of lost-time injuries. We also recognise that our occupational health and safety (OHS) responsibility extends beyond WBHO employees and encompasses every stakeholder involved in our projects.

For more on health and safety, see [page 30](#).



QUALITY

WBHO, in fulfilling its motto: "Rely on our ability" signifies a focused group, that concentrates on providing its clients with a quality product. To this end, the Group mobilises its management skills and resources in the most efficient and cost-effective manner to produce projects to the required standards and quality.

For more on quality performance, see [page 41](#).



TRANSFORMATION

WBHO takes its commitment to transformation seriously and it is a priority that continues to be debated, planned and reviewed at the highest levels of the organisation as well as the broader construction industry.

For more on transformation and localisation, see [page 48](#).



ENVIRONMENT

The construction industry is deemed a high-impact industry and we fully acknowledge our moral and legal responsibility to safeguard the environment and the wellbeing of all those affected by our activities. We are committed to maintaining the highest standards of environmental protection throughout every phase of the construction process and seek to do so by rigorously applying the best practice principles of environmental management.

For more on environmental performance, see [page 54](#).



SOCIAL ECONOMIC DEVELOPMENT (SED)

WBHO considers SED to be a moral responsibility rather than a contractual obligation. Our SED programmes are focused on providing assistance and upliftment to communities in the areas in which we operate, especially in remote rural locations. We seek to support those projects, that provide tangible and measurable benefits to the community directly.

For more on social economic development spend, see [page 52](#).

SUSTAINABILITY GOVERNANCE AND MANAGEMENT APPROACH

SUSTAINABILITY GOVERNANCE

We have a structured and systematic approach to managing the most significant social, economic and environmental impacts and to addressing the material interests of priority stakeholders.

The Board is ultimately responsible for the key governance processes to ensure sustainable growth, acceptable performance and affairs of the Group. The Board has delegated to the Social and ethics committee (SEC) its responsibility for monitoring and managing the Group's social and economic development, good corporate citizenship – including the promotion of equality as well as environmental, health and safety – good labour conditions and sound business ethics. (For more on governance, the Board and its committees, see [page 62](#).)

WBHO's Chief Executive Officer and his executive management team (Exco) assume accountability for the day-to-day management and performance of the overall sustainability strategy, with relevant performance indicators and the achievement of targets influencing the performance-based remuneration of senior executives. Responsibility for delivering on the sustainability performance rests with the Group support services committee.

COMMITTEE RESPONSIBILITIES AND GOVERNANCE

The SEC is constituted in terms of section 72(4) of the Companies Act, No. 71 of 2008, as amended, and its accompanying regulations to implement the mandate prescribed by regulation 43(5).

The committee's primary goals are to provide stewardship and to promote social and economic development, good corporate

citizenship and risk management practices at WBHO.

The committee has adopted appropriate formal terms of reference and is responsible for overseeing activities relating to:

- Social and economic development, including the Group's standing in terms of the goals and purposes of:
 - Ten principles set out in the UNGC OECD recommendations regarding corruption
 - The Employment Equity Act
 - The Broad-Based Black Economic Empowerment Act
- Good corporate citizenship, including the Group's:
 - Promotion of equality, prevention of unfair discrimination and reduction of corruption
 - Contribution to development of the communities in which its activities are predominantly conducted
 - Record of sponsorship, donations and charitable giving
- The environment, health and public safety, including the impact of the Group's activities and of its products or services
- Consumer relationships, including the Group's advertising, public relations and compliance with consumer protection laws
- Labour and employment, including:
 - The Group's standing in terms of the International Labour Organization Protocol on decent work and working conditions
 - The Group's employment relationships, and its contribution towards the educational development of its employees.

The Committee comprises three non-executive directors, the Company Secretary and two members of management.

All members have the requisite business, financial and leadership skills for their positions. (For detailed qualifications and experience of non-executive committee members see [page 102](#) of the Integrated Report.)

COMMITTEE MEMBERSHIP AND MEETING ATTENDANCE

Member	Committee members since	Meeting attendance
Hatla Ntene (Independent non-executive director and Chairman of SEC)	1 November 2017	2/2
Karen Forbay (Independent non-executive director)	1 November 2017	2/2
Ross Gardiner (Independent non-executive director)	1 November 2017	2/2
Shereen Vally-Kara (Group Company Secretary)	Retired 31 March 2021	1/1
Donna Msiska (Group Company Secretary)	Appointed 1 April 2021	1/1
Samuel Gumedede (Group legal counsel)	21 November 2017	2/2
Andrew Logan (Group Financial Manager)	13 September 2013	2/2

Members of senior management from the human resources, safety, environmental, quality, and transformation functions attend meetings by invitation.



WBHO is committed to doing business in the right way, and sustainability considerations are firmly embedded into the Group's governance structures. We continue to promote and integrate sustainability best practice into core business processes, with safety, health, quality and environmental management indicators included in incentive schemes.

COMMITTEE FOCUS AREAS IN FY2021

- Monitoring of Covid-19 legal compliance as well as infection rates within the organisation
- Monitoring of training conducted as part of WBHO's anti-bribery and corruption prevention and detection programme
- WBHO experienced two work-related fatalities across the Group in the year. The committee considered reports from management and the Group Safety Officer to understand the causes thereof and mitigation plans developed to prevent similar incidents from occurring again
- Monitoring of the Group's avoidable staff turnover and key factors behind resignations
- Progress on CCMA and Labour court matters and considered how these could impact future employee relations practices

COMMITTEE FOCUS AREAS FOR FY2022

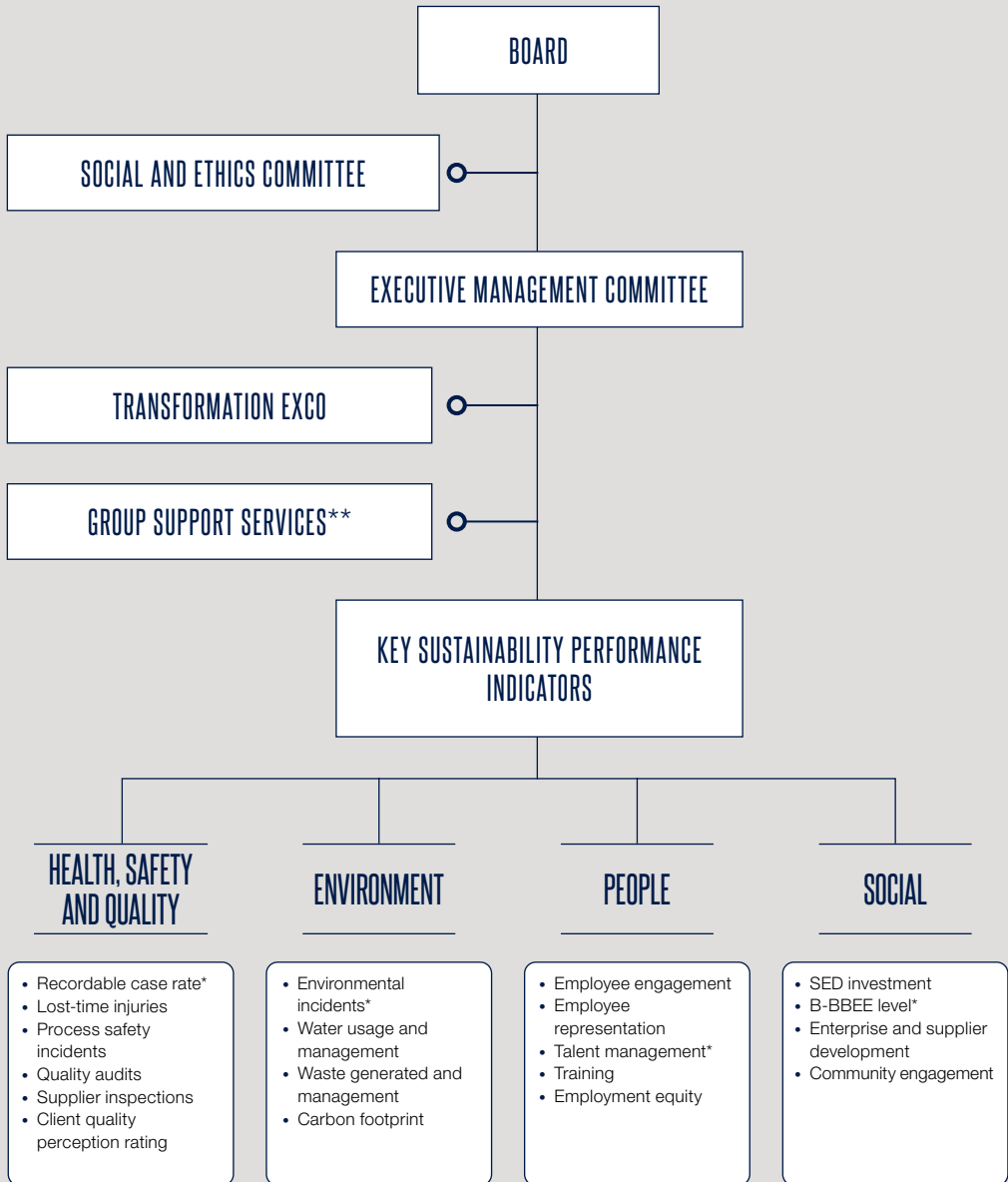
- Preparing the legal matrices for Botswana, Ghana, Mozambique, Zambia and the United Kingdom
- A committee evaluation to assess performance and identify potential areas for improvement

A detailed review of our corporate governance structures and practices is provided in this report (pages 63 to 75). For further information on remuneration practices, see the remuneration section on page 111 of the Integrated Report.

SUSTAINABILITY GOVERNANCE AND MANAGEMENT APPROACH

CONTINUED

SUSTAINABILITY GOVERNANCE FRAMEWORK



* Linked to executive and senior management remuneration.

** Group support services include: Health and safety, Environmental, Quality, Transformation, Company secretarial and Legal counsel.



WBHO endeavours to uphold corporate citizenship and the law, ensuring that there is no infringement on human rights through adherence to policies and processes. The Group seeks to prevent any infringements and holds its suppliers and other business partners to the same standards.

REGULATORY GOVERNANCE

WBHO companies and employees are required to comply with the laws and regulations of the countries in which the Group operates. Key legislation in South Africa includes:

- Labour Relations Act
- Employment Equity Act
- National Water Act
- National Environmental Management Act
- Occupational Health and Safety Act

WBHO policies include, amongst others:

- Climate change
- Environmental
- HIV/Aids
- Occupational health and safety
- Quality
- Human capital
- Racial and diversity policy
- Social economic development
- Regulatory risk matrix

Participation in industry forums and memberships:

- National Home Builders Registration Council
- South African Forum of Civil Engineering Contractors
- The Green Building Council of South Africa
- Construction Charter Council
- Tirisano Trust

Commitments, international standards and voluntary compacts, include:

- Companies Act of South Africa
- JSE Listings Requirements
- King IV™
- ISO 9001 – International Quality Management Standard
- ISO 14001 – International Environmental Management Standard
- ISO 45001 – International Health and Safety Management Standard
- Implementing the principles of the United Nations Global Compact
- Global Reporting Initiative (GRI)

SUSTAINABILITY GOVERNANCE AND MANAGEMENT APPROACH

CONTINUED

MANAGEMENT APPROACH POLICIES AND OPERATIONAL RISK MANAGEMENT



We have implemented various precautionary sustainability-related policies and standards across the Group. Some of the key policies are available online at www.wbho.co.za. These policies set out the goals, principles, policies, management system requirements and performance expectations for managing our core sustainability risks and opportunities.

Policies and standards and site-specific procedures are in place to ensure compliance with legislative requirements, and responsibility for implementing them rests with line management. Group and operational-level safety, health, environmental and quality (SHEQ) specialists support line management in implementing the strategy and in monitoring and managing performance.

Policy implementation is enhanced by our commitment to maintaining ISO certification for various quality, safety and environmental management systems, with audits conducted by internal and external auditors to ensure compliance. During the year under review, the Group maintained all its health, safety and quality certifications.

	2021	2020	2019
ISO 9001 – International Quality Management	✓	✓	✓
ISO 14001 – International Environmental Management Standard	✓	✓	✓
ISO 45000 – International Health and Safety Standard	✓	✓	✓

ETHICAL BUSINESS PRACTICES CODE OF CONDUCT AND ANTI-CORRUPTION

We have a zero-tolerance approach to unethical and corrupt practices, and every employee is accountable for ensuring that our organisational values are always upheld. These principles are entrenched in our Code of Conduct and reinforced by specific policies and training programmes on issues such as anti-trust and anti-corruption behaviour.

The Group requests a Declaration of Interests from internal and external stakeholders annually in an attempt prevent corruption within the workplace. In addition to this corruption preventative measure, we maintain an independent anonymous tip-off line which is aimed at providing employees with a platform for the anonymous reporting of potentially corrupt activities within the business. Awareness campaigns regarding both corruption and preventative measures are regularly communicated across the Group.

See page 73 for more on ethics management.

HUMAN RIGHTS

The protection of human rights at a global level is enshrined in the principles of the UN Global Compact. We respect and uphold these values, treating all people with dignity and respect. We are committed to safeguarding the human rights of others and attending to human rights impacts during the course of business operations. We respect freedom of association, seeing it both as an individual and as a collective right, and we do not restrict employees' choices with regard to trade union membership.

WBHO endeavours to uphold corporate citizenship and the law, ensuring that there is no infringement on human rights by requiring adherence to policies and processes. We seek to prevent any infringements and, as far as practically possible, we hold our suppliers, including security personnel – an outsourced function – and business partners to the same standards.

We have formal mechanisms put in place for reporting human rights grievances and violations at all operations and the corporate office. The Group had no reported incidents regarding human rights, child labour and forced or compulsory labour during the year under review.

SUSTAINABLE SOURCING PRACTICES

We expect all service providers acting on WBHO's behalf to adopt and follow the Group's standards and policies, and the Group has a Supplier Code of Conduct in place aligned with the principles of the UN Global Compact as it pertains to the protection of human rights and ensuring sustainable business practices. This code outlines the minimum standards with which we expect suppliers to comply in the areas of health and safety, human rights, ethics and environmental responsibility. We encourage all our suppliers to promote the requirements of the code within their own supply chains.

POLITICAL CONTRIBUTION

WBHO is politically agnostic and donations to political parties are handled in terms of a Donation Policy across all geographical operations.

ENVIRONMENTAL PROJECTS

We apply a precautionary and risk-based approach to the management of environmental issues, based on international best practice, legal compliance and the maintaining of the environmental and social licence to operate.

UNITED NATIONS GLOBAL COMPACT

UNGC principle	WBHO's support of the principle	Relevant WBHO policies and/or frameworks
<p>Human rights <i>Principle 1:</i> Businesses should support and respect the protection of internationally proclaimed human rights <i>Principle 2:</i> Make sure that they are not complicit in human rights abuses</p>	<p>WBHO supports the United Nation's Universal Declaration of Human Rights. The company is bound by the Constitution of the Republic of South Africa, which contains the Bill of Rights.</p> <p>All employees are bound by WBHO's Code of Conduct and are guided in their behaviour in terms of integrity, loyalty, equity, tolerance, impartiality and discretion. The WBHO service providers, suppliers and trade partners are required to adhere to the Supplier Code.</p>	<ul style="list-style-type: none"> • Code of Conduct • Employment policies
<p>Labour <i>Principle 3:</i> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining <i>Principle 4:</i> The elimination of all forms of forced and compulsory labour <i>Principle 5:</i> The effective abolition of child labour <i>Principle 6:</i> The elimination of discrimination in respect of employment and occupation</p>	<p>WBHO is committed to fair employment opportunities for all and to create an environment that permits such equal opportunities for advancement to redress past imbalances and to improve the conditions of individuals and groups who have been previously disadvantaged on the grounds of race, gender and disability. In the spirit of promoting organisational policies and practises that are fair and equitable, the company affirms its commitment to comply with the spirit of the Employment Equity Act to the strategic benefit of WBHO.</p> <p>South Africa is a signatory to the International Labour Organization convention, as applicable to fair labour practices, and South Africa has a plethora of labour legislation that reflect the standards. The company's employment policies incorporate these legislative provisions. South African law prohibits forced, compulsory and child labour.</p> <p>WBHO practises freedom of association and recognises the right to collective bargaining as prescribed in the Constitution of the Republic of South Africa and set out specifically in the South African Labour Relations Act.</p>	<ul style="list-style-type: none"> • Employment policies
<p>Environment <i>Principle 7:</i> Businesses should support a precautionary approach to environmental challenges <i>Principle 8:</i> Undertake initiatives to promote greater environmental responsibility <i>Principle 9:</i> Encourage the development and diffusion of environmentally friendly technologies</p>	<p>WBHO supports the precautionary approach to environmental challenges. Environmental and sustainability are founded in Group's safety, health, environmental and quality policies.</p> <p>The safety, health, environmental and quality policies ensure the WBHO operations are socially responsible, environmentally sound and in line with government requirements.</p>	<ul style="list-style-type: none"> • Climate change policy • Environmental policy • Occupational health and safety policy • Quality policy • Code of Conduct • Environmental Management System and ISO 14000 certification • Green Building Council Member
<p>Anti-corruption <i>Principle 10:</i> Businesses should work against corruption in all its forms, including extortion and bribery</p>	<p>WBHO's Code of Conduct articulates the values and acceptable ethical standards to which all persons associated with the Company are required to adhere. This notwithstanding, WBHO acknowledges that in today's business environment, fraud is prevalent and all business organisations are susceptible to the risk of fraud. In this regard, the Company has a zero-tolerance towards fraud and corruption as well as management's commitment to combat all forms of fraud inherent in the Company's operations.</p> <p>The WBHO Anonymous Tip-off line forms an integral part of the Company's anti-fraud and anti-corruption efforts. The toll-free hotline is independently managed.</p> <p>The conflict of interest policy for the Board and employees requires the disclosure of all direct or indirect personal or private business interests.</p>	<ul style="list-style-type: none"> • Code of Conduct • Conflict of interest policy • Whistleblowing policy • Fraud prevention plan

ANNUAL CONFIRMATIONS BY THE SEC

The SEC confirms that it:

- Has discharged its responsibilities as mandated by the Board, its statutory duties in compliance with the Companies Act, and best practice in corporate governance as set out in King IV™
- Is satisfied that the Group's social and ethics procedures and controls are operating appropriately

SUSTAINABILITY PERFORMANCE

17 Social performance

- 17 Human capital and skills development
- 30 Health and safety
- 41 Quality management
- 48 Transformation and social responsibility

54 Environmental performance

61 Economic impact

SOCIAL PERFORMANCE

HUMAN CAPITAL AND SKILLS DEVELOPMENT



WBHO's human capital strategy supports the Group strategy through the establishment of effective leadership and operational competence at all levels, thereby embedding a culture of delivery through having the right people, capabilities, support and governance structures in place.



SOCIAL PERFORMANCE

CONTINUED

WBHO's commitment	Link to strategic objectives
<p>People management is a key focus area. WBHO seeks to attract and retain the best available talent within the industry.</p>	<p>SO4 Capacity and talent management</p>
<p>When balancing the needs and capacity of the business with the sizes of the teams, WBHO adopts responsible and ethical labour practices.</p>	<p>SO2 Procurement and execution excellence</p>
<p>Proactively investing in the development of employees is fundamental to ensuring the long-term sustainability of the business.</p>	<p>SO6 Transformation and localisation</p>

HUMAN CAPITAL STRATEGY

ATTRACTING AND MANAGING TALENT

Implementing the right processes, initiatives and culture fundamentals to ensure that WBHO is a leader in attracting, developing, optimising, engaging and retaining the best people in the construction business

EMPLOYEE DEVELOPMENT

Our commitment to the development of our employees prepares and equips them to participate safely and meaningfully in the workplace, and we endeavour to integrate this with their own developmental goals. We have a philosophy of "Growth from within" and, whenever possible, identify internal talent for development rather than hire from outside

PERFORMANCE MANAGEMENT

Implementing fit-for-purpose performance management to provide consistency and accountability

DIVERSITY

Driving transformation and localisation objectives in all its markets

EMPLOYEE VALUE PROPOSITION

Responsible employer

We aim to provide a safe, healthy and enabling workplace that is characterised by mutual respect, fairness, integrity, non-discrimination and open, two-way engagement.

Fair labour practices

We provide well-structured employment contracts and fair and competitive remuneration.

Embrace diversity

Equal opportunities in terms of recruitment, promotion, training and conditions of service.

WORKFORCE PROFILE AT A GLANCE

8 049 hourly and monthly

contract employees worldwide
(FY2020: 9 470)

85% black representation

in South Africa
(FY2020: 87%)

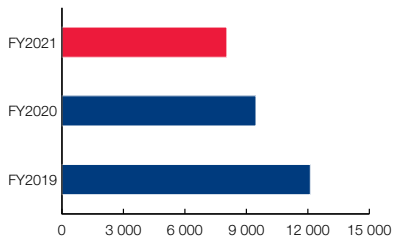
16,6%

avoidable employee turnover rate
(FY2020: 11,2%)

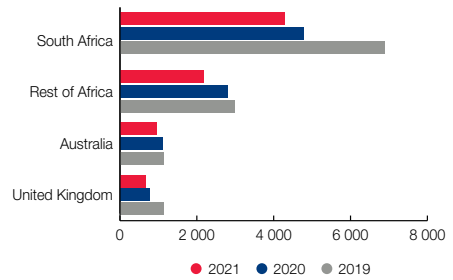
32,1%

black youth employed
(FY2020: 28,2%)

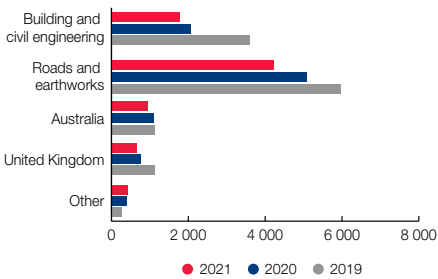
Group headcount: number of employees



Headcount per region

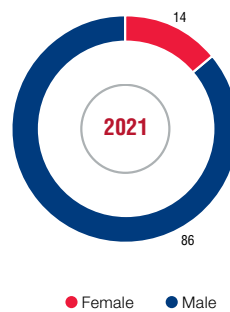


Workforce by business unit



"Other" includes administration functions and Construction materials.

Group: Gender profile (%)



For more detailed data, please refer to the data tables on page 76.

SOCIAL PERFORMANCE

CONTINUED

CAPACITY MANAGEMENT WORKFORCE

Having decreased by 20% in FY2020, the total workforce of the Group decreased by a further 15% to 8 049 (FY2020: 9 470) employees during the year under review. The decrease is mainly attributable to Covid-19-related retrenchment processes implemented toward the end of FY2020 that continued into the first quarter of FY2021 in anticipation of lower activity levels across all regions of the Group's operations. Further retrenchments were necessary in Australia in FY2021 as the Group implemented its revised business strategy in the region (see the full Integrated Report for additional details on the revised business strategy for Australia).

SOUTH AFRICA

The labour intensive nature of the South African (SA) operations results in these operations having the highest number of employees and consequently the size of the workforce is most susceptible to changes in market conditions. The already weak domestic environment was further affected by the impact of the Covid-19 pandemic which took the form of delayed and cancelled projects. The total headcount in SA reduced by 503 employees from 4 781 to 4 278 which included the retrenchment of 400 permanent staff. 85% of the SA workforce comes from previously disadvantaged backgrounds while female employees represent 16% of the total workforce (FY2020: 15%). 83% (FY2020: 87%) of female employees come from previously disadvantaged backgrounds. The roll out of the government's infrastructure development programme gained some traction in the second half of the financial year and certain of the Group's SA divisions are well-placed to potentially secure a sizeable portion of this work. Should the award of these projects materialise, it is anticipated that the SA operations will re-enter into a hiring cycle.

REST OF AFRICA

In the rest of Africa, lower activity levels in Botswana and Zambia together with the suspension of Total's Area 1 LNG Project in Mozambique, resulted in the workforce in the region decreasing by 630 employees. 408 permanent staff were retrenched during the year.

Supporting localisation practices in African countries is integral to procuring work in the region. When hiring employees in Africa, the Group seeks to employ citizens from local regions where possible as well as offer training opportunities that will allow them to enhance the skills they need for their employment. As a result, we have developed strong local teams across all of our African operations. At the end of FY2021 financial year, 92% of the workforce in the rest of Africa represented citizens of the host country (FY2020: 91%).

Rising commodity prices over the course of FY2021 has seen a rebound in mining activity and a growing number of enquiries and potential bids in respect of industrial and mining infrastructure projects. These types of projects form the bulk of the Group's work in the rest of Africa and we are hopeful that this renewed activity will benefit our business and support employment opportunities in the countries in which we have a presence.

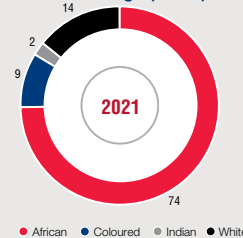
AUSTRALIA

In Australia, demand for professional and skilled individuals is prevalent across numerous sectors of the economy. These individuals have the ability to move between jobs capitalising on available opportunities. Our Australian businesses aim to position themselves as an 'employer of choice', able to offer attractive remuneration packages and a rewarding working environment in order to mitigate this trend. Resignations accounted for 66% of staff turnover up from 56% in FY2020. The overall headcount in Australia decreased by 179 from 1118 employees in FY2020 to 939 employees in FY2021 which included the retrenchment of 97 staff members. The physical completion of the Western Roads Upgrade Project within the infrastructure business, together with lower order book levels within the building business – arising from a combination of lower procurement activity and a revised business strategy, were the main contributing factors toward the lower staff compliment required this year.

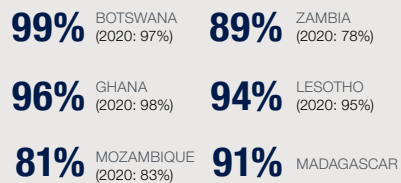
UNITED KINGDOM

A 19% decline in activity levels in the United Kingdom, contributed toward a reduction in the workforce of 109 people from 773 to 664 employees which included the retrenchment of 46 permanent members of staff. These retrenchments were largely in anticipation of the expected drop in activity associated with Covid-19, particularly within Ellmers Construction within the Byrne Group.

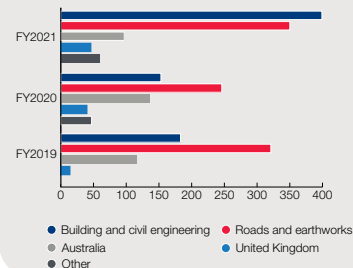
South Africa: Demographics profile (%)



Localisation in major African countries (%)



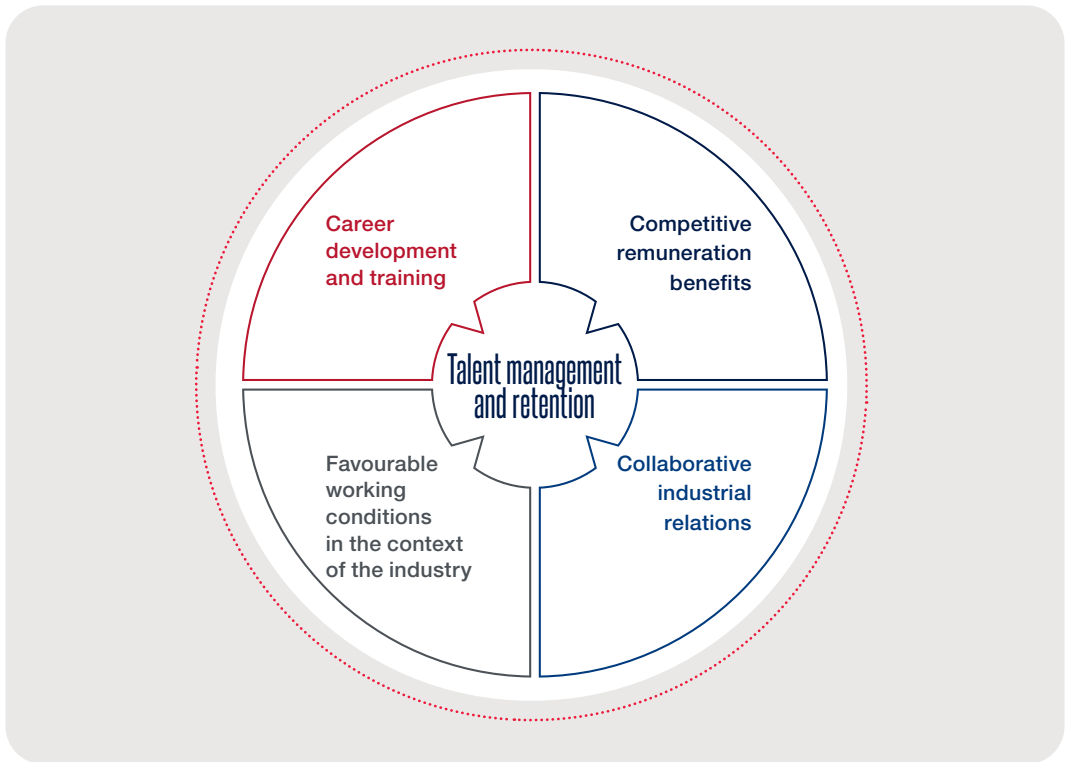
Retrenchments



TALENT MANAGEMENT AND RETENTION

Although it was again necessary to reduce the capacity of our skilled resource base this year, retaining our core skilled teams remains critical for our future sustainability. Forging strong and lasting relationships with all employees is a major priority for WBHO. We understand that a healthy relationship with our people translates directly into productivity, efficiency and competitiveness for us as a business and we take our commitment to building these relationships seriously.

The infographic below depicts the four cornerstones of WBHO's approach to ensuring our business is considered an employer of choice by cultivating a supportive working environment that promotes both the objectives of the business alongside the aspirations of our employees.



The talent pool of skilled and professional construction workers in South Africa has faced various challenges over recent years. The domestic, political and social environment combined with weak economic activity, particularly within construction markets where a number of construction companies (both large and small) have closed their doors, has created heightened levels of uncertainty. This has resulted in a flood of construction skills leaving the country in search of security for themselves and their families. Although Covid-19 restrictions have made emigrating more difficult this year, this trend has remained prevalent. Due to the recent processes aimed at reducing the overall workforce, the impact of this ongoing loss of skills within middle management has been contained in FY2021, however, it remains a concern over the

longer-term, particularly in light of a pending revival of the industry. Another factor that has influenced established contractors has been the new procurement regulations prescribed by most public institutions. Under these regulations, a fixed percentage of construction contracts are required to be subcontracted to black-owned small and medium enterprises. After gaining sufficient experience within the ranks of the business, some of our potential young black leaders are seeking to take advantage of these regulations and begin their own construction businesses. This dynamic is further reducing the talent pool available to larger contractors as well as creating new challenges toward achieving our employment equity targets. Having said that, WBHO remains an attractive employer to young graduates.

SOCIAL PERFORMANCE

CONTINUED

The Australian construction market continues to be heavily impacted by the significant extent of government funding and projects in the infrastructure space. An unprecedented level of new road, tunnel, bridge and other civil infrastructure projects, particularly in the eastern states of Australia, has contributed significantly to pressures on wage growth and entitlements for employees, and the transition of building staff to the infrastructure sector. This pressure has been balanced by the uncertainty introduced to the market from Covid-19. During periods of lockdowns in Australia, the Australian business saw very low levels of voluntary departures (resignations) regardless of the significant pay rises available in the infrastructure sector of the market. However, when those Covid-19 restriction periods eased, voluntary departures increased significantly. The increase in voluntary departures coincided with the business strategy to reduce the size of operations and focus has been placed on ensuring the retention of key personnel in the business during this period of change.

Staff mobility decreased significantly in the 2021 financial year, with staff becoming increasingly reluctant to work away from home due to rapid and constant changes in border restrictions between Australian states as part of State Government policy to manage the spread of Covid-19. These restrictions included 14-day hotel quarantine requirements when crossing borders that are often required to be funded by the individual or Company. This was exacerbated by the fact that the states of New South Wales (NSW) and Victoria experienced an uncontrolled spread of Covid-19. This issue was prominent when employees from our Western Australian operations required approval from the Western Australian State Government to travel to the eastern state operations. This approval was often not granted.

The Covid-19 pandemic and the support of the business has provided to employees during this period has established significant value proposition between the Australian operations and employees. During shut downs, where staff have been stood down to reduce cost, the Australian business has made leave entitlements available to support our staff and families during those periods. We have also endeavoured to share workload amongst employees during periods of staff shut down so that each affected member remains connected to the business and secures some limited employment income.

WBHO Infrastructure (WBHOI) has experienced challenging competition in the market in respect of filling blue-collar vacancies. This is based on a shortage of relevantly skilled candidates and an economic climate where rates of pay are being inflated to unprecedented levels not seen since the resources boom in the early 2000s. WBHOI has the necessary retention strategies to attract and retain quality talent, essential for our ongoing sustainability as an employer with a competitive edge.

On three projects, WBHOI introduced a Project Incentive Payment (PIP). This payment is banked for each week of completed service, payable to the employee at the end of the project based on terms and conditions that require their commitment to remain on the project until completion. In some cases, the PIP was partly subsidised in conjunction with successful negotiations with our clients, who understand that without a competitive edge, quality talent may be unattainable or difficult to hold on to which could be

detrimental to their operations.

Following healthy growth within the UK construction sector prior to Covid-19, the industry had been anticipating a skills shortage over the next decade. The recruitment of new talent was failing to keep up with the rate of retirement, which was exacerbated by existing skills and experience being lost to other sectors offering more stable work conditions, and in some instances, improved remuneration. The impact of Covid-19 on the UK economy halted this trend to a large extent, as construction businesses reduced capacity. However, as vaccination levels have grown and lockdown restrictions have been eased there has been a noticeable uptick in construction activity and employers are again seeking to hire. According to the Office of National Statistics, construction vacancies between April and June 2021 were 25% higher than the average for 2019. This illustrates that the shortage of key skills is again prevalent which has been compounded by the loss of a significant proportion of European Union (EU) workers due to the government's post-Brexit immigration rules and Covid-19 border controls.

COMPETITIVE REMUNERATION AND BENEFITS

Remuneration is determined by management with reference to the remuneration policy and with oversight from the Remuneration committee, a subcommittee of the Board. WBHO offers an equal rate of pay to both male and female employees of equivalent experience.

The benefits that WBHO provide to its full-time employees include, at a minimum:

- Life insurance
- Healthcare
- Disability and invalidity benefits
- Parental leave
- Retirement provision

Additional benefits provided to eligible employees include:

- Travel allowances
- Subsistence allowances
- Share ownership

WBHO endeavours to pay inflation-linked increases to all its employees when possible. Levels of inflation together with prevailing market conditions, affordability, shareholders expectations and operational performance are the factors considered when determining appropriate increases.

In the current year, the Remuneration committee approved inflationary increases for senior management and executives within the African operations of 4.2% (FY2020: 4.3%). The average increase for the remainder of the employees in Africa was 4.5% (FY2020: 5.0%). In Australia, average salary increases amounted to 3.5%. No increases were awarded in FY2020 due to the substantial losses incurred in that year. Due to the Covid-19 pandemic the United Kingdom's Byrne Group did not grant any salary increases for 2021 (FY2020: 4.3%). Russells granted a 2% increase for FY2021.

For a detailed discussion on remuneration, please refer to the comprehensive Remuneration report included in the Integrated Report for 2021 as well as our Remuneration policy which can be found on the website of the Group.

COLLABERATIVE INDUSTRIAL RELATIONS

At WBHO, we are committed to supporting workers' rights to exercise their freedom of association and collective bargaining across all regions.

COLLECTIVE BARGAINING

In South Africa, the Company is fully compliant with the Labour Relations Act that promotes and supports all levels of collective bargaining. We have recognition agreements in place with the National Union of Mineworkers (NUM) and the Building Construction and Allied Workers Union (BCAWU). The level of union representation increased during the year under review to 24%. Wage negotiations are conducted and concluded centrally at the bargaining council annually. Negotiations on substantive matters within the civil engineering labour market take place at industry level with the South African Federation of Civil Engineering level with the South African Federation of Civil Engineering Contractors (SAFCEC) and the representative unions. This process covers the majority of the hourly-paid employees while the balance of our personnel is covered by various other bargaining council and voluntary bargaining forum agreements. 65% of employees in South Africa are covered by collective bargaining agreements. The current minimum wage for the industry in South Africa is R39,81 per hour (FY2020: R37,04 per hour). WBHO abides by the terms and conditions of the national wage agreement. To this end, no employee within the Group is paid below the national minimum wage of the industry.

Notice periods prior to the implementation of operational changes that could affect employees are specified in the collective agreements as follows:

- Four weeks' notice period if an employee has worked for a year or more.
- Two weeks' notice period if an employee has worked for more than six months, but less than a year.
- One week's notice period if an employee has worked for less than six months.

The existing three year wage agreement negotiated by SAFCEC expired on 31 August 2021. Negotiations of the new wage agreement are at an advanced stage. WBHO will continue to implement the conditions of the existing agreement until such time as the conditions for the new wage agreement have been finalised. A new one year wage agreement was also concluded with the Gauteng Building Council during the year.

In Australia, 37% (FY2020: 25%) of employees are covered by collective bargaining agreements. Enterprise bargaining agreements are concluded annually with state-based unions to enable compliance with legislative changes and to remain qualified to work on state federal-funded projects.

Employees in the United Kingdom do not form part of a central bargaining council, however, employees may join a union. Fees are paid by the individuals directly to the union. Membership lists are not maintained by the respective businesses.

PERSON DAYS LOST

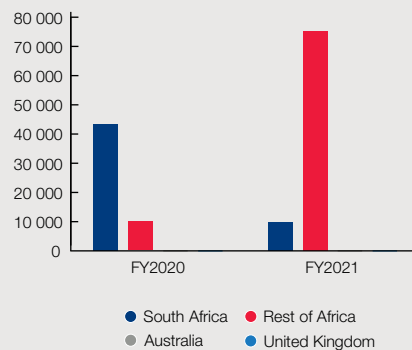
"Person days lost" is the number of days lost due to strikes/work stoppages/non-attendance multiplied by the number of employees affected.

There has been very little strike activity by the construction labour force in South Africa over recent years. With new wage agreements having been, or close to being, concluded within both building and civil labour markets this trend is expected to continue.

In previous reporting periods, we highlighted a rise in illegal work stoppages caused by community protests, and disruptions by taxi associations, business forums and local individuals. These work stoppages sometimes include an element of violence and intimidation which affects employees who wish to come to work and attend to their work duties. While the violent nature of these disruptions subsided this year, the disruptions themselves have become almost commonplace within the industry. WBHO has developed the necessary strategies and protocols to proactively deal with these events in a manner that causes the least interruption to business activities. These include early engagement with communities and business forums where possible, the appointment of a liaison officer, transparent tender processes for available work packages, and insistence on compliant business and tax registrations. As a result, person days lost in South Africa decreased from 43 340 to 9 613 in FY2021.

We experienced a significant increase in person days lost in the rest of Africa from 9 709 to 75 143. This was largely due to the suspension of operations on various projects for Total, at its Area 1 LNG Gas Project in Mozambique, due to terrorist activity.

Person days lost



84 756

PERSON DAYS LOST
DURING FY2021
(FY2020: 53 049)

SOCIAL PERFORMANCE

CONTINUED

The Australian industrial relations environment was settled for the duration of the 2021 financial year, with no state-wide industrial action being undertaken by the union movement in any of the states of Australia where WBHO operates. During the course of the 2021 financial year, the building business in Australia negotiated new enterprise bargaining agreements in both Victoria and NSW. This process did result in limited action by the union movement, in the form of closure of the Greenland site for a limited number of days due to union perceived safety issues. These safety issues were manufactured by certain union representatives as a means of promoting certain components of the new enterprise bargaining agreement.

Subsequent 30 June 2021 there has been a significant deterioration in the industrial relations environment in Victoria. Following the Victorian State Government mandating Covid-19 vaccinations for construction workers and restricting construction workers from utilising on-site lunch sheds and facilities as a means to limit Covid-19 infections, significant strike action and protesting has been experienced. This resulted in the Victorian State Government shutting down the entire construction industry for two weeks in September 2021.

FAVOURABLE WORKING CONDITIONS WITHIN THE INDUSTRY CONTEXT

Construction is by its very nature demanding, both physically and emotionally. WBHO is committed to providing employees with a safe and balanced working environment. Resignations within the industry can regularly be attributed to lifestyle choices due to the long hours often required to meet contractual programmes and committed deadlines as well as in some circumstances, cross-border secondments and travel. As part of its employee engagement programme, WBHO manages its high-risk employees to support an appropriate work-life balance by monitoring the length of "out-of-town" engagements, overtime levels as well as implementing mandatory rest and recuperation periods. In addition, the Group monitors the overall wellness of its employees through a variety of wellness interventions.



The Group defines avoidable staff turnover as the number of resignations in a year as a percentage of the number of permanent salaried employees in that year. As a Group, we experienced a 32% increase in resignations in FY2021 which contributed to the avoidable staff turnover rate increasing from 11,2% to 16,6% this year. In South Africa, we saw an increase of 4,1% in our "avoidable" turnover to 11,4% for FY2021. 51 of the 167 employees who resigned in South Africa during the year were engineers, skilled people whom we regard as critical to the business. Nonetheless, we subsequently employed 42 such people during the year.

WBHO makes use of exit interviews in South Africa as a guideline to establish the main drivers behind why employees are leaving the Company. Working conditions accounted for 57% of the reasons given for resigning and personal reasons accounted for 41%. Only 3% of employees that completed the interview suggested that remuneration was the reason behind resigning. 81% of employees felt that the business had a positive image and culture and 97% indicated they would return to work for WBHO in South Africa if their circumstances changed.

EMPLOYEE WELLNESS

WBHO is committed to the sustained wellness and personal growth of its employees. Due to the impact that the overall health of our staff can have on their own safety and that of their peers when engaging in construction activities, it carries an even wider importance for the business. The Group follows a holistic and integrated approach to employee wellness, which includes collaboration with on-site occupational health services and enlisting the service of wellness experts. These wellness campaigns are centred on health issues identified by occupational health services that are provided on site, including medically related issues such as illness management, diabetes and cancer awareness and general health management. The wellness drive includes other behavioural issues that also have an impact on employee performance and raise awareness through education on substance abuse, the promotion of healthy eating habits, physical fitness, fatigue and stress management, mental health, financial fitness and maintaining a work-life balance. Regrettably, due to the implementation of Covid-29-related safety protocols the annual WBHO's Employee Wellness Programme in South Africa could not take place this year. We hope to continue with the programme in the near future.

In addition to the wellness campaigns, the Group conducts medical surveillance examinations which have the dual purpose of assisting with employee wellness as well ensuring employees do not present a safety risk while on-site.

In Africa, HIV/Aids can have a significant impact on our business, our employees and the broader communities in which we operate. HIV/Aids awareness programmes are designed to educate and increase the understanding of all employees by providing them with more information and possible support systems available. We actively encourage early testing, awareness and lifestyle changes. We have an HIV/Aids policy that advocates our commitment to confidentiality, non-discrimination and to developing and implementing programmes for treatment and prevention. We also conduct regular on-site HIV/Aids awareness, counselling and testing programmes. Further awareness is

generated through our toolbox talks and posters that are distributed to sites and regional offices. With regard to treatment, we provide antiretroviral therapy to permanent employees through a medical aid scheme and managed healthcare provider. Non-permanent employees are provided with five counselling sessions before being transferred to state services.

WBHO offers a number of health services to its employees, including:

AFRICA

- Medical surveillance
- Annual medical fitness screening, which includes an HIV prevention training session and voluntary testing as well as a counselling session by a reputable medical service provider for any person testing positive
- Vaccinations for cross-border travel, which are managed in conjunction with a travel clinic
- Malaria prophylactics issued to any employee travelling into malaria areas
- Chronic conditions amongst employees, monitored and managed by the medical service provider.

AUSTRALIA

- Pre-employment medicals
- Audiometric and spirometry testing
- Skin cancer screening
- Flu vaccinations
- Employee Assistance Programme – A confidential counselling and support service provided to employees offering expertise in:
 - Workplace or financial stress
 - Personal or relationship issues
 - Alcohol and drug dependency
 - Depression or anxiety

All Australian employees are provided with Income Continuity Insurance. If they are injured, regardless of whether it is at work or elsewhere, and they lose income for greater than 90 days, this insurance policy kicks in, and covers 75% of their normal income for a period of time

UK

Byrne Group

- Hearing tests – safety-critical medicals
- Employee Assistance Programme – A 24-Hour helpline from Health Assured to support staff through any of life's issues or problems. These include:
 - Stress and anxiety
 - Consumer issues
 - Family issues
 - Work advice
 - Financial wellbeing
 - Childcare support
 - Relationship advice
 - Legal information
 - Medical information
 - Alcohol and drug abuse
- Company GP consultation once a month
- Occupational health surveillance

Russell-WBHO

- Drugs/alcohol testing
- Hearing tests
- Flu vaccinations

CAREER DEVELOPMENT AND TRAINING

WBHO regards the training and development of our people as a cornerstone of our success. It is engrained within the company culture to ensure the long-term sustainability of our business. We continuously invest in tailored training programmes aimed at maintaining a competent and skilled internal talent pool from which future leaders can emerge that will enable the sustainability of our Company.

WBHO seeks to provide the resources and environments for learning and creativity to assist employees to achieve the highest standards of performance and to inspire innovation. WBHO continually looks to the use of technology and relationships with training providers to be able to offer a wide range of learning opportunities available to all employees.

The transfer of skills and economic benefits to the previously disadvantaged and local residents as well as representation within our management structures, are key issues across all of the geographies in which WBHO operates. Dictated by our training policies, our multifaceted core and non-core training programmes empower our people across all regions, while also supporting the transformation objectives of the Group in South Africa. During the year under review, the policy was reviewed and no amendments were made to it.

AFRICA

Talent retention initiatives

As part of WBHO's policy of developing skills from within, the organisation has developed various programmes to support the development of employees in fields critical to the long-term sustainability of the business. Key amongst these are the Management Development Programme (MDP) and WBHO's Engineering School. The MDP is a formal training course designed to equip managers with the necessary competencies to implement the strategic objectives of the Group. In collaboration with the University of Stellenbosch Business School and aligned with the National Qualifications Framework NQF Level 6, the MDP provides managers with the opportunity to broaden their knowledge and understanding in the different fields of management and leadership, and to provide them with an alternative way of thinking and problem solving. The programme consists of two study blocks, four assignments and a final group presentation. A new intake of Management development delegates has been scheduled for the 2022 financial year.

WBHO has developed an Engineering School aimed at supporting the growth of graduate engineers right up to senior management. The school consists of three levels that mirror the job requirements of engineers at each stage of their development. The Engineering School has been postponed until FY2022 to ensure the safety of our employees while we cope with the Covid-19 pandemic.

Engineers and quantity surveyors are required to maintain a logbook through which they can track their progress and development within the company. As we did not conduct any training programmes this year, they continued with their personal development journey through the use of these logbooks.

Retention of engineers and quantity surveyors is a focus area for developing future leaders, building a corporate culture and delivering on the needs of the business. The Group works with the

SOCIAL PERFORMANCE

CONTINUED

Engineering Council of South Africa (ECSA) to assist with the retention of this vital skill. The Group has registered qualified engineers who act as mentors with ECSA to assist our candidates to obtain the Professional Engineering (PR Eng) designation. Attaining this qualification is of tremendous professional value for the engineers and the financial and mentoring support successfully eases the difficulties that can be associated with this challenge. During the year under review, three candidate engineers were successfully registered with the ECSA and one Candidate quantity surveyor was registered with the South African Council for the Quantity Surveying Profession.

In the current year, WBHO also focused on registering engineers and safety personnel with the South African Council for Project and Construction Management Professions (SACPCMP). An external mentor has been appointed to assist candidates with their registration process. One candidate construction health and safety officer, two candidate construction managers, three construction health and safety officers, one construction project manager and four construction managers were registered with the South African Council for Project and Construction Management Professions (SACPCMP).

Training statistics	2021	2020
Total training and skills development spend (R'000)	87 979	93 672
Total black training and skills development spend (R'000)	64 365	65 139
Total employees trained	1 982	1 968
Average hours spent per employee	24	24
Average spend per employee (R'000)	44	48

The total investment in training for FY2021 amounted to R87,9 million (FY2020: R93,7 million) within the African operations. In FY2021, formal training remained directed toward management, artisan and skills, safety and environmental training interventions. The number of employees trained increased by 0,7% to 1 982 employees, the average training investment per employee amounted to R44 394.

COURSES ATTENDED

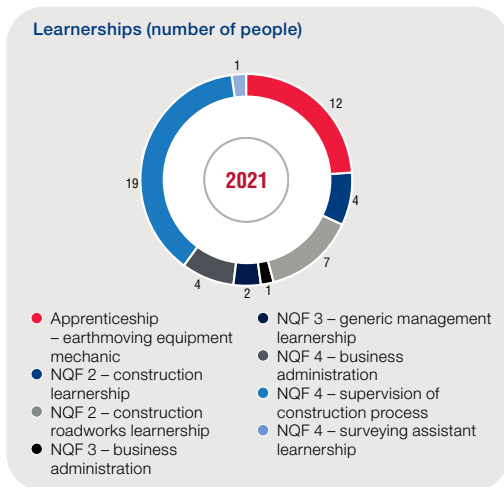
Course	Description	Number attending		% Black 2021	Average R spend/ person 2021
		2020	2021		
Engineering School 1	This internal training and development course is focused on inducting operational employees to the policies, procedures, strategies, internal services, culture and structure of the Company. It is aimed at engineers, assistant site agents and junior and assistant quantity surveyors.	17	64	69	10 000
Engineering School 2	This course builds on the knowledge gained in Level 1, including <i>ad hoc</i> training, such as problem solving, presentation skills, and managerial and leadership training. It is aimed at more senior engineers, the course is more in-depth and focuses primarily on technical training.	26	-	-	-
Engineering School 3	This course includes training such as people management, managerial and leadership skills and the importance of responsibility and accountability. It is aimed at senior site agents, senior quantity surveyors and contracts managers.	23	-	-	-
Management Development Programme	This course equips participants to effectively implement strategic objectives, identify opportunities through innovation, and build management and leadership capabilities. It is aimed at Site Agents, Senior Site Agents, Quantity Surveyors and Senior Quantity Surveyors.	6	-	-	-
Senior Management Development Programme	This course equips participants with the business, leadership and change management acumen to cope with the changing business and organisational landscape. It is aimed at contracts manager and alternate directors.	1	-	-	-
Management Training	This includes training on contract law, project management, Construction Computer Software and construction regulations.	150	486	53	4 917
Artisan/skills Training	This includes various courses such as shutterhand training, concretehand training and trade tests for plumbers.	62	60	93	12 533
Finance	Including training on financial life skills, cash flow and budgets.	23	11	45	8 636
Safety	Varied, including firefighting, first aid, legal liability, HIRA, working at heights, scaffolding, power tools, flagman.	896	1 080	90	1 148
Environmental	In-house environmental training – with costs for lunch and stationery.	30	19	95	899
Quality	ISO 9001:2015 Internal Auditor and QMS implementation, Building Information Modeling (BIM) conference, quality techniques.	50	69	74	21 428

Student bursary, learnership and apprenticeship programmes

WBHO's bursary scheme aims to secure a fresh intake of graduate professionals into the business each year. The scheme provides financial assistance to beneficiaries, enabling them to study on a full-time basis to qualify for a degree or national diploma at a recognised South African educational institution. Financial assistance covers expenses related to books, class fees, accommodation and general expenses. Beneficiaries are selected through a rigorous process where not only academic merit is considered, but specific emphasis is placed on learning potential and historically disadvantaged backgrounds, especially students without financial means. The focus of programmes is largely on scarce skills relevant to the industry such as engineering and quantity surveying.

Students registered and bursaries awarded	FY2021	FY2020
Total bursary spend (R'000)	3 635	6 708
Black bursary spend (R'000)	3 202	5 816
Total number of bursars	57	94
Black bursars (%)	79	76
Number of Bachelor of Science students	53	81
Number of National Diploma students	4	13
Number of students receiving in-service experiential training	7	13
Total	64	107

The decline in bursary spend this year was aligned with the reduction in the overall workforce. Mindful of the perception from our loyal staff who were subjected to retrenchment processes, the directors determined that the issuing of additional bursaries in the year was inappropriate. There was a further requirement to ensure that the future pipeline of employment matched the needs of the business. We also did not offer in-service training to as many students as in previous years in order to limit the number of people on-site.



WBHO regards the training and development of our employees as the cornerstone of our success and therefore we assist our employees in obtaining a formal qualification. WBHO offers learnerships and apprenticeships to our foreman, administrative staff, junior managers and earthmoving mechanics. These programmes are scheduled over 18 to 36 months and after completion, employees receive a formal qualification ranging from NQF 2 to NQF 4.

AUSTRALIA

The Group's Australian businesses adopt a detailed approach to sustainability and retention in order to consistently provide a skilled and experienced workforce. Cultivating healthy, lasting relationships with all employees is a major priority. Our human resources team works hard to keep all employees informed about company developments and take an active interest in their training and development goals.

By understanding the detrimental effects that a loss of tacit knowledge and has on the business through high staff turnover, the Human Resources Department, in conjunction with Senior Management team, have created channels for employees to express interest in their chosen career paths. This process begins at the interview stage and is facilitated on an ongoing basis. The businesses regularly facilitate employee performance reviews and design career development programmes aimed at training and upskilling employees, thereby ensuring the longevity of employee retention levels. The business also seeks to promote from within wherever possible.

Probuild has a proactive approach to learning that is facilitated through our learning management system, ProLearn offering both mandatory and optional online training courses through which employees develop their skills in a variety of areas. This system allows us to identify any key development and training gaps which are combined with feedback from employees regarding their aspirations.

WBHOI mitigates the loss of staff through high turnover and creates a sustainable workforce that positively embraces the company culture through an extensive and accessible range of systems that has been put in place to give employees a forum to provide comments, suggestions and opinions about the company. These include regular department/site team meetings; consultative committees; an annual employee culture survey; notice boards; toolbox talks and publications such as monthly and quarterly reports.

SOCIAL PERFORMANCE

CONTINUED

Training statistics	FY2021	FY2020
PROBUILD		
Total training and skills development spend (AU\$'000)	229	298
Total employees trained	683	757
Average hours spent per employee	5,2	5,2
Average spend per employee (AU\$'000)	335	393
WBHOI		
Total training and skills development spend	146	158
Total employees trained	130	180
Average hours spent per employee		
Average spend per employee	1,12	0,87

Talent retention initiatives

The Project Leaders Development programme within Probuild is aimed at growing new leaders within the business and equipping them with the necessary management skills to manage all aspects of a project successfully. The People and Culture team together with the senior leadership identify and assess high performers when they complete our bi-annual 9-box reviews. We also draw results specific to these high performers from our engagement surveys that gauge how engaged they are with the business. Performance is also a key consideration in the administration of reward programmes aimed at ensuring the retention of our top talent.

Graduate programme

WBHOI is structuring a Graduate Program commencing in the Western Region within FY21/22 on its major projects. It is anticipated that there may be an initial intake of two students (with the option of vacation work for those who are not selected for the initial vacancies). Graduate positions are likely to increase based on workload. Currently WBHOI employs both Graduate and Undergraduate Engineers on the Western Roads Upgrade (WRU) Project in Melbourne, Victoria.

UNITED KINGDOM

Byrne Group

At the Byrne Group we recognise and value our people as our most important asset. As such, we are committed to maintaining, and enhancing, learning and development programmes to enable our people to reach their full potential, and to ensure that we have a skilled and competent workforce to deliver our business strategy.

We provide the resources and environments, for learning and creativity, to assist our employees to achieve the highest standards of performance and to inspire innovation. We continually look to the use of technology, and our relationships with quality providers, to be able to offer a range of learning opportunities available to all our employees.

We also work with local authorities to support the employment and training/development of local labour on our projects. It is a fundamental principle to conduct our business in a responsible manner, ensuring we leave behind a local workforce which is more employable and skilled as a result of engaging with our projects.

Russell-WBHO

At Russell-WBHO we are dedicated to the retention of all committed and competent employees and have market leading staff retention rates. We use a number of measures to ensure this aim is achieved.

This process starts on appointment via detailed induction and formal warm welcome to the business. Our open door policy is there to provide support and encouragement, both in the early stages of service and beyond. Our annual Performance Development Review process allows for feedback on individual performance and identifies future training/development needs to enhance the employee's knowledge base as well as providing 360° feedback. Individual's achievements are acknowledged and appropriately rewarded in line with company pay salary bands and benefits. An annual award to the individual who has contributed most to HS&E is made at year end.

Talent retention initiatives

Byrne Group

To retain and develop our future engineering workforce, our graduate scheme has been developed and recognised by the Institute of Civil Engineering (ICE). Our aim is that our graduates and higher apprentices will reach IEng or CEng status with the ICE upon completion of the scheme.

In addition, the scheme supports the graduates to develop key technical and professional skills and provides an overall understanding of how the business operates. Throughout the three-year scheme, as well as spending time working in engineering teams on-site, graduates spend three-month rotations in other departments such as planning, health and safety and commercial. Our graduates are continually supported as they benefit from one to one coaching and mentoring with their Delegated Engineer. This support contributes to the achievement of chartered status with the ICE.

Training statistics	FY2021	FY2020
Byrne		
Total training and skills development spend (£'000)	63	75
Total employees trained	361	503
Average hours spent per employee	8	6
Average spend per employee (£'000)	0,18	0,15
Additional cost		
Yearly subscriptions for CPCS Centre, Manual handling training self-delivery (£'000)	0,75	0,75
Health and Safety Test (CSCS & CPCS Tests) (£'000)	2,3	2,2
CPCS & CSCS Cards (£'000)	2,6	1,8
Russell-WBHO		
Total training and skills development spend (£'000)	16	25
Total employees trained	Circa 220	Circa 220
Average hours spent per employee	5	8
Average spend per employee (£'000)	0,07	0,11

Student and graduate schemes

The Byrne Group runs a five-year Building Students' Programme in conjunction with the University of Salford, which includes quantity surveyors and estimators. The programme offers school and college leavers the chance to learn "on the job" with experienced professionals, under the guidance of a nominated mentor and as part of a friendly and supportive team. Alongside this, participants complete a part-time degree in one of a select number of accredited courses. In order to retain and develop our future engineering workforce, Byrne Group's graduate scheme has been developed and recognised by the Institute of Civil Engineering (ICE). Our aim is that our graduates and higher apprentices will reach IEng or CEng status with ICE. The scheme supports the graduates to develop key technical and professional

skills and provides an overall understanding of how the business operates. Throughout the three-year scheme, in addition to spending time working in engineering teams on site, graduates spend three-month rotations in other departments such as planning, health and safety and commercial. Our graduates are continually supported as they benefit from one-to-one coaching and mentoring with their Delegated Engineer. This support contributes to the achievement of chartered status with ICE. In support of the STEM Ambassador's scheme, which promotes these subjects and associated careers, Byrne Group provides a minimum of 50 hours of mentoring and coaching to young people when visiting primary and secondary schools, colleges and career events.

Byrne Group	FY2021	FY2020
Total bursary spend (£'000)	135	129
Total number of bursars	23	22
Number of Bachelor of Science students	23	22

HEALTH AND SAFETY



Ensuring organisational health and safety (OHS) for all who work with us forms an important part of WBHO’s social, relationship and intellectual capitals, and we undertake our approach to it in terms of our strategic objectives of safety and environmental management and reputation and relationships. This approach is founded on visible leadership, responsibility, accountability and competence and is supported by clear policies and procedures.

HEALTH AND SAFETY: THE STRATEGIC FOUNDATION

Our employees, suppliers and subcontractors are among our key stakeholders. In recognition of this, and in terms of our Group strategy, we are committed to their continued wellbeing when they are engaged on WBHO projects. WBHO management and supervisors foster a complete safety culture which impacts on all aspects of project planning and implementation. WBHO’s Safety Culture focuses on the three elements of People, Behaviour and Environment.

PEOPLE

Knowledge, skills, abilities, intelligence, motive, attitude

BEHAVIOUR

Wearing PPE, lifting correctly, LOTO, cleaning up spills, coaching peers

ENVIRONMENT

Equipment, tools, machines, housekeeping, climate, management systems

A “safe system of work” requires all three elements to be deployed effectively. Of the three areas, the behaviour of people can have a significant influence on the level of risk for any given task. It is through developing a total HSE awareness culture that we can focus on achieving our goal of an incident free workplace. By focusing on management leadership and employee involvement, WBHO is better able to manage HSE issues and the other key focus areas of workmanship, schedule and cost.

HEALTH AND SAFETY PERFORMANCE AT A GLANCE

All operations are
ISO 45001
certified

New record low
LTIFR and **RCR**
within the African
operations

100% of sites
subjected to safety audits
and inspections

2
work-related
fatalities

Strategic objective	Strategic imperative	Strategic initiative
SO3	Our reputation has developed by delivering projects to the highest standards and providing an all-inclusive "quality experience". Our commitment to "execution excellence" is achieved by embedding our culture throughout our business in doing things "The WBHO Way".	<ul style="list-style-type: none"> Proactive stakeholder engagement Ethics programmes Regulatory compliance programme Corporate governance excellence Entrenching culture among new employees
SO5	<p>As a contractor with an international footprint, operating across Africa, Australia and the United Kingdom, it is essential that WBHO holds itself to the very highest health and safety standards.</p> <p>Protecting the welfare of employees and subcontractors results in healthy morale and undisturbed productivity. A proven safety record is imperative for the procurement of work within certain key markets, particularly mining infrastructure and the public sector.</p>	<ul style="list-style-type: none"> Implementation of global industry best practice Accident and near-miss reporting Effective and transparent incident management Visible Field Leadership (VFL) initiative Medical fitness programme Training and awareness programmes Safety Alert initiative

OUR OHS PHILOSOPHY

At WBHO, OHS is founded on seven pillars which underpin our strong visible leadership and competence, all supported by clear policies and procedures.



A STRUCTURED APPROACH RESPONSIBILITY

The Board assumes overall responsibility for the safety of our employees and stakeholders while each operational managing director assumes responsibility for safety within their individual business unit and on which they report to the Executive committee.

RISK MANAGEMENT

Safety risks are identified through on-site risk assessments, root cause analyses of safety incidents, feedback from the VFL programme and Directors' Tours as well as the safety audits conducted. Safety protocols and procedures are then updated with any relevant risk mitigation measures necessary.

PROCEDURES AND ASSURANCE

We apply best practice when implementing our safety policies and procedures through the safety management system and we obtain external assurance on the legal compliance and effectiveness of the system. The safety department obtains internal assurance of compliance with the system by the individual operations of the Group. While no amendments were made to the occupational health and safety policy during the year in South Africa and the UK, the policy was updated in Australia to include a new signatory. No amendments were made to the policy this year.

MONITORING AND REPORTING

The Group monitors and reports on all safety incidents, including high-potential incidents. Persistent trends are identified and used to raise awareness and develop and implement safety initiatives and training continuously.

COMPLIANCE AND AUDITING

Quarterly compliance audits and regular inspections are conducted. Incidents are investigated and reported to the divisional Board meetings. These include high-potential incidents as well as lost-time injuries. Incidences of fatalities are escalated to the Executive management committee as well as the Board. In these feedback sessions, incidents are evaluated to ensure that prevention measures are identified and implemented throughout the business as a standard. Feedback on substandard audits and non-conformances are raised and actioned where applicable.

PERFORMANCE OVERVIEW

We held our high-level safety intervention meeting with top management, at which we discussed the prior year safety performance as well future developments. This resulted in the setting of safety targets for the year to come.

SOCIAL PERFORMANCE

CONTINUED

SAFETY GOVERNANCE

All health and safety procedures, management, reporting and recording are governed by a formal health and safety policy. During the year under review this policy underwent its annual review, in which it was found to be fit for purpose, and as a result there were no changes made to it.

In April 2021, a high-level HSE meeting took place at which the previous Safety First interventions were reviewed for efficiency. New OHS measures and Environmental measures were added to ensure compliance as well as to improve the overall health, safety and environmental culture. One important such measure was to engage with contractors more frequently and to assist and guide them in more effective HSE management systems, both for their benefit and for that of the Group.

SAFETY PERFORMANCE

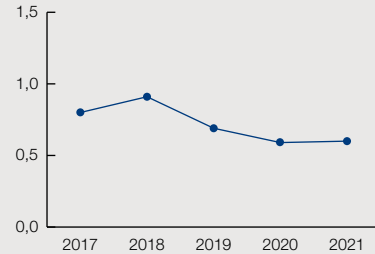
The Group achieved a lost-time injury frequency rate (LTIFR) of 0,60 (FY2020: 0,59) and a recordable case rate (RCR) of 0,56 (FY2020: 0,60) in the year. The Group achieved improved safety statistics in Africa and UK. The African operations achieved a new record low LTIFR of 0,36 down from 0,41 in the previous period. In the UK the LTIFR improved from 1,64 to 0,75. The UK is legally subject to the "Reporting of Injuries, Diseases and Dangerous Occurrences Regulations of 2013" to measure lost-time in respect of reportable injuries, which utilises a different measurement framework to those used by the wider Group. The improvement in the current year reflects the further alignment of lost-time injury management within the UK operations with standard Group practice. In Australia, the LTIFR increased from 0,84 in FY2020 to 1,56 in FY2021.

This deterioration was due to lack of continuity and normal sequencing of works caused by disruptions in a Covid-19 impacted environment. The normal work week cycles are disrupted by shut downs, absenteeism and reduced work force capacity. Pressure on programmes is also a factor.

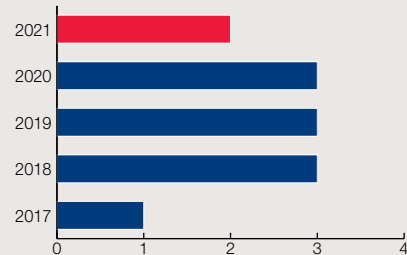
The Group recorded an all-injury frequency rate (AIFR) of 3,4 (FY2020: 4,2) per 100 000 hours worked. Root cause investigations are undertaken for all accidents and incidents and methods are developed and implemented to prevent similar incidents from recurring.

A focus on detailed safety risk assessments and stringent supervision over subcontractor safety management over recent reporting periods has contributed to a substantial improvement in the safety statistics within the South African building divisions. The VFL and Directors' tours interventions continue to play an integral role in demonstrating the commitment from senior management to a proactive and hands-on approach to safety within the business that is led from the top down. As part of these programmes, scheduled visits are conducted by members of senior management to evaluate sites from a safety perspective, giving constructive feedback to the project team and sharing safety practices and initiatives implemented on other projects. In this way, senior management is seen to be leading by example, raising awareness of specific safety issues. Unfortunately, two work-related fatalities occurred in FY2021 (FY2020: three).

Group: Lost-time injury frequency rate



Group: Work-related fatalities



The LTIFR represents the number of injured persons booked off work for every 1 000 000 hours worked.
RCR represents the number of medical treatment cases for every 200 000 hours worked.

MANAGING SAFETY

As a Group, we make every effort to provide and maintain a working environment that is safe and without risk to our employees. To this end, we have in place a well-established hierarchy of risk control as well as a well-defined set of actions to support our safety, health and environmental interventions. The Safety First management plan that was first developed in 2018 was updated this year and includes specific procedures and actions covering the following aspects of health and safety management. In FY2021, environmental management was incorporated into this initiative and will continue to be reported on separately within this ESG report.

HEALTH, SAFETY AND ENVIRONMENTAL KEY INITIATIVES

Initiative	Objective	Action	Measure
1 Health, Safety and Environmental accountability awareness/ training	<ul style="list-style-type: none"> Clearly communicate legal roles and responsibilities to all HS&E legal appointed staff in terms of the OHS Act, Construction Regulation and Environmental Legislation. Ongoing HS&E Awareness and training for all relevant members of the project teams. 	<ul style="list-style-type: none"> HS&E training for all legal appointees. Monthly HS&E Legal Awareness Campaign for better understanding of the legislation. 	<ul style="list-style-type: none"> HS&E Legal Liability training register. Register of Subcontractor legal appointees who have completed HS&E Legal Liability and HIRA training. Monthly HS&E Legal Awareness to reach all legal appointees as per schedule. The appointed Construction Manager CR 8(1) to sign off all HS&E reports. Workshops for Legal Appointees.
2 Legal appointment process	<ul style="list-style-type: none"> Ensure every legal appointee is competent to accept the appointment, has a thorough understanding of the OHS Act, construction regulations as well as relevant environmental legislation and understands their responsibilities in terms of the appointment. 	<ul style="list-style-type: none"> Each person who makes legal appointments shall discuss the contents, responsibilities and accountability of the appointment with the appointees in accordance with the WBHO's Guidelines on Legal Appointments and Titles policy. The person making the appointments shall reasonably satisfy themselves of the appointees' competence. The above shall also apply to any Subcontractor appointee on the project. 	<ul style="list-style-type: none"> Appointment interviews must be recorded and filed by the person who makes the legal appointments and will be monitored through scheduled audits.
3 Risk identification and mitigation process	<ul style="list-style-type: none"> Implement a risk review process that is developed from first principals. Continuous review of risk plans for existing projects without using existing risk assessments i.e. encourage proactive thinking and a culture that values safety as much as production and profit as well as recognising the ever changing risks on a project. Waste management practices are implemented, seeking to reduce, reuse and recycle waste before disposal to landfill. Only water sourced from legal sources to be used for construction purposes on WBHO projects. 	<ul style="list-style-type: none"> Risk review pre-plan to be developed in conjunction with project program and commercial start-ups to be led by the appointed Construction Manager CR 8(1). Project pre-plans, are to include a section for HS&E. Projects are required to have an updated and reviewed HS&E baseline risk assessment (BRA) process in place that is managed by the Construction Manager CR 8(1). Risk assessment process shall include HS&E representatives and key workforce team members and Subcontractors. Minimise environmental impact through a formal hazard and risk identification process. Project management team to ensure legal water sourcing as per the Sourcing of Water Checklist. 	<ul style="list-style-type: none"> All projects shall review and maintain the project's HS&E BRA during the project life cycle. Divisional Construction Health and Safety Managers (CHSM) will conduct scheduled audits and feedback will be send to the Divisional MDs.

SOCIAL PERFORMANCE

CONTINUED

Initiative	Objective	Action	Measure
4 Developing a Health, Safety and Environmental first culture	<ul style="list-style-type: none"> Leadership to demonstrate commitment to safety by leading weekly project walks with all stakeholders. VFL process now a WBHO standard. Start each week with safety. Minimise the impact of WBHO's activities on the environment. 	<ul style="list-style-type: none"> Weekly HS&E site walk led by the appointed Construction Manager 8(1). Walk are to include the Assistant Construction Managers CR 8(2), Construction Health and Safety Officer (CHSO) CR 8(5) appointees and Subcontractor's Legal Appointees. Appointed supervision CR 8(7)/8(8) will participate in the walk when their sections are reached. Managing Directors (MD's) to attend walks when on site. Each MD to conduct a VFL when on site walk on a project within his division. Each Operational Director to conduct monthly VFL's on projects under their control. Each project is to begin the week with a morning Safe Start meeting. Where cranes are in use, a separate meeting with crane operators and banksmen/riggers is to be held to plan for the week's activities. 	<ul style="list-style-type: none"> CHSO to record notes of walk and to be included in project safety meetings. Weekly HS&E Site Walk and Weekly Safe Start Meeting information shall be sent to the Operational Directors and Divisional MDs by the appointed CR 8(1) Construction Manager. Weekly notes from the Weekly Safe Start Meeting to be circulated within 24 hours. Project CR 8(1) will respond to the VFL owner and close out any deviation that was found.

HEALTH AND SAFETY RISKS

Key health and safety risks identified this year included:

- Subcontractor safety standards and non-compliance across all operations
- External threats to employees in respect of community unrest and terrorist threats (specific to the African operations)
- Material, scaffold and shutter handling
- Falling objects and fall prevention
 - Underground and overhead services
 - Mobile plant
 - Traffic management
 - Excavations

INCIDENT MANAGEMENT

All safety incidents are reported to the appointed safety officers on each project as well as in the office environment. With the exception of minor first aid accidents, all incidents are fully investigated to determine the root cause or causes.

This information is collated into an incident register from which trends and areas for improvement are identified.

This information is used to distribute safety alerts and inform the training and awareness initiatives to be implemented.

Trends causing accidents that were identified this year include:

- Machinery and plant incidents
- Material handling
- Struck-by and struck-against incidents
- Shutters and scaffold incidents
- Falling incidents
- Temporary works
- Subcontractor non-compliance
- Dust and eye-protection
- Working at height
- Tethering of equipment

As a result, we introduced improvements on current projects, and implemented the following steps in order to mitigate the identified risks:

- Traffic management plans with a focus on man-machine interface and a revised simplified key-control process were rolled out in FY2020 for machinery and plant incidents. While a reduced number of these types of incidents were reported in FY2021 it remains one of the higher risks that requires active management. As struck-against incidents are caused mainly by plant and or machinery, they are also covered in these traffic management plans under man-machine interface.
- The guidelines for personal protective equipment (PPE) were revised and enforced on all projects. Struck-by incidents (where material falls from heights) were re-evaluated and measures were put in place to ensure that people are not endangered below work that is taking place at heights.
- Temporary structures – A stringent process for the inspection of temporary structures was introduced to ensure compliance to legislative requirements as well as increase employee safety.
- Plant – Static/Mobile – Additional guidance in terms of the onboarding of plant and machinery as well as the day-to-day maintenance of plant and machinery were introduced to ensure these remain as safe as possible during the work operations.
- Fall prevention – Additional guidance and controls around fall prevention systems, the maintenance of fall prevention and fall arrest equipment has been implemented across the Group.
- Operational safety zones – Additional guidance on process of working near or under electrical power lines were implemented.
- Dust protection attachments to drills of all sizes has been implemented to ensure employee safety.
- Exclusion zones for tipping to prevent objects flying out has been implemented to ensure the safety of employees remains top priority.

- Replacement of some tools so that all tools are able to be tethered and to keep in line with technological advances within the tool industry, using alternative, safer tools to achieve the same results.

Management of change has also been identified as an area for improvement. The Job Safety Analysis process has been revised and implemented to ensure where changes are brought about, risks are identified and managed in terms of the Hierarchy of control measures.

SAFETY AWARENESS

During the year under review, we revised our incident reporting to include an incident recall after a full investigation had been concluded. The incident recall is then distributed, with comments received along with incident notifications in the form of “Flash Reports” to all parties concerned. The safety alerts issued during the year are shown in the table below:

Africa	UK		Australia	
	Byrne Group	Russell-WBHO	Probuild	WBHOI
Covid-19	Covid-19	Covid-19	Covid-19	Covid-19
Equipment falling from heights	Site operating procedures – Covid-19 controls	PPE – Covid-19	Incorrect use of forklift	LV electrical overhead service strike
Overhead electric power line safety	Class extractors	Inclement weather	Formwork prop falls from a height	Laceration
Various man-machine interface alerts	Scissor lifts	Temporary electrics	PT stillage incident	Vehicle incident – LV struck cow
Safe use of generators	New colour coding for BG slings		Fire spray on incomplete ductwork	Legislation alert WA
Inclement weather	Face coverings site		Electrical cable in purlin	Covid-19
Off-site and after-hours vehicle collisions	Coronavirus travel corridors		Screen needle cast in anchor	Thumb injury
Excavation safety	Christmas shutdown 2020		Timber falls from formwork hoist	Excavator contract with LV
Crane safety MEWP safety Unsafe use of ladders Struck against incidents Fall from heights Incident reporting process Hand injury prevention campaign Fire incidents Road safety and flood risks for drivers and pedestrians HSE legal awareness – fall protection HSE legal awareness – general machinery regulations and disposal of waste	Byrne Group new year start-up Covid-19 travelling to work Colour coding for BG slings Driving speed Site operating procedures – Covid-19 controls		Smashed balustrade glass Strongarm bin lifter electric shock Euro prop handle fall Timber bearer fall Penetrating electrical substation Pressure clamp pin fall Cordless power tool battery fall Fallen ductwork Dropped sheet pile Failed formwork support Falling materials-speed panel Hydraulic equipment incident Falling hard hat from cantilevered crane loading bay Conduit blown from jump form Concrete pumping incident Sky climber incident	Left shoulder injury

INDUCTION PROGRAMME

All employees, contractors and visitors to any project across all operations of the Group are required to complete an induction process. Visitors will generally complete a simplified induction and are escorted by a site representative at all times while on site. Moreover, no physical work may be conducted with a visitor's induction.

In South Africa, we are also investigating the possibility of introducing technology such as facial recognition systems in order to manage access control more effectively. We envisage that this tool will be linked to valid inductions as well as medical certificates of fitness. Russell-WBHO is currently trialling an online offsite induction process that enables physical distancing and saves management time.

In the UK, employees at both the Byrne Group and Russell-WBHO, have new starter inductions during which they are briefed on the respective safety policies and other relevant health and safety information.

COVID-19 RESPONSE

In FY2020, the Group developed the necessary Covid-19 policies and procedures in each region of operation appropriately aligned with the relevant legislation. These policies and procedures were regularly updated throughout FY2021 as events evolved. The primary aim of these policies is to implement the necessary prevention measures to limit infection, specify procedures in the event of positive cases occurring in the workplace and to ensure legislative compliance.

The key guidelines within the policies consisted of the following:

- Mandatory screening of employees and all other site personnel
- Mandatory sanitising on entry
- Social distancing measures
- Enhanced cleaning and sanitation regimes especially in high traffic areas
- Tracking and tracing protocols in respect of positive cases
- Mandatory self-isolation pending receipt of a positive test or close contact with a positive case
- The transport of infected people to healthcare facilities dealing with Covid-19 cases
- Guidance for employees with comorbidities
- Work-from-home protocols
- Communication and education

The procedures employed for the identification of Covid-19 symptoms, testing for infection and the tracing of close contacts was broadly the same across all operations. All employees, contractors and visitors undergo mandatory screening for symptoms upon entering any premises of the Group. In the event that an employee or any other person demonstrates any symptoms, they are immediately required to enter into self-isolation and arrange to obtain a Covid-19 test. A list of close contacts is obtained and affected persons are also required to self-isolate until the outcome of the person displaying symptoms is known. In the event of a positive test, close contacts considered to be high-risk are also required to get tested before returning to work. Full investigations are conducted for every case and reported to the relevant department in that region. The condition of ill employees is followed up daily until the specified isolation period has been completed and he or she is back at work. In addition, regular fumigations of office spaces are conducted as and when required.

The table below provides information on the Covid-19 statistics of the Group:

	South Africa	Rest of Africa	Probuild	WBHOI	UK	Total
At 30 June 2021						
Number of cases identified	398	130	2	124	4	950
Number of tests undertaken	922	212	135	287	85	1 260
Number of deaths	5	1	-	-	-	6
Number of recoveries	353	126	2	119	-	600
At 30 June 2020						
Number of cases identified	158	8	2	-	24	192
Number of tests undertaken	473	29	3 009	-	30	3 541
Number of deaths	-	-	-	-	-	-
Number of recoveries	148	6	2	-	24	180

SAFETY ASSURANCE

In South Africa, we retained our ISO 45001 certification for all operations. The Australian operations achieved certification against ISO 45001 in November 2020. In the UK, Russell-WBHO achieved their certification during FY2020 while the Byrne Group migrated from OHSAS 18001 to ISO 45001 in October 2020 of the current reporting period. The safety assurance teams conduct regular project audits throughout the reporting period across all regions of operation. These audits test the legal compliance of projects insofar as it relates to safety as well as operational compliance with the safety management system of the Group.

The table below provides information on the number of audits conducted together with the number of non-compliance findings, the number of sites using the safety management system and the percentage of sites audited in the current reporting period:

	Africa		Australia				United Kingdom			
	FY2021	FY2020	Probuild		WBHOI		Byrne Group		Russell-WBHO	
			FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020
Number of audits	110	88	46	38	6	6	23	21	156	275
Sms coverage (%)	100	100	100	100	100	100	100	100	100	100
Audit coverage (%)	100	100	100	100	100	100	100	100	100	100
Number of major non-compliance findings	41	102	52	48	-	-	-	1	6	47

SAFETY TRAINING

AFRICA

Training courses in South Africa, spend per person and attendees are described in the table below:

Course	Description	FY2021			FY2020		
		Number of attendees	% black	Average R spend/person	Number of attendees	% black	Average R spend/person
Safety	Includes fire fighting, first aid, legal liability, working at heights, scaffolding and power tools	1 080	90	1 148	896	87	1 574

AUSTRALIA

PROBUILD

Course	Description of course	FY2021		FY2020	
		Number of attendees	Average \$ spend/person	Number of attendees	Average \$ spend/person
St John Ambulance	First aid training	78	195	28	195
Fire Equipment Services	Fire warden training	13	320	21	320
Accredited Assess and Workplace Training	Precast lift panel and scaffold awareness	8	990	-	-

WBHOI

Course	FY2021	FY2020
Total training and skills development spend (AU\$'000)	146	158
Total employees trained	180	130

SOCIAL PERFORMANCE

CONTINUED

UNITED KINGDOM BYRNE GROUP

Course	Description of course	FY2021		FY2020	
		Number of attendees	Average £ spend/person	Number of attendees	Average £ spend/person
Health, Safety and Environment Training	Traffic Marshall, Temporary works, Safety Awareness, Slinger, Appointed person, IPAF, Mental health, PASMA, Wah, etc	825	139	389	139
First Aid/CPR	First Aid and Requalification	55	150	46	150
Incident Investigation	In-house or specialist external	8		0	0
CSCS Teat	Site card and test	136	21	58	21
CPCS Test	Plant	30	25	105	25
SSSTS	Site Supervisor	20	250	5	250
SMSTS	Site Manager	41	365	22	365
NVQ Training	Concrete pump, Lifting, Construction Management	37	1 000	20	1 000

RUSSELL-WBHO

Course	Description of course	FY2021		FY2020	
		Number of attendees	Average £ spend/person	Number of attendees	Average £ spend/person
Management training	SMSTS	4	452	3	525
	SMSTS refreshers	14	264	7	269
	SSSTS	1	245	-	267
	SSSTS refreshers	-	-	-	-
	First aid at work	7	315	3	300
	First aid refreshers	24	230	20	215
	Appointed persons course	3	925	3	925
	Appointed person practical/theory re-sit/refresher	-	-	1	295
	Scaffold inspection/management	7	-	1	250
	Fire risk management	-	-	-	173
	H&S awareness	2	125	1	124
	IPAF	1	190	2	282
	IPAF MEWP for managers	26	95	-	-
	PASMA	3	120	-	97
	CAT & Genny	-	-	-	50
	Mental Health First Aid (two-day course)	3	217	-	145
	Mental Health First Aid (half-day course)	-	-	-	115
	SEATS (Site Environmental Awareness Training Scheme	-	-	-	125
	Temporary works co-ordinator	-	-	20	190
	Temporary works supervisor	1	246	-	-
	Emergency first aid	1	140	6	135
	Face Fit Testing – TTT	-	-	-	100
	Asbestos – P405	1	780	-	-

WORKERS' REPRESENTATION

WBHO's commitment to employees' rights to representation and freedom of association relates to our support of UNGC Principle 3, and forms an integral part of our social and relationship capital.

While health and safety topics are not covered in formal agreements with trade unions, all of our employees enjoy representation on formal joint management-worker health and safety committees, which operate within a well-defined framework. In South Africa, there is a monthly union-management meeting chaired by the Group HSE Manager and represented by senior union members working for WBHO. Each project is required to have monthly on-site HSE management meetings with HSE representatives who represent the workforce, with the Safety committee meeting chaired by the Construction Manager. Weekly Toolbox Talks are also held with all employees, where they have an opportunity to raise any health and safety concerns. Within the Australian operations, workplace consultation was in line with the HSE committee constitution. In the UK, Byrne Group's monthly and quarterly SLT meetings are attended by our site supervisors, project engineers, project managers, safety managers and construction managers that constitutes a forum for discussing incidents, learning, best practice and areas for improvement. All the project directors attend these quarterly meetings, and the meeting is chaired by the Managing Director.

100% of our workers are represented by formal joint management-worker health and safety committees. Control of substances hazardous to health (COSHH) assessments are conducted for each product used on site with regard to Silicosis, Covid-19, Lyme Disease and Asbestosis.

At Russell-WBHO, while workers do not at present have representation in formal joint management-worker health and safety committees, this is being proposed at the next senior management meeting.

LOOKING AHEAD

In South Africa, as with rest of the operations, the safety team experienced a reduction in capacity. As a result, we will explore effective means to improve both performance and productivity through the use of technology. We are currently investigating alternative IT-based audit platforms as a possible means of more effectively conducting audits and inspections as well as monitoring employees with expired training, medical or other certificates. We will also continue to drive our Safety First initiatives and engagement sessions with subcontractors. Processes have been reviewed and implemented, reducing administrative time and improving overall performance of HSE Staff.

At Probuild there will be a focus on formalised tracking on frequency rates, the continuation with improvements of the HSE platform, and training analysis programmes.

WBHOI is exploring effective means to improve both performance and productivity through the use of technology and employee retention strategies. These include:

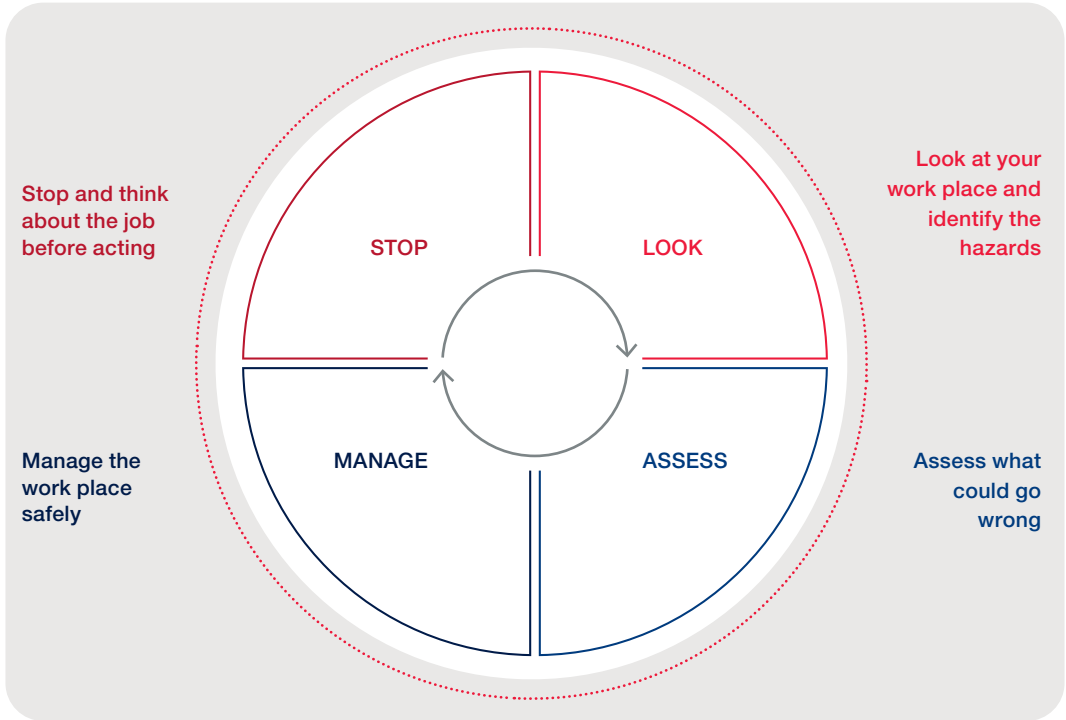
- Safety Strategies
 - Reduction in LTIFR, TRIFR, AIFR
 - All projects audited to a Federal Safety Level
 - Upgrade of the current OHS Management System MyOSH to support technology such as completing inspections online in the field, online inductions and training, chemical management, trend analysis, etc.
 - Providing equipment such as iPads to support online systems
 - OHS audit findings closed out within four weeks
 - Incident reporting and close out within four weeks
- Retention strategies
 - Wellness/vitality programs
 - Project BBQs for KPI and incident reduction performance
 - Monthly peer recognition programs
 - Improvement for IT/internet access for remote sites.

In the UK, new objectives for the Byrne Group for the next two years include:

- Reduction in LTIFR, TCR and AFR
- Mental health briefings and training
- OHS audit findings closed out within four weeks
- Reduction of top three incidents in last six months
- Covid-19 secure sites and offices to protect the welfare of all staff and operatives
- Online inductions for projects including record checks for proof to work and training
- Electronic inspection and audit system to record and allow trend analysis for all inspections/audits undertaken on projects.
- To monitor subcontractors and operatives to ensure they understand and follow their RAMS and remove/control hazards whilst working.
- Continue to promote a "See IT, Sort IT, Report IT" approach as we believe all accidents and injuries are preventable, and we are driving a culture where safety is an integral part of every business decision across the Company
- Communication of the right to challenge is promoted through our behavioural safety programme as we are working hard to ensure employees and contractors know how to identify and manage risk, take personal responsibility for their own safety and the safety of those around them. This constant vigilance is essential to our vision not just of eliminating major incidents, but preventing any incidents that could affect the health and safety of our people.

For Russell-WBHO, the key focus areas for the year ahead include:

- Subcontractor assessment and management
- Business HSEQ communications, both internally and externally
- Worker engagement and inclusion
- Quality training workmanship and technical knowledge.



STOP:

- Not so fast! Use your head before your hands.
- Is this a new task? Has the task changed? When was the last time you did this task?
- Do you feel comfortable doing this task?
- If you do not, you need training!



LOOK:

- Always inspect the work area for potential hazards.
- This step must be done throughout the day. Beginning before to starting a task, during the task, and after the task is completed.
- What are the top 5 hazards in the work place?



ASSESS:

- Determine if you have the:
 - Knowledge/skills/training to do the job safely
 - Tools to do the job safely
- Think about what other activities are happening around you.
- If you need help, ask for it.
- If you need training, do not perform task until you have been trained to do so.

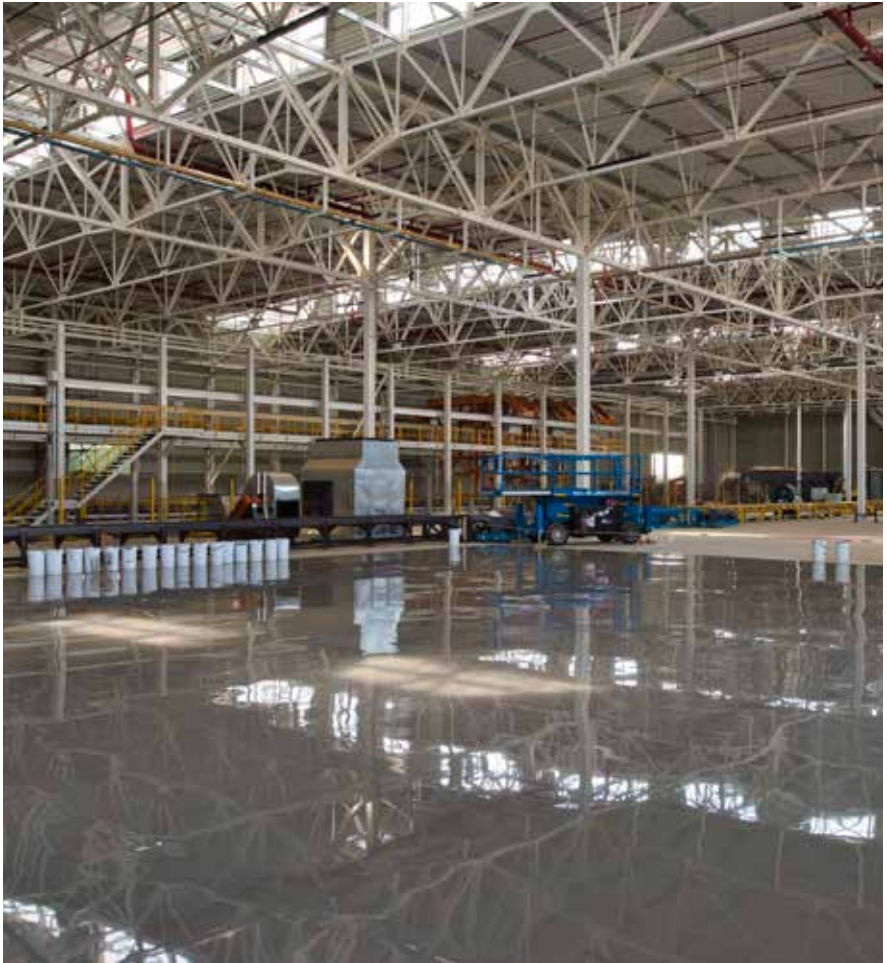


MANAGE:

- Take the appropriate action to eliminate or minimise any hazards that make the risk unacceptable.
- Ensure that the proper equipment is used and that it has been well maintained.
- See the job through to the end, there is still risk when packing away.
- Did anything unanticipated happen?
- Address unplanned occurrences and plan for them in the future.
- Share this information with others.



Quality management is integral to our strategic objectives of procurement and execution excellence and reputation and relationships.



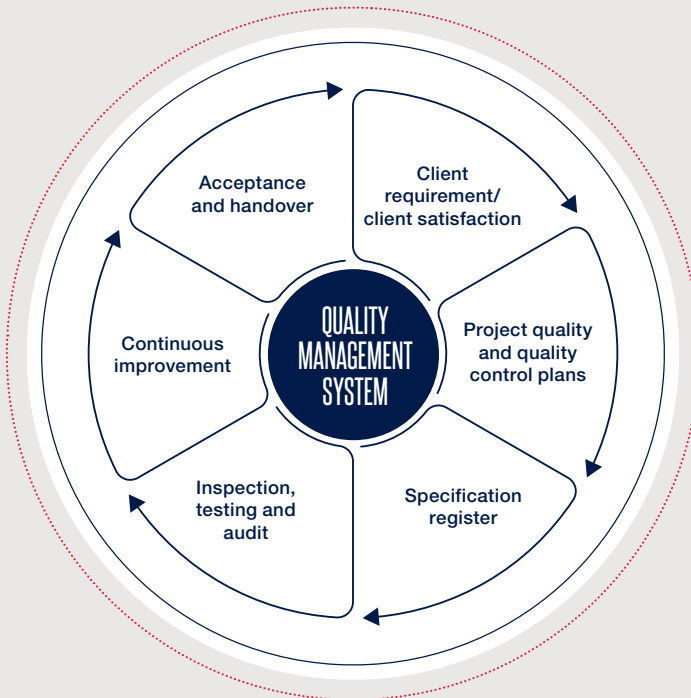
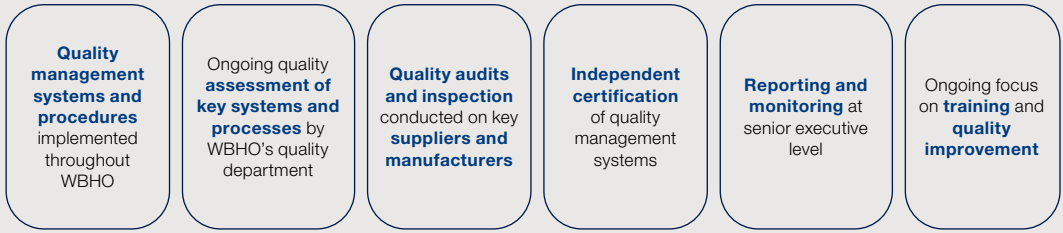
SOCIAL PERFORMANCE

CONTINUED

Strategic objective	Strategic imperative
S02	Our goal is to minimise the negative impact of the construction processes on the natural environment and the community at large, while maximising the quality of the built environment for future generations.
S03	

QUALITY MANAGEMENT – THE STRATEGIC FOUNDATION

The aim of quality management is to ensure that the highest levels of quality are consistently attained on all projects by using the best and latest construction practices within the core activities of the Group. By continuously improving and evolving our processes in a collaborative way, we ensure compliance with our own internal standards as well as external specifications, thereby enhancing client satisfaction.



THE QUALITY MANAGEMENT SYSTEM

In order to achieve these aims, we have implemented a formal quality management system (QMS) on a risk-based approach and we monitor compliance to the system through risk-based audits. This risk-based approach serves to identify high-risk projects, processes and suppliers as well as the effect that decisions have on outcomes.

The QMS is certified against ISO 9001 requirements in all areas of operation, and a dedicated team of quality personnel ensure continuous compliance with this standard. The consistent meeting of client, statutory and regulatory requirements is the most important objective of the QMS. We establish, implement, maintain and continually improve our QMS, including the processes needed and their interactions. Continued evaluation of important factors such as risk, resources, methods, inputs/outputs and responsibilities are conducted for the purposes of improvement. The QMS includes a formal process for the review and audit of all projects and regional offices. We measure compliance with the

QMS on all of our projects and our internal quality auditors visit the sites to ensure that the systems are properly implemented. Quality reports are compiled monthly and are communicated at all subsidiary and divisional Board meetings, while report summaries are tabled at main Board meetings as a standard agenda item. No amendments were made to our quality policies in South Africa, the UK and Australia during the year.

Continuous improvement is a key element of the QMS. Site personnel use non-conformance reports (NCRs) to register all incidences of non-conformance from a quality perspective. NCRs from across all projects are consolidated regionally to identify common trends and failures as well as to quantify the cost of rework and waste. Corrective action notices (CANs) and quality alerts are subsequently issued to raise awareness of common issues and how to prevent them, and ensure that the root cause of incidents is addressed on every site.

CURRENT CERTIFICATION

Company	Standard	Certification body
WBHO Construction (Pty) Ltd	ISO 9001:2015	TUV Rheinland
WBHO Construction (Pty) Ltd	ISO 3834 – Part 2	SAIW
Kalcon (Pty) Ltd	ISO 9001:2015	BOBS (Botswana)
Tekfalt Binders (Pty) Ltd	SANS 4001: BT3 and BT4	SABS
Byrne Group Limited	ISO 9001:2015 (System)	Bureau Veritas
Byrne Bros.	ISO 9001:2015 (System)	Bureau Veritas
F.B. Ellmer Limited	ISO 9001:2015 (System)	Bureau Veritas
Probuild	ISO 9001:2015	DLCS
WBHOI	ISO 9001:2015	SAI Global

QUALITY AUDITS

In total, 192 (FY2020: 186) quality audits were conducted by WBHO's internal quality department across the Group; 134 quality audits (FY2020: 144) were conducted across the various African operations while 40 (FY2020: 37) were conducted in the United Kingdom and 18 conducted in Australia. Less quality audits were performed in Australia, largely due to restrictions related to Covid-19. In Africa, 53% (FY2020: 58%) of all sites were subjected to quality audits, while in Australia and the United Kingdom, coverage of 100% and 95% was achieved respectively.

In South Africa and the rest of Africa, 391 (FY2020: 473) CANs were issued, the UK operations issued 30 (FY2020: 43) and the Australian operations issued 66 (FY2020: 45). CANs are clear and

concise descriptions of identified problems and the necessary corrective actions requiring implementation to avoid future occurrences. The decrease this year is attributable to the fewer number of overall audits conducted. Each of Russells-WBHO projects and head office departments are audited against our quality management system. This is done throughout the year at least once per site and department. The results are summarised in our audit report which is discussed with our construction director on an annual basis. The main finding identified was information recorded by the site teams during quality inspections.

The number of NCRs, issued in Africa decreased from 1 946 in 2020 to 1 477 in 2021. In the UK, 223 NCRs were raised compared to 342 in FY2020. 7 NCRs were issued in Australia.

	Africa		Australia				United Kingdom			
	FY2021	FY2020	Probuild FY2021	FY2020	WBHOI FY2021	FY2020	Byrne Group FY2021	FY2020	Russell-WBHO FY2021	FY2020
Quality audits	134	144	13	13	5	16	13	16	27	21
CANs	391	473	53	27	13	18	30	43	n/a	n/a
NCRs	1 477	1 946	7	3	–	–	201	328	22	14

SOCIAL PERFORMANCE

CONTINUED

	FY2021			FY2020		
	Cost of rework and waste R'000	QMS coverage %	Audit coverage %	Cost of rework and waste R'000	QMS coverage %	Audit coverage %
South Africa and rest of Africa	8 296	100	53	14 689	100	58
Australia						
Probuild	64 750	100	100	65 266	100	32
WBHOI	735 428	100	100	1 553 321	100	100
United Kingdom						
Byrne	1 225	100	90	–	100	90
Russell-WBHO	n/a	100	100	n/a	100	100

SUPPLIER AND MATERIALS MANAGEMENT AND PROCESSES

WBHO utilises the services of a large number of material suppliers and subcontractors across all of its operations. The ability of these businesses to provide their services within contractual timelines and to the required standard is of paramount importance to WBHO and has a direct impact on our strategic objectives of *Procurement and execution excellence and Reputation and relationships*. We have developed the necessary protocols and procedures to screen, appoint, manage and monitor our suppliers, as well as the products and services they provide, in order for us to meet these key pillars of our wider strategy.

SOUTH AFRICA

Essential suppliers are approved through our rigorous Supplier Approval Process. They are added to the Supplier Ratings List and are then categorised according to risk as high, moderate or low.

The supplier management process involves the following:

- Buyers complete an external Provider Evaluation Questionnaire with each supplier to determine their capacity and quality assurance status.
- Site and quality personnel complete the Specification Register with the information from the Specification Register inserted into the Material Schedule.
- The Materials Approval Register is maintained to manage all material approval forms and status, and includes the receipt of samples and photos where applicable.
- In the Purchasing Process, the buyer may include quality activities and inspection and test requirements on the purchase order.
- On-site reception and inspection of critical items and materials, with responsibility defined in the Responsibility Matrix, and personnel authorised to receive materials defined in the Authorisation of Signature which is approved and signed by the Contract Director.
- A data book for each element or section of the works that includes material compliance certificates.
- Material compliance certificates recorded in a Materials Certificate Register, which refers to the delivery notes, and whose index is specific to the contract as agreed in the Project Quality Plan.

- Supplier NCRs for all materials not conforming to applicable specifications with this form sent to the supplier for corrective actions
- A dedicated supplier auditor or inspector conduct applicable inspections when required.

Many suppliers are registered with certification bodies for product and/or system certification (SANS Mark Permit Scheme or ISO 9001 QMS). This certification requires annual on-site sampling, testing and audits by certification bodies. Since the outbreak of Covid-19, most certification bodies have conducted virtual desktop audits only. This has introduced an increased risk to WBHO in as far as product quality is concerned since the correct sampling and testing was not performed.

A shortage of steel in South Africa forced companies to import poor quality roof sheet material. We have since insisted on approving zinc coated roof sheet coils at the factory before production starts.

Fire proof material was also in short supply and therefore fire door suppliers required on-going audits and testing of new products proposed throughout the year.

The current economic environment has seen some suppliers retrenching key personnel such as quality controllers and lab technicians that has in certain instances created traceability problems. To mitigate this risk, the WBHO quality personnel elected to sample and witness all tests performed.

Welding technology principles require that the welders' qualification meets the required material and size limitations in the drawing/scope of work. Unqualified welders were asked to stop work and the risk mitigated by NDT testing.

AUSTRALIA

PROBUILD

Quality inspection for suppliers is currently monitored through sample approvals and factory inspections. The Probuild Construction Systems (PCS) is also deployed on select projects to govern the management of materials and ensure verification that materials supplied meet the requirements of the project

WBHOI

Suppliers and subcontractors are selected on their ability to supply product and services in accordance with WBHOI QM-P-002 purchasing procedure.

Criteria used for the selection, evaluation and the re-evaluation of suppliers or sub-contractors have been established.

The following criteria are taken into consideration when assessing suppliers and subcontractors that are to be added to the company's list of approved suppliers:

- Ability to comply with product or service specifications
- HSEQ Performance and management systems
- Ability to deliver on time
- Price
- Company history

All WBHOI subcontractors are assessed and approved against the QM-P-10 Subcontractor Assessment and Management Procedure.

This procedure has been developed to define the methods used and the responsibilities for:

- Subcontractor assessment and approval
- Evaluating subcontractor performance
- Recording and maintaining approved subcontractor registers.

When WBHOI intends to utilise a sub-contractor to supply a product or service the Project Manager will reference the Approved Supplier List and where required the approval list. If the Project Manager requires the services of a subcontractor that is not on the Suppliers List the subcontractor as a minimum shall submit the following before the commencement of any work.

- Completed Subcontractor Evaluation and Approval Form
- Current Certificates of Currency
- Quality and OH&S Plan
- Personnel details (licences, qualifications etc.)

Specific subcontractor reviews are conducted at least annually, usually on the anniversary of subcontractor's pre-qualification as an approved subcontractor. These reviews involve reviewing the subcontractor's performance (utilising the Subcontractor Performance Assessments) during the set approval period. Subcontractors whose reviews identify a negative response will be subject to further review and may be removed from the preferred subcontractor listing. Reviews may be held more frequently depending on the outcome of performance reviews, non-conformances or incidents reports.

UNITED KINGDOM

THE BYRNE GROUP

All subcontractors must go through our OHSEQ grading procedure before an order is placed with them. However, the primary focus of this assessment is health and safety. Following an assessment of the completed questionnaire, subcontractors are then given a grading – "Satisfactory plus", "Satisfactory" (both approved to use) or "Unsatisfactory" (unapproved to use until additional information is submitted and the assessment updated). The subcontractor's grading is listed on our business management intranet database, "QED", which acts as our approved subcontractor list.

The QAPM.PR09a 'Temporary Works (TW) Procedure' governs how temporary works are managed. In compliance with the procedure, where it is proposed to engage a subcontractor who will control their own TW, and whose TW procedure has not previously been vetted by Byrne's Designated Individual (DI), the subcontractor's TW procedure is requested and sent to our DI for evaluation prior to appointment.

Similarly, where the project team propose to use external TW designers, the DI will be notified in order to undertake an assessment of the company before they are formally engaged.

We also undertake reviews of third party designers/ subcontractors, where applicable, utilising the QA.73 Design Questionnaire, as part of our approval process.

Concrete and rebar suppliers are assessed against a separate OHSEQ questionnaire, and an approved list is maintained in QED.

Timber suppliers are managed in accordance with our Programme for the Endorsement of Forest Certification (PEFC) and Forest Stewardship Council (FSC) certifications whereby all new suppliers must be assessed before being placed on the approved list maintained in QED.

Outside of these assessments, audits and inspections of suppliers take place on a risk-based approach or in line with project/client requirements.

RUSSELL-WBHO

The quality inspection regime for subcontractors is discussed and agreed at the earliest possible time on-site to determine, among others, inspection requirements, management of materials and programme of works. Materials delivered to site are checked against the specification requirements and details are recorded. Subcontractors provide a completed quality inspection check for their work prior to handing over to Russells. At this point Russells carries out its own internal quality inspections. All information, photos and checks are filed within on-site QA files and uploaded onto Sharepoint once works have been completed. Regular progress meetings are held with subcontractors where the management of quality issues and good practices are discussed.

SOCIAL PERFORMANCE

CONTINUED

We have recently refreshed our system for recording subcontractors' performance. The scoring system has now been implemented into the Sharepoint system and reviews are submitted using PowerApps. There are four topics which we score against:

- Health and safety
- Quality
- Programme
- Commercial

The quality is scored between 0 and 3 on the following categories:

- Design
- Installation
- Defects/snags

SUPPLIER AUDITS/INSPECTIONS

	Africa		Australia Probuild		United Kingdom Byrne Group	
	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020
Supplier inspections	106	32	20	21	5	6
Supplier audits	38	40	n/a	n/a	40	19*

*Mainly desktop audits.

CLIENT PERCEPTION

In South Africa, on completion of a project, we request clients to assess our performance across a number of key areas which include:

- Site management
- Safety
- Workmanship, materials and equipment
- Programme management
- Supplier and subcontractor quality and management
- Labour force and labour relations
- Attitude and cooperation
- Rectification

Although the ratings are highly subjective, they still provide us with valuable feedback of how we are perceived as a business. The satisfaction rating in SA has increased to 93% in the current year (FY 2020: 88%). This rating is now firmly above our target of 90%.

Regarding Byrne Bros., feedback during the year has been very positive. We have been highly complimented for our proactive efforts on-site, even when faced with challenges. We have also received praise for our safety and quality culture.

At WBHOI, client perception is monitored by repeat business. WBHOI has held the Alcoa contract for over 20 years and have an ongoing involvement with Main Roads Western Australia with 3 current projects in progress.

QUALITY MANAGEMENT ACHIEVEMENTS

In South Africa, WBHO has actively assessed and pursued the BIM landscape over the past few years. WBHO views BIM as the foundation of its broader digital transformation approach. WBHO has utilised and developed workflows at different depths within the different divisions across the dimensions of BIM. Aligned with our core business of construction, WBHO has, and continues, to develop its skill and workflows related to

Common Data Environment (CDE) utilisation. WBHO has gravitated towards the United Kingdom's BIM standards and nomenclature. WBHO has thus built its project templates and is digitising its processes within a PAS1192 guided environment at this stage, with a move to ISO19650 envisaged in due course. WBHO aims to deliver on its BIM-related goals and those of its clients in a collaborative way and through the BIM Execution Plan processes, we typically agree on optimal strategies to do so. WBHO has established a BIM Workgroup within the business. The BIM Workgroup comprises of cross-functional skills and competencies ranging from estimating, construction, quantity surveying, construction management, quality management, network infrastructure, software programming, and dedicated BIM implementation resources to develop our workflows further and assist with the adoption learning curve.

Probuild implemented a HSEQ Strategic Roadmap with three specific focus areas which will positively impact Quality including enhancing capability for all key roles and service delivery by the HSEQ team; optimising systems and managing risk and increasing capacity to learn and continuously improve. A new forum for creating improvements for quality has been created with subject matter experts from around the business. This forum is a sub-committee of the national R&D Co. which creates greater integration across the various business functions. A significant data analysis was conducted of quality data which will enable the committee focus on the areas that matter the most.

In the UK, Byrne Bros has continued to analyse the ECO_{2e} of the concrete we use and trial/use/promote Wagners' EFC® and high cement replacement mixes. Our trials of EFC® culminated in the construction of the UK's first reinforced superstructure using the product in December 2020. Significant collaborative work and discussions have been ongoing throughout this period.

LOOKING AHEAD

In South Africa, short-term objectives include the implementation of various QMS initiatives as identified in the Quality Intervention meeting held in August this year. Initiatives include weekly quality stand-downs, Quality VFL (Visible field leadership) inspections by senior management and increased quality awareness.

As part of the Probuild FY2021/22 HSEQ Roadmap focus will be on the following key areas:

- Managing risk effectively – following a comprehensive analysis of quality data, the top 3 quality risks will be identified and working groups of subject matter experts selected. A progressive approach to risk management will be used to assess the effectiveness of the quality risk controls and identify pathways for increasing their effectiveness. This process also includes real-time infield control verification with people actually delivering the work.
- Optimising systems – identifying opportunities for creating highly effective and efficient systems with the end-user in mind. This means looking for ways to simplify, de-clutter and optimise the current system to set people up for success in quality management.
- Learning for success – we will be reviewing all quality metrics to identify opportunities to enable proactive and informed decision-making.

WBHOI will focus on the following items for the year ahead:

- Implementing Teambinder on all projects including training.
- Moving to online programmes (Teambinder, Workbench) to streamline business processes and to go paperless.

In the Byrne Group, our focus will be to:

- Roll out root cause analysis training in Byrne Group, and raise further awareness of the importance of reporting all NCRs in Ellmer Construction (Ellmers).
- In Byrne Bros., undertake an investigation into the root causes of "Concrete element out of tolerance" NCRs to then deliver sitewide training on the learning.
- Produce a suite of new quality tool box talks in Byrne Bros. for site wide implementation.
- Deliver the "lessons learnt" cast-in channels presentation across Byrne Bros.
- Ensure updated technical review plan/inspection and test plan and QA check sheet requirements are further embedded within our own project teams and our subcontractors in Ellmers.
- Deliver refresher training on the updated "Ellmer Process Handbook" to all staff.
- Further reinforce assessments/audits of supply chain with design deliverables where Byrne Group has ultimate design responsibility.

In Russell-WBHO, our focus will be to:

- Complete the trial of our QA inspection mobile application. If successful this will be rolled out across all projects.
- Quality training/workmanship and technical knowledge to all operational staff.
- Review and improve our quality inspection forms that were introduced earlier this year.
- Carrying out additional project and quality audits across all sites.

TRANSFORMATION AND SOCIAL RESPONSIBILITY



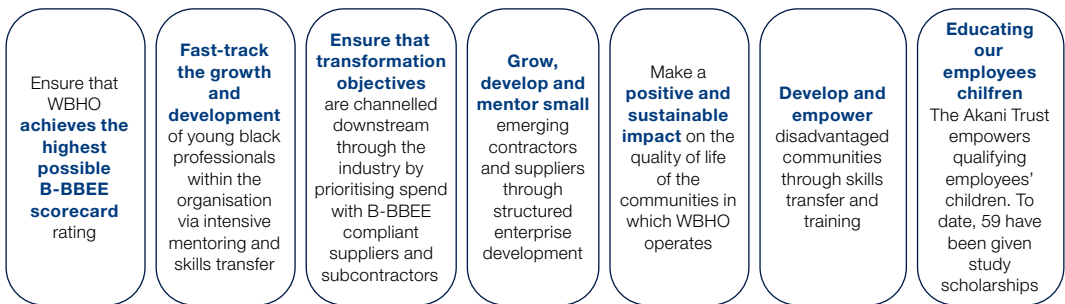
In the early 2000s the development of WBHO’s transformation approach and strategy was aimed toward redressing historical inequalities within South Africa. Although this remains relevant, these initiatives have also migrated into vital tools that are now used to address the wider social challenges of poverty, inequality and unemployment.



TRANSFORMATION: THE STRATEGIC FOUNDATION

Strategic objective	Strategic imperative	Strategic initiative
SO6	We are committed to achieving long-term, meaningful broad-based transformation within the business and the industry as a whole.	Social-economic development (SED) initiative, through which the Group is committed to the empowerment, development and growth of disadvantaged communities

TRANSFORMATION OBJECTIVES



OUR TRANSFORMATION PHILOSOPHY

An inclusive and representative economy in which all South Africans are able to participate is vital for the future sustainability and success of the country and by virtue thereof, the sustainability of WBHO. Consequently, WBHO is committed to achieving long-term, meaningful broad-based transformation within the business and the industry at large. Our commitment is to actively pursue the transfer of skills and economic benefits to currently disadvantaged individuals and local communities, while also seeking to promote an equitable distribution of all race Groups and genders within the management structures of WBHO. This includes adhering to the construction sector codes, promoting and supporting the implementation of employment equity, skills development and training (see page 51), enterprise and supplier development.

While recognising the need to positively engage with communities WBHO believes that our primary responsibility is to our own employees.

IMPLEMENTING TRANSFORMATION

A dedicated management committee, comprising the executive directors, managing directors of each business unit and the transformation director, monitors and reports on transformation within the organisation. Taking direction from the Board, the Transformation executive committee meets quarterly to

review the Group and divisional scorecards against predetermined targets which are aligned with the Amended Construction Sector Codes, employment equity plan, and overall strategy. In addition, we conduct an annual review of the latest applicable legislation and approval of the budget for social investment. We develop initiatives to improve performance where necessary, and these are implemented within the business units by the managing directors and the transformation department. Each business unit reports on its individual performance quarterly. The transformation department works closely with all divisions and subsidiaries of the Group to ensure that the required target for each element of the scorecard is achieved. In addition, the department manages and administers the procurement spend, enterprise development programme and socio-economic programmes from a Group perspective. By managing transformation in this integrated way, the department ensures that individual elements are not pursued in isolation. We see training as an essential tool in developing emerging companies, and where there are overlaps between elements such as training and enterprise development we harness the capabilities within our support structures to achieve the deliverables of both elements. Similarly, by investing in mathematics and science at school level through our SED programmes, and following this up with tertiary education bursaries, we ensure a steady progression of students whose skills qualify them for recruitment into the construction industry.

SOCIAL PERFORMANCE

CONTINUED

TRANSFORMATION AND LOCALISATION CHALLENGES

The economic contraction experienced over recent years which has worsened further since the outbreak of Covid-19, has had a devastating effect on communities with unemployment levels at an all time high. Most public projects have a requirement for "Local Spend" aimed at ensuring that the distribution of wealth generated from these projects directly benefits communities within the area, and creates employment opportunities and a transfer of skills. The construction industry employs the highest percentage of unskilled workers of any industry and works in remote areas with high levels of unemployment. Furthermore, it is one of the highest employers of the youth in the country. Hence, as an industry we are able to make a significant contribution toward achieving government's social objectives.

Sadly, this initiative has often translated into unrealistic expectations of community benefit. In addition, local leaders and business forums have in some instances, exploited these projects for personal gain under the guise of community benefit. It has therefore become imperative for WBHO to implement a practical strategy at the start of these projects prior to the deployment of staff and specialist equipment from outside the local area. We have developed the necessary Community Engagement strategies that include defined procedures for managing "Local spend" requirements. While these strategies

and procedures were initially developed over State sponsored projects they are being increasingly relied upon on private projects in urban areas as the demand for community benefit has spread.

A further consequence of the State-owned entities' "Local Spend" requirements has been a loss of up and coming black professionals within our ranks. Some of our potential young black leaders are taking advantage of the opportunities offered by these regulations and have begun their own construction businesses. This dynamic is further reducing the talent pool available to larger contractors as well as creating new challenges toward achieving our employment equity targets.

The procurement of certain State-sponsored projects as well as many mining infrastructure projects are only available to, or at least favour, citizen-owned companies when working in the rest of Africa. We have faced increasing pressure from a number of our traditional clients to address this concern. Through the strong relationships we have with our local suppliers and subcontractors in these regions, we have been able to form sustainable, long-term, mutually beneficial partnerships with certain entities and individuals. We have now formed citizen-owned companies in which we have a minority interest in Ghana and are in the process of forming a similar company in Botswana.

MEASURING TRANSFORMATION PERFORMANCE

Level 1

B-BBEE status maintained and overall score improved

88,1%

black-owned
(FY2020: 82,3%)

85% black employee

representation in South Africa (FY2020: 87%)

R64,4 million

training spend on black employees in South Africa (FY2020: R65,1 million)

CONSTRUCTION SECTOR CODES

WBHO fully supports the Department of Trade and Industry in terms of the Broad-Based Black Economic Empowerment Act, No. 53 of 2003 (B-BBEE Act) and the amended Codes of Good Practice on Black Economic Empowerment (B-BBEE Codes) of 2019, where this applies to suppliers or service providers. WBHO, via SAFCEC, are signatories to the Construction Sector Charter, and in December 2017, the industry adopted the Amended Construction Sector Codes. WBHO has made significant efforts in improving its empowerment levels over the past five years, moving from a Level 4 in FY2016 to a Level 1 in FY2017 and has retained that Level 1 status ever since.

B-BBEE AND OWNERSHIP

Black ownership in the Company has increased from 24,4% in 2008 to 88,1% in FY2021, with black women ownership up from 3,5% to 40,5% over the same period. Contributing to this improvement is the continued implementation of our Akani Broad Based Incentive Share Scheme, through which we allocate shares to our South African employees with more than five years' service, with shares vesting after five years. Approximately 2 895 employees have benefited from the vesting of shares while about 515 participants await first-time vesting. Since inception, 91% of Akani shares have been issued to black employees and 762 733 shares have vested with beneficiaries from inception of the scheme.

MANAGEMENT CONTROL AND EMPLOYMENT EQUITY

We continue to implement various initiatives to cultivate a more representative management structure within the business. These initiatives are aimed largely at developing the existing and next generation of leaders already within our ranks and they have contributed to a significant improvement in the management control pillar over the past 11 years. Alongside on-site growth development, these initiatives include the various management development programmes discussed under the *Human Capital* section of this report as well as an informal mentoring programme where identified individuals have the opportunity to spend time with a member of senior management outside of their line management to discuss their career aspirations, career paths, development areas and training requirements and progress made against these.

TARGETS AND PROCEDURES

We have prepared and submitted a comprehensive five-year employment equity plan to the Department of Labour to ensure that the targets we set are realistic and that they take into account the growth prospects of the industry. Individual business units are given set targets to be achieved for each year of the plan. In accordance with our long-standing policy, we strive to grow senior management from within the existing pool of talent, although in exceptional circumstances we may resort to external recruitment. Overall, the number of merit-based appointments of black employees into senior management roles in recent years has been promising.

Sadly, in the current local environment where the compliment of salaried personnel has reduced significantly, we have not been able to meet the targets submitted under the Employment Equity Plan tabled to the Department of Labour in 2017. Revised, and more attainable targets will be submitted with the 2022 five-year plan.

SKILLS DEVELOPMENT AND TRAINING

We believe that thorough and ongoing training is the foundation of empowerment for our workforce and our aim is to foster an informed, knowledgeable and dedicated workforce from which leaders can emerge. Our commitment to training at all levels over more than a decade has resulted in significant numbers of black junior and middle managers within our ranks, and has improved gender representation at all levels. We undertake training needs-analyses annually in order to identify and prioritise the training of black people in alignment with our scorecard objectives while still meeting operational requirements. In doing so, we pay specific attention to providing appropriate and relevant training to ensure a systematic progression of career path for our black employees – one that will prepare them for potential middle and senior management positions over time. During the year under review, we invested R64,4 million in training black employees (FY2020: R65,1 million) and R18,7 million (FY2020: R17,6 million) on the training of black female employees in South Africa.

WBHO has a proud record of supporting engineering schools at a number of top tier tertiary institutions. Applications for bursaries are prioritised toward individuals from previously disadvantaged back grounds and operational management conduct interviews annually for potential bursary candidates. WBHO recognised that bursary students from rural areas experience great adjustment difficulties at University in their first year, with unfamiliar surroundings and lecturers speaking quickly. An engagement system was formalised where every new student is paired with a bursary student a year ahead who is responsible for mentoring weekly meetings and ongoing assistance.

Over last 10 years 526 bursaries have been awarded and 829 graduate employees have progressed through the WBHO Engineering Academy.

10-YEAR BLACK TRAINING SPEND

Number of black learners

1877

Number of black female learners

547

Training spend on black employees

R415
MILLION

Training spend on black female employees

R92
MILLION

In addition, we have a comprehensive in-house programme to aid newly qualified engineers and construction management professionals to register with the Engineering Council of South Africa and The South African Council for Project and Construction Management Professions. WBHO's Engineering School level 3 and management development programmes equip identified individuals with the necessary skills to perform at a management level, and over the past five years 23 black candidates have successfully completed the programme.

In addition to these programmes, we facilitate on-the-job coaching and mentoring which takes place with regular interaction with senior management. These conversations have confirmed the gratifying fact of participants' insistence on being recognised for their skill and contribution on merit alone.

For more on our training programmes initiatives and frameworks, see [pages 25 to 29](#).

SOCIAL PERFORMANCE

CONTINUED

ENTERPRISE AND SUPPLIER DEVELOPMENT

We monitor and manage procurement spend on an ongoing basis to ensure that we continue to direct spending early on in the bidding phase of a project, towards black-owned businesses and black women-owned businesses, as well as qualifying small and micro enterprises and other sufficiently empowered enterprises.

Under the sector codes, procurement has been expanded to include designated groups which include rural suppliers and youth. This allows us to create opportunities for suppliers and contractors in the rural areas where WBHO operates and to focus on supporting youth in business.

Our transformation department compiles monthly reports on spend, with detailed reports highlighting expired and expiring scorecards as well as any non-compliant spend, which are then provided to individual business units. All new and expired scorecards are checked and verified by members of the transformation department.

During the year under review WBHO spent R5,1 billion (FY2020: R4,9 billion) with black-owned business, of which R1,9 billion (FY2020: R1,9 billion) was spent with black women-owned businesses.

WBHO has invested a substantial amount in enterprise development (ED) over the past 10 years, with R166 million on ED to beneficiaries. WBHO has accumulated a wealth of intellectual property that we share with ED companies via mentors assigned to them during the course of their development. Apart from the core competency of contracting, these include quality, safety, environmental, insurance, tendering, accounting, HR and preferential procurement systems. We currently have 14 emerging contractors on our ED programme. The new procurement regulations from SOEs not only prescribe that a fixed percentage of black-owned SMMEs be used on projects, but in most instances also prescribes that they be employed from the local area. This has had an impact on our enterprise development programme in that participants can no longer move from project to project alongside our operational teams which has made it difficult for us to invest in their long-term growth and development. Sadly, while local communities gain some benefit from our projects, it is harming the wider industry as smaller black-owned construction businesses struggle to advance to the next tier.

PREFERENTIAL PROCUREMENT SPEND

R8,9 billion

procurement spend with B-BBEE accredited companies (FY2020: R8,2 billion)

R5,1 billion

procurement spend on black-owned companies (FY2020: R4,9 billion)

R4,4 billion

procurement spend on EME and QSE companies (FY2020: R4,2 billion)

R1,9 billion

procurement spend on black women-owned companies (FY2020: R1,9 billion)

SOCIO-ECONOMIC DEVELOPMENT (SED)

WBHO has always embraced the concept of social responsibility as a moral obligation, having implemented SED programmes well before the introduction of legislated spend. We have an SED policy to ensure that our programmes are implemented according to approved guidelines. Programmes are designed to benefit both the community and the Group in a sustainable, measurable, tangible and transparent manner, and are typically an extension of the interventions already in place in the areas of skills development and training, HIV/Aids awareness and employment equity. We also recognise that investment in education is a platform for advancing the future of the Group and the industry. Maths and science interventions at school level provide a pool of bursary candidates eligible for future employment within the Group and engineering and construction industries.

For more on bursaries and science, technology, engineering and mathematics (STEM) support, see [pages 25 to 29](#).

The volume of requests for assistance are an indicator of the dire circumstances of many communities in South Africa. We know and understand that initiatives implemented alongside our projects have the greatest benefit for the communities amongst which we operate and also improve community relationships. A recent successful project was the implementation of a

vegetable growing project in the township located alongside one of our Civil engineering projects. This initiative received positive recognition from both youth and community leaders.

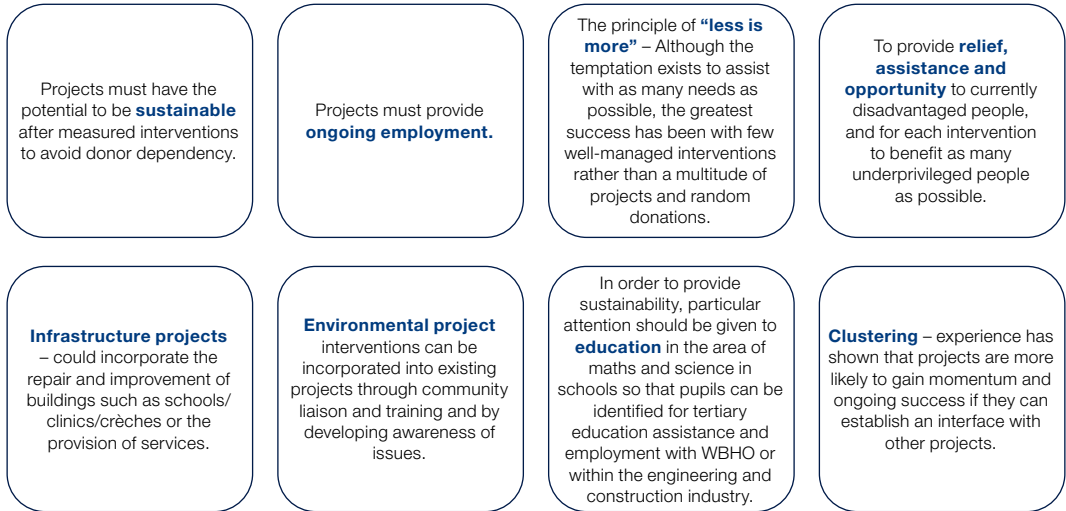
AKANI BURSARY PROGRAMME

As part of our Akani Broad Based Incentive Share Scheme, the trustees of the scheme established the Akani Trust which actively supports qualifying employees in the areas of education, health and housing.

It was recognised that the greatest assistance that WBHO can offer our South African employees is to help them ensure that their children are employable. The trust administrators undertake an annual roadshow where all site and office employees are given guidance on the different routes to success their children can take. Topics include the importance of subject choices in grade 8, application to tertiary institutions, academic routes, gaining experience in trades as an alternative to tertiary education and work-place experience.

Thus far, the Akani Trust has provided scholarships to the children of 59 employees. Increasing volumes have necessitated the on-boarding of a fulltime trust administrator to facilitate these applications and we anticipate significant growth in these numbers and the assistance we provide in the near future.

SED SELECTION CRITERIA



Programme	Description	10-year spend	Number of beneficiary organisations
Community assistance and development programmes	WBHO’s community care and assistance programmes aim to contribute towards the health, happiness and wellbeing of society, in terms of physical, emotional and spiritual wellbeing. A significant portion of our funding and efforts goes into caring for communities, especially those in rural and impoverished areas.	R29,4 million	56
Healthcare	WBHO is committed to improving healthcare in South Africa. Our programmes target a range of diseases and healthcare categories and in addition to building healthcare facilities, we support awareness campaigns and rural health programmes.	R7,4 million	5
Education	WBHO firmly believes education has the power to change lives and reduce poverty by equipping people with the means to create new opportunities and seek meaningful employment. WBHO supports numerous education initiatives by investing in the development of much-needed infrastructure and by donating time and resources to educational institutions.	R7,9 million	42
Arts, cultural and sporting development programmes	A lack of infrastructure means that talented youth in impoverished communities are not afforded the opportunity to advance their skills. In addition, the need for, and impact of, arts, culture and sports in these impoverished communities also decreases the risk of criminal behaviour and drug and alcohol abuse. The implementation of these programmes in these communities provides youth with hope, purpose and a sense of wellbeing. It is with this aim that WBHO has contributed towards numerous events and activities.	R1,3 million	12

ENVIRONMENTAL PERFORMANCE



The construction industry is deemed to be an industry with a high impact on the environment, and WBHO acknowledges its moral and legal responsibility to safeguard it as well as the wellbeing of all those affected by the activities of the Group. In support of our commitment to sustainability and sound environmental management, we focus on ensuring compliance with all applicable legislation and requirements associated with relevant licences, permits and authorisations.



Strategic objective	Strategic imperative	Strategic initiative
SO5	WBHO has an ethical and legal duty to minimise and reduce its impact on the environment in which it operates. Compliance with the environmental regulations and legislation strengthens WBHO's reputation and avoids legal and financial consequences.	<ul style="list-style-type: none"> • Water usage management • Waste Management Initiatives • Flora and Fauna Protection • Infrastructure Sustainability Council of Australia membership • ISO 14001 Accreditation

OUR ENVIRONMENTAL PHILOSOPHY

As a company, we believe in the constitutional right of all employees, clients and communities to exist and work in an environment conducive to sustainable development and we are committed to the highest standards of environmental protection throughout all phases of construction by upholding the basic principles of environmental management.

Stakeholders are also becoming more aware of "green" issues, increasing the demand on businesses to operate in a sustainable and responsible manner. This increased expectation is not limited to our national market, but is clearly driven and influenced by international trends and pressures.

Aspects of environmental sustainability form a critical part of maintaining a good reputation within the industry as well as with our investors, clients and even our staff. It is therefore important that WBHO is seen by stakeholders as having a firm awareness of the impact of sustainability and environmental issues. These include the effects of our business on climate change and proactively addressing all the issues in a transparent way. We work with our clients to promote sustainable alternative materials, equipment and methods, and we cascade our environmental and wider sustainability values through our supply chain, encouraging a progressive approach. Our approach to environmental management is thus constantly developing in accordance with legislative updates, our clients' requirements, best practice and innovation.

ENGAGING WITH STAKEHOLDERS

Engaging with stakeholders whose environment could be impacted by our projects or who could impact the environment within the vicinity of our projects is an important part of our environmental responsibility. We engage with local communities, government, non-governmental organisations (NGOs), our clients, consultants and subcontractors in this regard.

The global increase in awareness around sustainability, environmental protection and limited natural resources has influenced the way we do business, enabling us to move beyond mere compliance. We have embraced the importance of protecting the environment and have made sustainable development one of our overall strategic goals.

MATERIAL ENVIRONMENTAL MATTERS

The Group strives to reduce its impact on external environmental factors such as energy and climate change, water shortages and environmental compliance through responsible construction management, and in doing so has identified three key material matters relating to the environment and its stewardship:

- Energy and climate change
- Water scarcity and pollution
- Environmental compliance

MEASURING ENVIRONMENTAL PERFORMANCE

ISO 14001

certification maintained
(FY2020: ISO 14001: 2015
Audit Results: 12 minor
non-conformities
requiring attention were
identified.)

No

major reportable
environmental incidents

19 employees

received training
(FY2020: 30)

No penalties or fines

for non-compliance with
environmental laws
across the Group

ENVIRONMENTAL PERFORMANCE

CONTINUED

ENVIRONMENTAL COMPLIANCE AND GOVERNANCE

The Group applies best practice when implementing its environmental policies and procedures through its Environmental Management System (EMS) which is implemented on all of our sites and is aligned to ISO 14001:2015 standards. Certification against the standard was retained across all regions during the year under review. The Group obtains external assurance on its legal compliance and effectiveness. The EMS ensures our compliance with all applicable legislation, resulting in the mitigation of our impact on the environment. Internal audits and inspections are also regularly conducted on our sites by qualified personnel to ensure that all risks have been identified and are being accordingly mitigated. Where non-conformances are issued during the audits, they are closed out within the agreed timeframe.

Environmental compliance is governed by the environmental policy. The policy is reviewed annually, and while there were no amendments made to the policy during the year under review.

In the UK, Byrne Group's environmental policy is aligned with ISO14001:2015 and the BES6001 certification. Russell-WBHO also has an ISO14001 accredited EMS and all its projects are delivered with reference to that framework, which considers the wider environment. The Byrne Group acknowledges that all construction activities incorporate inherent environmental and wider sustainability impacts. Accordingly, it is committed to minimising detrimental environmental impacts and conducting business activities in a sustainable manner.

The Byrne Group works with its clients to promote sustainable alternative materials, equipment and methods, and cascade our environmental and wider sustainability values through our supply chain, encouraging a progressive approach.

Our approach to environmental management is constantly developing in accordance with legislative updates, client requirements, best practice and innovation.

The Russell-WBHO environmental and sustainability policy is updated annually, and commits the business to minimise the environmental impacts of construction activities and sets out the management and control processes.

The objectives include:

- Planning for waste minimisation
- Reducing environmental risks
- Supporting the ownership of environmental issues
- Providing environmental training updates
- Promoting efficient energy use and developing systems which enhance best practicable means through design and development

Russell-WBHO measures environmental performance against targets in order to comply with statutory requirements and minimise potential impacts.

The decrease in audits performed in FY2021 is largely due to limitations on travel and other Covid-19-related restrictions.

	Africa		Probuild		WBHOI		Byrne Group		Russell-WBHO	
	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	FY2020
Number of audits	51	81	23	38	6	16	23	21	156	275
EMS coverage (%)	98	98	100	100	100	100	100	100	100	100
Audit coverage (%)	80	83	100	100	37	100	100	100	100	100
Number of major non-compliance findings	28	34	-	-	-	-	-	-	6	7

Byrne Group's assurance focus areas during the year under review were on legal compliance with regard to waste management. Key findings from the environmental audits were in:

- Byrne Bros. is increasingly managing groundworks contracts as part of our scope of works representing a significant change to the businesses' environmental risk profile and associated compliance obligations. Additional compliance obligations relate to contamination, archaeology, dewatering and crushing.
- Byrne Bros. has acted as Principal Contractor on two projects reflecting a significant change to the businesses' environmental risk profile and associated compliance obligations. Additional compliance obligations relate to contamination, ecology (protected/invasive species and tree protection), archaeology, crushing, dewatering and nuisance noise, dust and vibration.
- Implementing the impending stricter Non-Road Mobile Machinery requirements. A significant portion of Byrne Bros. equipment can no longer be usable within Greater London.
- Failure to close out a historical BREEAM assessment to release the associated retention.
- Failure to submit SECR reporting would have potentially resulted in significant fines for Byrne Group.
- Failure to successfully complete BES6001 recertification would have prevented Byrne Bros. steel reinforcement being used on-site.
- Failure to successfully complete FSC and PEFC recertification audits would have prevented Byrne Bros. yard supplying any timber to sites.

ENVIRONMENTAL IMPACT

AFRICA

The significant impacts of the Group's activities relate mostly to soil, water and air. Risks are identified per site, using an Aspects and Impacts Register, whereby the severity, frequency and probability of activities are taken into account to determine the extent of any impact of the activity on the environment.

The key risks identified in South Africa during the year under review relate to compliance on the part of subcontractors and service providers, specifically with regard to waste management and sourcing of water. These were mitigated through:

- An emphasis on increased awareness of the legal requirements for the selection of waste service providers and waste facilities.
- An emphasis on increased awareness on legal requirements for sourcing of water for construction purposes.
- Improved recording and reporting mechanisms.
- Improved processes during planning phases of projects.
- Integrating health, safety and environmental processes into a more integrated system.

An Integrated Health Safety and Environmental System has been developed this year with the advantage of reduced documentation, streamlined processes, and more consistent objectives across multiple systems.

The Environmental First Interventions for 2021 are set out in the table below:

WBHO health, safety and environmental first interventions

Initiative	Objective	Action	Measure
Waste management, water consumption, electricity consumption, fuel consumption	<ul style="list-style-type: none"> • Monitor and accurately record and report all waste figures, water, electrical and fuel consumption to establish an accurate baseline for future target setting. • Limit wastage of water and fuel to reduce our impact on natural resources. 	<p>The Construction Manager CR 8(1) with the assistance of his management team will ensure:</p> <ul style="list-style-type: none"> • Alternative waste management practices are identified (i.e. reclamation/recycling centres; reuse for waste etc.). • Adequate resources are available on site to ensure that identified waste management practices are implemented. • On-site specific training for all responsible parties in terms of requirements of the identified waste management practices are implemented. • Water conservation initiatives on site is implemented (e.g. awareness posters; toolbox talks). • Alternative dust suppression methods/practices where feasible are investigated and implemented. • Implement energy conservation initiatives (e.g. awareness posters; toolbox talks). • Investigate the use of alternative energy resources where feasible (e.g. LED lighting). 	<ul style="list-style-type: none"> • Construction Manager CR 8(1) shall sign off on monthly HS&E Report. • Sites to measure reduction of generated waste from landfill through recycling/reusing where possible. • Appropriate mitigation measures are in place on all sites through weekly and monthly inspections and periodic audits in line with project risks. • Implement resource conservation initiatives on all projects and offices (e.g. awareness posters; toolbox talks). • Implement alternative dust suppression methods/practices where feasible.

ENVIRONMENTAL PERFORMANCE

CONTINUED

AUSTRALIA

WBHOI

Objective	Management programme key actions
Maintain Recycling Programme	<ul style="list-style-type: none"> Identify all recycling opportunities. Separate waste streams and deliver to recycling points.
Environmental Awareness training course to be arranged for operational teams	<ul style="list-style-type: none"> Environmental awareness training to be arranged for all employees and subcontractors.
Sustainable procurement	<ul style="list-style-type: none"> Tender team to be issued with Sustainable Procurement Guide to ensure where possible all procurement meets sustainability requirements.
Infrastructure Sustainability Accredited Professional Training (ISAP)	<ul style="list-style-type: none"> ISAP training for at least one employee on each project.

UNITED KINGDOM

BYRNE GROUP

Impact	Mitigation
Resource depletion and associated detrimental impacts such as biodiversity loss, soil degradation, flooding	<ul style="list-style-type: none"> Use of high levels of CEM I replacement within concrete. Trial and use of Wagners' EFC® Use of steel reinforcement with recycled content up to 98%. Commitment to only procure FSC and PEFC timber unless specifically instructed otherwise by the client. Improvements in quality processes to minimise re-working and the associated waste.
Greenhouse gas emissions	<ul style="list-style-type: none"> Trials and use of Wagners' EFC®. Electric van trials. Increased trials and use of concrete with high levels of cement replacement. HVO and Shell GTL trials. Use of hydrogen lighting towers. Inclusion of electric equipment options within tender. Use of a renewable energy tariff at head office.
Non-hazardous and hazardous waste generation	<ul style="list-style-type: none"> Use of reusable formwork systems. Improvements in quality processes to minimise re-working. Design review to maximise materials optimisation.
Air pollution	<ul style="list-style-type: none"> Compliance with Non-Road Mobile Machinery [Emissions] Regulations. Compliance with the Ultra-Low Emissions Zone. Damping down on-site. Dust capture at source during cutting operations. Trial and use of Shell GTL fuel. Electric concrete pump offered in suitable tenders. Electric van trials.

RUSSELL-WBHO

Objective	Management programme key actions
Maintain Recycling Programme	<ul style="list-style-type: none"> Separate waste streams and deliver to recycling points
Energy savings	<ul style="list-style-type: none"> Electrical charging points will be installed at Head Office to reduce carbon emissions
Reduction in carbon emissions	<ul style="list-style-type: none"> Monitor energy usage and implement carbon reduction measures to ensure targets set in ESOS and SECR are met
We aim to achieve at least 90% by weight or 80% by volume of key non-hazardous construction	<ul style="list-style-type: none"> Monitor SWMP and waste Reports
Pollution response training and awareness to be arranged for operational teams	<ul style="list-style-type: none"> In-house environmental awareness training to be arranged for selected operator teams

CLIMATE CHANGE AND CARBON DISCLOSURE

With global temperature levels rising and weather patterns becoming more violent and unpredictable, managing the risks associated with climate change has become an integral part of the planning process for construction projects. Greater focus is placed on reducing greenhouse gases through reducing, re-using and recycling materials and efficient measures relating to plant maintenance and operation. Our approach to climate change is governed by our climate change policy, which was reviewed, and remained unchanged, during the year under review.

The South African construction industry is required to report its GHG Emissions annually. The South African Greenhouse Gas Emissions Reporting System (SAGERS) is a Greenhouse Gas Reporting Module of the National Emissions Inventory System (NAEIS). This portal is a web based platform for the registration and submission of GHG emissions data by category A data providers in terms of GHG Reporting Regulations 3 April 2017 as amended and promulgated under the National Environmental Management: Air Quality Act No. 39 of 2004.

In South Africa, we make use of The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, with conversions factors according to Defra 2019. Reporting annually

to the Carbon Disclosure Project (CDP). By reporting through CDP, you can gain competitive advantage. Disclosure helps you get ahead of regulatory and policy changes, identify and tackle growing risks, and find new opportunities for action that your investors and customers worldwide are demanding.

In the UK, in terms of the Energy Savings Opportunity Scheme (ESOS), businesses are required to assess the energy used by their buildings, industrial processes and transport to identify cost-effective energy-saving measures. The Streamlined Energy and Carbon Reporting (SECR) is a reporting framework introduced in April 2019 by the Department for Business, Energy and Industrial Strategy (BEIS) designed to make carbon reporting easier. Our energy data is obtained from a variety of verifiable internal and external sources, including bills, delivery records and expenses: mileage claims.

At the Byrne Group and Russell-WBHO in the UK, energy data (kWh) is converted to a carbon dioxide equivalent using the UK government conversion factors for the respective year. Russell-WBHO follows the Environmental Reporting Guidelines. The GHG Protocol Value Chain (Scope 3) Standard was also used, however, the business is not as yet able to report on all categories that may be relevant.

	Africa		United Kingdom			
	FY2021	FY2020	Byrne Group FY2021	Byrne Group FY2020	Russell-WBHO FY2021	Russell-WBHO FY2020
Scope 1 (tCO ₂ e) Direct emissions from owned or controlled sources	32 520	43 162	1 058	956	12	14
Scope 2 (tCO ₂ e) Indirect emissions from the generation of purchased energy	4 933	4 179	244	233	585	521
Scope 3 (tCO ₂ e) Indirect emissions (not included in scope 2) occurring in the Company's value chain	13 626	7 531	38 613	24 589*	251	269
Total (tCO ₂ e)	51 079	54 872	39 915	25 778	848	804

* Excludes Australian operations, where the reporting of carbon emissions is not required.

FINANCIAL IMPLICATIONS OF THE CARBON TAX ACT

In South Africa, the Carbon Tax Act was promulgated on 23 May 2019 and came into effect on 1 June 2019. The Act introduces emission reduction measures with the objective of inducing behavioural change on the part of producers and consumers alike. While the weight of the carbon tax falls, for the moment, mainly on heavy emitters, knock-on effects will nonetheless result in price increases for the construction industry. Mining, electricity generation, fuel production and process industries such as cement production, are likely to be most affected.

ENERGY CONSUMPTION

AFRICA

- Diesel: 101 770MWh
- LPG: 37MWh
- Petrol: 5 699MWh
- AV Gas: 729MWh

UNITED KINGDOM

BYRNE GROUP

- Natural gas: 584,27kWh
- Gas oil: 2 249 093,90kWh
- Diesel: 1 753 985,69kWh
- Hydrotreated Vegetable Oil: 10 168kWh
- Petrol: 132 963,95kWh
- Propane: 17 972,75kWh

RUSSELL-WBHO

- Electricity | 1 401 539kWh
- Heating | 2 905,17kWh
- Energy intensity: 0,689 CO₂e/£100k turnover

ENVIRONMENTAL PERFORMANCE

CONTINUED

WASTE MANAGEMENT

Objective/target	FY2021		FY2020	
	Reused, recycled or recovered (tonnes)	Landfill (tonnes)	Reused, recycled or recovered (tonnes)	Landfill (tonnes)
Africa	39 590	27 166	57 113	10 747
Australia	25 847	1 959	21 919	2 079
UK				
Byrne Group	4 997	10	7 863	–
Russell-WBHO	2 814	103	5 067	135

No reportable spill-related incidents were recorded. In South Africa, WBHO does not transport hazardous waste. In the UK, the Byrne Group relies on certification to provide assurance that impacts are being managed by our suppliers. Russell-WBHO does not transport hazardous waste.

WATER MANAGEMENT

AFRICA

The construction industry uses large quantities of water as a critical resource for operations. Financial impact derives from business interruptions and increased cost due to scarcity and price increase. This impact is, however, not quantifiable as water availability varies from area to area and fluctuates depending on rainfall. Therefore, as WBHO projects are seldom executed in the same geographical area, the cost implication will vary as they are entirely dependent on individual circumstances prevailing at the time. We investigate alternative water sources such as quarries and waste water treatment plants not only to mitigate water shortages, but also to save costs and reduce the usage of potable water.

WATER SOURCES AND CONSUMPTION

AFRICA

Source	Volume withdrawn (KI)
Municipal	2 365 339,468
Borehole	81 4634
River	95 430,6
Other	119 053

AUSTRALIA

Source	Volume withdrawn (KI)
Municipal	3 497 433,40
Borehole	31 496
River	14 015
Other	46 306

UNITED KINGDOM

In southern England the municipal water supply is generally drawn from deep chalk aquifers and reservoirs. Both sources are heavily regulated and monitored. It is therefore considered unlikely that Byrne Group's direct consumption of water affects these sources. Furthermore, as dewatering construction sites at a rate of >20m³ within 24 hours is a permitted activity, we have had no requirement for such a withdrawal during the year under review, and no discharges have been made into water bodies. While the UK is expected to experience increased water stress within the medium term, shortages are not considered likely to directly affect our operations in that country.

TRAINING

We undertake internal EMS and general legal compliance training for on-site environmental officers. Due to Covid-19, no external training was done in South Africa in the current year. Nineteen employees attended in-house and external training, 95% of whom were black employees. The average spend was R899 per employee.

In the UK, Byrne Group implemented the following environmental training during the year under review:

- All projects are delivered at least one environmental toolbox talk to site staff every month (topics generally cover site compliance issues or updates to the Environmental Management System).
- OHSE managers received one training session covering the non-road mobile machinery regulations and dewatering and discharge activities.
- An environmental alert was issued in June 2021 covering timber returns to the Mitcham yard.
- Spill response training was completed during July 2020, October 2020, February 2021 and June 2021.

Within Russell-WBHO:

- 440 IHASCO online HS&E training modules have been completed with 252 CPD hours duly logged. Feedback to method and course(s) content has been good.

ECONOMIC IMPACT



WBHO is part of a greater socio-economic ecosystem and recognises its dependence on robust relationships with all other stakeholders. The value-added statement indicates the wealth WBHO creates through its activities for the main stakeholder groups being shareholders, employees, debt providers, suppliers and government.

VALUE-ADDED STATEMENT

Rm	2021	2020	
CLIENTS			WEALTH CREATED
Revenue*	43 872	48 597	
SUPPLIERS			WEALTH CREATED
Cost of materials and services*	(36 426)	(42 408)	
Wealth created	7 446	6 189	
EMPLOYEES			WEALTH DISTRIBUTED
Payroll costs	3 912	3 672	
Share-based payment expense	40	44	
INVESTORS			WEALTH DISTRIBUTED
Dividends paid to shareholders	–	109	
FINANCIAL INSTITUTIONS			WEALTH DISTRIBUTED
Interest and finance charges	17	12	
Lease payments	20	23	
GOVERNMENT			WEALTH DISTRIBUTED
Taxes and duties	2 831	2 605	
COMMUNITIES			WEALTH DISTRIBUTED
Socio-economic development	5	5	
	6 825	6 470	
WBHO			WEALTH RETAINED
Attributable earnings/(losses) (less dividends paid)	316	(607)	
Depreciation	305	326	
	621	(281)	

* Including value-added tax and sales tax where applicable.

For more on WBHO's financial performance and commentary, refer to the IR and AFS.

GOVERNANCE

63 Corporate governance report

CORPORATE GOVERNANCE REPORT



Corporate governance is more than a set of frameworks, principles, policies and rules. At WBHO, it means abiding by principles and structures that facilitate and foster good relationships between the Board of Directors (the Board), shareholders, stakeholders, and employees. Good corporate governance is the vehicle to business integrity, successful business relationships and value for stakeholders. The Board holds itself accountable to the principles embodied in the King IV Report on Corporate Governance for South Africa 2016 (King IV™).

ETHICAL CORPORATE CITIZENSHIP

Ethical business practices are set out in our Board-approved Code of Conduct. The Code actively promotes a set of core values covering reputation, quality, cost awareness, team-work and culture, and serves as a guide to employees of the “The WBHO Way” of conducting business. The Code affirms the values of responsibility, honesty, fairness and respect and dictates that all actions must be trustworthy. It promotes ethical conduct amongst our employees and covers topics such as how to avoid possible conflicts of interest within specific areas of competence, Competition Act legislation and the duty of confidentiality. The Code also discusses employees’ responsibilities to ensure a safety culture and protection of the environment. It obliges all directors, officers and employees to interact with one another, as well as with stakeholders, with integrity. During the year under review, there were no issues of non-compliance, fines or prosecutions levied against WBHO or its management for non-ethical behaviour.

COVID-19

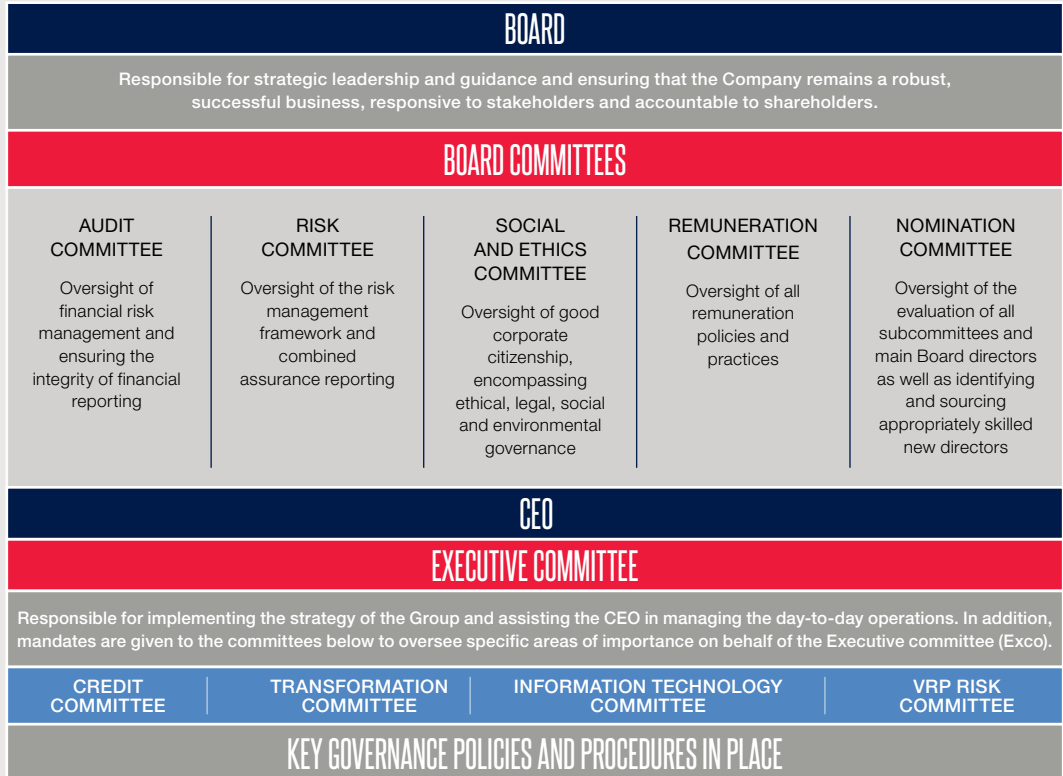
WBHO’s response to the Covid-19 pandemic has been guided by the requirements of the Disaster Management Act. The Board and its subcommittees evaluated the impact of Covid-19 from both a people and financial perspective and oversaw the implementation of all necessary precautions and safeguards. As part of its efforts to ensure the safety of as many of its people as possible, subsequent to 30 June 2021, WBHO rolled out a vaccination drive at its head office and various sites throughout South Africa to encourage all employees to vaccinate.

CORPORATE GOVERNANCE REPORT

CONTINUED

GOVERNANCE FRAMEWORK

Our governance framework, as set out below, enables the Board to maintain effective control while delegating authority through its Board committees and the Executive committee. All of the African operations of the Group are directly subject to the operational and governance structures, protocols and procedures set out in the governance framework. While the governance structures and protocols of the Australian and the United Kingdom businesses are independently managed within each country in line with local governance practices, they are aligned with those of the Group. Certain executive directors and prescribed officers are members of the Australian and United Kingdom boards of directors and subcommittees. They also attend the main Board and subcommittee meetings by invitation.



ETHICAL LEADERSHIP AND GOOD CORPORATE CITIZENSHIP

- Memorandum of Incorporation
- Board Charter
- Code of Conduct
- Division of responsibility
- Appointment of main Board directors
- Declaration of interest
- Anti-bribery and compliance policy, guidelines and procedures
- Competition compliance policy and programme
- Whistleblowing policy
- Tax policy
- Gender and racial diversity policy
- Communication and price Sensitive information policy
- Gifts policy
- Annual independence review of non-executive directors in line with independence of non-executive directors' policy
- Climate Change and Environmental policies
- Occupational health and safety policy
- Quality policy
- Corporate social spend policy
- Monitoring alignment to the UNGC and OECD principles

STRATEGY, PERFORMANCE AND REPORTING

- Regular Board meetings including a specific annual strategy meeting
- Quarterly review by the Board of the progress against strategic objectives
- Alignment of management incentive schemes to strategic objectives
- Review and approval of key documents for external communication
- Annual site visits by the Board to assess the operational environment

GOVERNANCE STRUCTURES AND DELEGATION

- Delegation of authority policy and framework
- Corporate governance framework
- Board committee terms of reference and annual work plan
- Combined assurance and risk management framework
- Remuneration policy
- IT policies
- Directors' induction processes and ongoing exposure to the business

OUR LEADERSHIP

The Board is responsible for developing the strategy of the organisation with management. It retains full and effective control of the Company and ensures that management implements the strategy of the Group.



LEADERSHIP ROLES AND FUNCTIONS

The role of the Chairman is distinct and separate from that of the CEO in terms of the delegation of power and authority to ensure the appropriate balance exists on the Board. The Board is led by an Executive Chairman and therefore, in compliance with paragraph 3.84(c) of the JSE Listings Requirements (JSELR), and as recommended by King IV™, a lead independent director (LID) has been appointed. The roles and responsibilities of the Chairman, LID and CEO are summarised below.

Leadership role	Description
Chairman	The Chairman is responsible for leading the Board and for ensuring the integrity and effectiveness of the Board and its committees.
Lead independent director	The LID is responsible for assisting the Chairman in the execution of his duties and such other functions as the Board may wish to delegate to the lead independent non-executive director. Where the Chairman is absent or unable to perform his duties or where the independence of the Chairman is questioned or impaired, the LID must serve in this capacity for as long as the circumstances that caused the Chairman's absence, inability or conflict exist.
CEO	The CEO is responsible for the effective management and running of WBHO's business in terms of the strategies and objectives approved by the Board.

BOARD OF DIRECTORS

The Board is constituted in terms of WBHO's Memorandum of Incorporation (MOI) and in line with King IV™. The majority of Board members are independent and non-executive directors. Emphasis is placed on ensuring that Board composition reflects diversity in the broadest sense. Diversity encourages robust debate that ensures that appropriate guidance is provided to management in delivering on our strategic objectives. The Board is committed to ensuring that diversity, including that of background, experience, skills, geography, race, age, gender and ensuring it is reflected in its composition. The Board has adopted a race and gender diversity policy and has set a target range for minimum representation on the Board by female directors of between 25 and 30% female directors and black directors of 30%. WBHO has a unitary Board structure, comprising a majority of non-executive directors, independent of management.

BOARD CHARTER

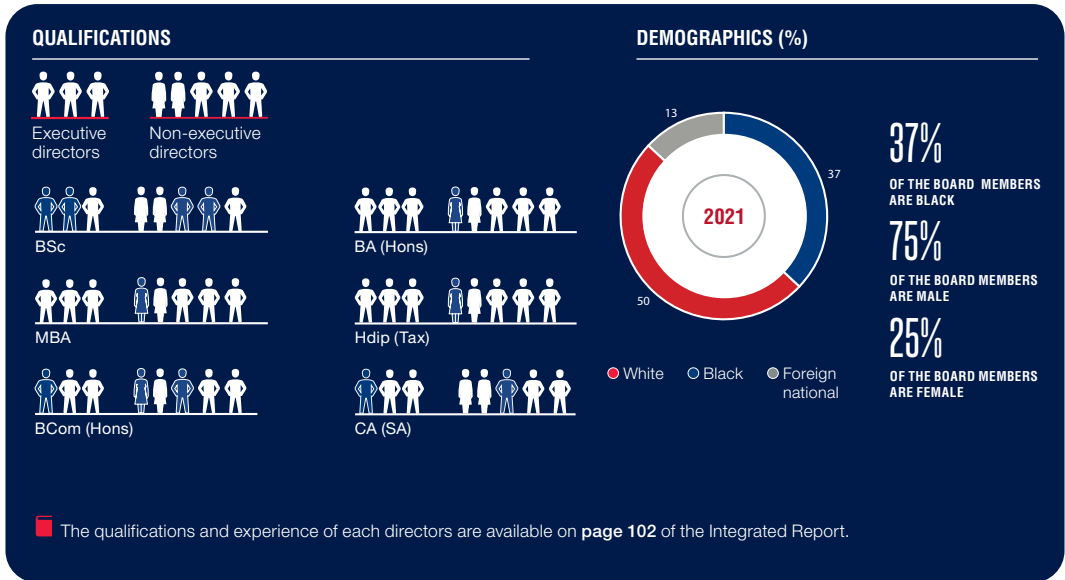
The Board follows a stakeholder-inclusive approach in the execution of its governance roles and responsibilities, and assumes collective responsibility for strategy, policy, oversight and accountability. The Board Charter encapsulates the Board's overall business philosophy, formalised duties and responsibilities. In addition, it highlights the characteristics of the Board and individual Board members, sets out the policies, procedures and steps to be followed by the Board pertaining to the discharge of its duties and the conduct of its activities in order to ensure overall good corporate governance. The Board Charter was reviewed and adopted during the year.

BOARD COMPOSITION

The Board comprises the appropriate balance of knowledge, skills, experience, diversity and independence to objectively and effectively discharge its governance role and responsibilities. The diversity in its membership together with their various attributes creates value by promoting better decision-making and effective governance.

CORPORATE GOVERNANCE REPORT

CONTINUED



BOARD APPOINTMENT AND RE-ELECTION OF DIRECTORS

The Board, supported by the Nomination committee, is responsible for the nomination, selection and appointment of directors to the Board in line with the principles and procedures set out in the Appointment of Main Board Directors Policy.

Apart from a candidate's skill, experience, availability and likely fit, the Board considers the candidate's demonstrated integrity, proven leadership as well as other directorships and commitments to ensure that they will have sufficient time to properly discharge their duties.

The rotation of non-executive directors is governed in terms of the Company's MOI. The MOI requires one third of non-executive directors to retire from office at each AGM, with the longest serving retiring first. All non-executive directors serving more than nine years retire annually and if eligible and meeting the independence assessment criteria, are recommended for re-election. Any re-election of a director is informed by the results of the independence assessment carried out annually.

When recommending directors for appointment or re-election, performance, diversity requirements, Board continuity and independence are considered. The appropriate diversity balance includes but is not limited to skills, industry experience, race and gender.

Savannah Maziya, Cobus Bester and Karen Forbay will retire and, being eligible, will be available for re-election at the 2021 AGM. The retirement age for non-executive directors is 70 years, and 60 years for executive directors. The conditions of employment of executive directors may be extended, dependent on the continued value offered by the executive director in question.

DIRECTOR INDEPENDENCE AND CONFLICTS

The Company Secretary oversees the assessment process for directors' independence. This process is determined in terms of the criteria and recommendations set out in King IV™ as well as the Companies Act of South Africa and the Board Charter.

The performance and independence of individual directors is assessed annually.

During the year under review, the Board assessed the independence of Ms Maziya, who has served more than the recommended King IV™ nine years on the Board. In assessing her independence, the Board considered her performance and any factors that may impair independence, including directors' interests and demonstrated behaviour. The Board is satisfied that Ms Maziya adequately demonstrated the required levels of independence to execute her duties appropriately.

In terms of the Companies Act of South Africa, directors are required to disclose their outside business interests. Directors do not participate in, and recuse themselves from, all meetings where the Board considers any matters in which they may be conflicted. Conflicts are noted on a case-by-case basis when they arise, as required by the Companies Act of South Africa.

The Company Secretary maintains a register of directors' interests, and it is available upon request. The Group complies with the provisions of the Companies Act of South Africa in this regard.

The Board is aware of other the commitments of its directors and is satisfied that all directors allocate sufficient time to enable them to discharge their responsibilities effectively. The Board is encouraged to seek independent legal advice, at WBHO's cost, during the execution of its fiduciary duties and responsibilities, if so needed. During the financial year, no legal advice was

sought by the Board. The Board has direct access to WBHO's external auditors, internal auditors, the Company Secretary, and all members of the executive management team.

Directors and managers with access to material price-sensitive information are prohibited from dealing in shares in periods immediately prior to the announcement of WBHO's interim and year-end financial results and at any other time deemed necessary by the Board or as required in terms of the JSELR. Directors and prescribed officers need to obtain written clearance from the Chairman prior to trading in shares. The Chairman consults with the executive directors before granting clearance to ensure that there is no material price-sensitive information that has not been disclosed to the market. Clearance is provided on receipt of a written request from the director or prescribed officer and once the necessary signatures of the designated directors have been obtained.

BOARD REFRESHMENT

Board refreshment is vital for its effective functioning. Taking into account WBHO's strategy and future needs, as non-executive directors retire, candidates with requisite attributes, skills and experience are identified to ensure that the Board's competence and balance are maintained and enhanced. Rotation of Board members is staggered to ensure that the introduction of members with new expertise and perspectives is accomplished while enabling the retention of valuable knowledge, skills and experience and maintaining continuity.

The average tenure of current-serving non-executive directors is seven years, with three members, or 60% of non-executive directors, serving for less than four years. There were no changes to the composition of the Board in the year under review.

The Company Secretary Mrs Shereen Vally-Kara retired on 31 March 2021 and Ms Donnafeg (Donna) Msiska was appointed as Company Secretary as of 1 April 2021.

DIRECTORS' TRAINING

New developments in rapidly changing operating, political and economic conditions require all directors to stay abreast of current affairs. Relevant material changes in business, laws and codes are circulated to directors, bolstered by online reference material. The need for training and/or upskilling the directors during the pandemic was heightened and many service providers offered online webinars as a training platform on pertinent matters.

The directors were informed of various online webinars to which they could connect and, where possible, recordings were made available for further information. The uncertainties arising from the pandemic resulted in service providers such as the Johannesburg Stock Exchange (JSE) introducing increased duties and responsibilities for directors and/or committees.

Comprehensive guidelines were accordingly provided to the directors for review and implementation. Further in-house and specialist training will be made available to directors as and when required to supplement knowledge and improve the Board's effectiveness.

Directors	Board attendance
Independent non-executive directors	
Ross Gardiner	7/7
Cobus Bester	7/7
Karen Forbay	7/7
Savannah Maziya	7/7
Hatla Ntene	6/7 [#]
Executive directors	
Louwtjie Nel (Chairman)	7/7
Wolfgang Neff (CEO)	7/7
Charles Henwood (CFO)	7/7

[#] *Apologies tendered.*

BOARD EVALUATION

An external evaluation of the Board and subcommittees was performed during FY2021. The findings and recommendations were communicated to the members of the Board. The evaluation included feedback on the performance of Board members and these findings were shared with the Chairman of the Board. Although there were no significant matters of concern noted, the Board took cognisance of the recommendations in the report and will be putting measures in place to address them. The Board is satisfied that the evaluation process would improve its performance and effectiveness.

SUCCESSION PLANNING

Succession for senior positions in the organisation involves identifying suitable candidates internally, wherever possible, and providing them with support, shadowing opportunities and mentorship. Identified candidates also receive further professional development via enrolment with reputable global business schools. Key positions for which a succession plan is required have been identified and processes are in place to implement the relevant succession plans.

CORPORATE GOVERNANCE REPORT

CONTINUED

BOARD EFFECTIVENESS

Through the Board, WBHO endorses and is committed to the recommendations of King IV™, the dictates of the Companies Act, No. 71 of 2008, and the JSELR. To view our latest King IV™ application register, please visit our website at www.wbho.co.za.

WBHO recognises that being a “good corporate citizen” requires the organisation to deliberate and act with fairness, responsibility, transparency and accountability.

The table below summarises the key activities undertaken by the Board in the year as well as planned focus areas for FY2022:

	Desired outcomes	Activities in the year	Specific planned focus areas for FY2022
Leadership, ethics and corporate citizenship	<ul style="list-style-type: none"> An ethical and effective leadership, resulting in the delivery of strategic objectives and positive outcomes Maintain WBHO's responsible corporate citizenship status Establish and monitor an ethical culture 	<ul style="list-style-type: none"> Conducted reviews of the Board Charter, committee terms of reference and policies including division of responsibility and independence of non-executive directors. An external evaluation of the Board and its committees was performed during the year under review. Further enhanced the existing provisions for declaring conflicts of interest with particular focus on the tender process. Began a process for defining and identifying related parties and included it as a standing item in future Risk committee meetings. Displayed independent and effective judgement on material matters. Reviewed the Delegation of Authority Framework. Monitored the implementation all Covid-19 related controls and precautions. 	<ul style="list-style-type: none"> Implement the Group compliance framework Implement the recommendations from the Board evaluation report. Ongoing review of conflicts of interests and compliance requirements Implement a Related Party Policy throughout WBHO Ongoing review of Covid-19-related impacts and compliance requirements
Strategy, performance and reporting	<ul style="list-style-type: none"> Realisation of WBHO's core purpose and values through its strategy A well-considered strategy, taking into account the operating environment, risks and opportunities, with the intent to deliver sustained long-term value Appropriate alignment and monitoring of key performance measures and targets for assessing the achievement of the strategic objectives Providing reliable external reports that enable stakeholders to make an informed assessment of the Group's performance 	<ul style="list-style-type: none"> Monitored the performance and implementation of the approved strategy. Approved key performance metrics and targets for FY2021. Reviewed detailed divisional business reports at the interim reporting period to highlight any emerging issues and risks. Approved the FY2021 budget. Approved the FY2021 Integrated Report, annual financial statements and published results announcements. Reviewed solvency, liquidity and going-concern status. Convened a number of special board meetings to deliberate and strategise over Project Empire, a material transaction for the sale of Probuild Construction in Australia. Ultimately, the transaction that did not materialise. 	<ul style="list-style-type: none"> Monitor progress of the completion of legacy major loss-making projects in Australia and associated legal proceedings for the recovery of claims Review and interrogate the strategic direction and objectives in relation to risks, opportunities, resources and relationships at the annual Board strategy session

	Desired outcomes	Activities in the year	Specific planned focus areas for FY2022
Risk, oversight and compliance	<ul style="list-style-type: none"> Strengthened diversity in thought, experience and independence of the Board and its committees Continuous improvement in the performance and effectiveness of the Board Compliance with WBHO policies and country specific laws and regulations throughout WBHO in each country of operation Substantial compliance with the spirit and principles of King IV™ 	<ul style="list-style-type: none"> No new independent non-executive directors were appointed in the year Monitored progress made in terms of gender and role diversity Considered the requirements of the Promotion of Access to Information Act (PAIA) and the Protection of Personal Information Act (POPIA) Through the Audit committee, reviewed internal audit reports covering compliance with country and Group-specific policies and procedures Identified and assessed Potential risk of non-compliance throughout the Group on a regular basis 	<ul style="list-style-type: none"> Continuously assess the current mix of the Board to determine if it adequately addresses the needs of the business and represents the demographics of the nation An annual assessment of the independence of the Board is performed Ensure compliance with the Diversity Policy of the Group Developed a Privacy Policy in accordance with the Protection of Personal Information Act and amended the PAIA Manual to comply with the requirements of POPIA Ongoing review of the compliance or legislative risk matrix for each country in which WBHO has a permanent presence An independent Board and subcommittee evaluation was performed during the year
Remuneration	<ul style="list-style-type: none"> Fair, responsible and transparent remuneration practices Alignment of executive director and stakeholder interests 	<ul style="list-style-type: none"> Reviewed the Remuneration policy and Implementation plan against WBHO's strategic objectives Gave specific attention to the performance measures of the short term and long-term incentive schemes and approved the necessary targets Approved the value of the short-term incentive pool 	<ul style="list-style-type: none"> Ongoing review of remuneration structures against industry norms and performance of the Group
Stakeholder relations	<ul style="list-style-type: none"> Stakeholder-inclusive approach in the execution of governance roles and responsibilities Reasonable needs, interests and expectations of stakeholders, balanced with the best interests of the Group over time 	<ul style="list-style-type: none"> Identified material stakeholders and oversaw the extent of stakeholder engagement Oversaw facilitation by management of regular and pertinent communication with shareholders 	<ul style="list-style-type: none"> Ongoing monitoring of stakeholder engagement
Corporate governance	<ul style="list-style-type: none"> Appropriate governance structures and processes to ensure effective control of the Company 	<ul style="list-style-type: none"> Considered the independent assessment of long tenure, non-executive directors Implemented virtual Board and committee meetings and strengthened electronic communication in response to Covid-19 and social distancing requirements. Reviewed and monitored ongoing remedial actions to align the IT Governance Framework with international best practice following the IT governance assessment conducted in previous years 	<ul style="list-style-type: none"> Review of the corporate governance framework and the delegation of authority policy by the Board Annual assessment of the independence of long tenure directors and their reappointment in terms of King IV™

CORPORATE GOVERNANCE REPORT

CONTINUED

BOARD COMMITTEES

While overall accountability for the Group is retained by the Board, five standing committees have been established through which it executes some of its duties:

- Audit committee
- Risk committee
- Social and ethics committee
- Remuneration committee
- Nomination committee

Each committee has adopted appropriate formal terms of reference and each committee is satisfied that it has fulfilled its responsibilities in accordance with its terms of reference for the year.

During the year under review, a discussion was held with a key stakeholder with regard to the identification and disclosure of related parties and related party transactions. The stakeholder recommended that the Board establish a Related Party Committee, however after an assessment and discussion of the processes already in place to identify related parties, a decision was taken to include related parties as an agenda item in the Risk committee.

AUDIT COMMITTEE

The Audit committee's primary purpose is to provide financial oversight on behalf of the Board in compliance with the statutory duties and responsibilities in terms of the Companies Act, JSE Listings Requirements and the King Codes. The committee has adopted appropriate formal terms of reference and is responsible for:

- Performing its statutory duties as prescribed by the Companies Act, with specific reference to audit quality, auditor independence and financial policies and reporting concerns.
- Considering the financial performance, financial position, cash flow and treasury status of the Company on a quarterly basis.
- Overseeing, assessing and approving the internal and external audit functions with respect to appointment, work plans, quality of work executed, matters arising from the work performed and independence.
- Reviewing the expertise, resources and experience of the finance function and evaluating the suitability of the expertise and experience of the Chief Financial Officer.
- In conjunction with the Social and ethics and Risk committees, considering the risk management framework and policy as they relate to financial reporting risks, internal financial controls, fraud and non-compliance risks as they relate to financial reporting and IT risks as they relate to financial reporting, as well as the adequacy of the financial risk management process.
- Overseeing the quality of, and reporting by, assurance services within the Group and assurance providers in order to ensure the integrity of information for internal and stakeholder decision-making as well as the adequacy and effectiveness of internal controls.
- Recommending to the Board for approval the interim and annual financial statements, including the solvency and liquidity of the Group and the Integrated Report.

The committee confirms that it has discharged its responsibilities as mandated by the Board, its statutory duties in compliance with the Companies Act and the JSE Listings Requirements, and best practice in corporate governance as set by King IV™.

The Audit committee specifically addressed the following matters in FY2021:

Focus area	Activities and explanation
Funding of material loss-making contracts and any impact of Covid-19 on solvency, liquidity and going concern	<p>In conjunction with management, at each quarterly meeting the committee reviewed and evaluated the 12-month forward-looking cash forecasts of the Group, levels of external debt and available financial facilities. The forecasts took into consideration the funding required from South Africa to support the expected costs to complete the loss-making projects in Australia as well as any other significant non-operating cash flows. The impact of Covid-19 was not considered material in FY2021.</p> <p>The committee also reviewed a schedule of all loss-making and underperforming projects within the Group to ensure that the procurement and execution strategies of the Group remained robust.</p>
Taxation	<p>The committee reviewed the tax policy of the Group. Obtained and considered a quarterly tax report from management and monitored the outcome of audits by revenue authorities.</p> <p>Considered the tax accrual review undertaken by BDO and noted that no significant matters of concern were reported.</p> <p>The committee also reviewed and considered the recognition and recoverability of deferred tax assets in respect of assessable losses.</p>
Timing and impact of the mandatory audit firm rotation	<p>In June 2017, the Independent Regulatory Board for Auditors (IRBA) issued a rule prescribing that external auditors of Public Interest Entities must comply with mandatory audit firm rotation (MAFR) with effect from 1 April 2023. The Audit committee considered whether to early-adopt MAFR or to adopt it from April 2023 as required. The committee concluded that a new external audit firm will be appointed for the audit of the 2024 financial year-end. An announcement of the progress and shortlisted audit firms will be announced at the 2022 AGM.</p>
IT governance	<p>In FY2021, management implemented various changes to policies and procedures to further enhance governance of the IT control landscape, enterprise architecture and the quality of operations and IT support to the business. The committee followed the progress of the project and received regular feedback from management. These enhanced processes are now substantially in place and have been verified by an external party and assessed for their suitability for an organisation of WBHO's nature. External confirmations were obtained with regard to the security of internal and external systems and threats identified were resolved. Cybercrime was also discussed and management will assess the need for insurance cover for such an event at the next insurance renewal.</p>
Corporate governance	<p>The committee assessed how best to meet its obligations in approving the consolidated annual financial statements for the Group in terms of section 3.84(g) of the JSE Listings Requirements. The committee assessed the internal control processes over the consolidation of the various entities including the preparation of subsidiary packs, compiled in accordance with IFRS and signed off by the relevant external auditors prior to consolidation. Management also prepared a reconciliation of Revenue and operating profit from the Management Accounting Reports to the Financial Statements which was submitted to the committee.</p> <p>The Committee also confirmed that the necessary processes were in place for the CEO and CFO sign their Responsibility Statement in terms of section 3.84(k) of the JSE Listings Requirements.</p>

While the Audit committee will continue to operate within its mandate and ensure that meetings address all regular matters reserved for its consideration, the following focus areas will be top of its agenda in FY2022:

- Monitoring the final completion of the loss-making WRU and 443 Queens Street projects.
- Monitoring the financial performance of the Australian operations under the context of the revised business strategy.
- Monitor and assess the liquidity and working capital position of the Group.
- Oversee the finalisation of the enhanced IT governance policies and procedures implemented.

CORPORATE GOVERNANCE REPORT

CONTINUED

COMPOSITION AND ATTENDANCE AT MEETINGS

During the year under review the committee members comprised independent non-executive directors. All members have the requisite business, financial and leadership skills for the position.

Composition	Appointed	Meeting attendance	Other regular attendees
Cobus Bester (Chairman)	1 November 2017	4/4	<ul style="list-style-type: none"> • Chief Executive Officer • Chief Financial Officer • Group Reporting representative • Information Technology representative • Internal auditors • External auditors
Karen Forbay	1 November 2017	4/4	
Ross Gardiner	28 April 2014	4/4	
Savannah Maziya	29 August 2017	4/4	

Refer to **page 102** of the Integrated Report for detailed qualifications and experience of committee members. Designated advisors may from time to time be invited to meetings.

The Chairman met separately with management and the external and internal auditors prior to each meeting. During the year under review, no closed sessions with management or internal and external auditors were held for committee members only.

RISK COMMITTEE

The Risk committee oversees the governance of risks faced by the Group on behalf of the Board. Its primary objectives during the year, which are outlined in the Risk Management Charter, included:

- Evaluation of the risk universe within which the Group operates.
- Ensuring that a thorough business risk assessment is undertaken and a risk profile is compiled by management.
- Oversight of the risk management processes of the Group.
- Satisfying corporate governance reporting requirements.

During the year under review, all members of the Risk committee were independent non-executive directors.

Composition	Appointed	Meeting attendance	Other regular attendees
Ross Gardiner (Chairman)	28 April 2014	2/2	<ul style="list-style-type: none"> • Chief Executive Officer • Chief Financial Officer • Finance representative • Risk representative
Cobus Bester	1 November 2017	2/2	
Karen Forbay	1 November 2017	2/2	
Savannah Maziya	29 August 2017	2/2	

For more on the key risk processes, top risks and mitigation plans, please see our separately published 2021 Integrated Report.

In FY2021, the Risk committee focused on:

- Understanding the changing operational and procurement risks faced by the Company since the onset of Covid-19 in terms of project execution, available tenders, skill retention and capacity.
- Monitored and approved a revised project risk reporting process incorporating a bottom up approach with the project management assuming responsibility for the identification and reporting of project risks, together with controls and mitigation measures adopted, for consolidation at divisional and then Group level.

The committee's focus areas for FY2022 will be to:

- Continually assess and evaluate the risks associated with Covid-19 on both people and operations and monitor vaccination levels amongst staff.
- Improvements in the identification and communication of projects risks to ensure that the committee is evaluating current risks.
- Equip the risk function to play an advisory role by proactively providing vital information for strategic decision-making.
- Monitor the risk management processes implemented in the UK and Australia and ensure they are in line with the Group Risk Management Framework.

SOCIAL AND ETHICS COMMITTEE

The Social and Ethics Committee comprises three independent non-executive directors, Company Secretary and two members from management.

The Social and ethics committee is constituted in terms of section 72(4) of the Companies Act of South Africa and its accompanying regulations to implement the mandate prescribed by regulation 43(5). The committee performs an oversight role from a compliance perspective and its primary functions, which are outlined in the Social and ethics committee Charter, include:

- Ensuring that WBHO conforms to all appropriate legislation and standards of best practice.
- Ensuring that the UNGC and ILO principles, in terms of labour and human rights, are upheld.
- Obtaining confirmation of adherence to environmental and health and safety laws.
- Advancing the empowerment and transformation objectives of WBHO, which includes preferential procurement, social economic development and emerging contractor development.

Composition	Appointed	Meeting attendance	Other regular attendees
Hatla Ntene (Chairman)	1 November 2017	2/2	<ul style="list-style-type: none"> • Environment • Health and Safety • Human Resources • Quality • Transformation • Governance
Karen Forbay	1 November 2017	2/2	
Ross Gardiner	1 November 2017	2/2	
Samuel Gumede	24 January 2018	2/2	
Andrew Logan	13 September 2013	2/2	
Shereen Vally-Kara	19 March 2012*	1/1	
Donna Msiska	1 April 2021	1/1	

* Retired effective 31 March 2021.

In FY2021, the Social and ethics committee focused on:


- A review of the regulatory risk matrices for South Africa and Australia. The committee previously concluded that regulatory risk matrices will be prepared for those countries where WBHO has a permanent presence, namely South Africa, Botswana, Ghana, Mozambique, Zambia, Australia and the United Kingdom. Preparing the regulatory risk matrix for each of the remaining countries will be progressed in FY2022.
- Training conducted in FY2021 and training plans for FY2022 as part of WBHO's anti-bribery and corruption prevention and detection programme.
- Assessing the reports from management in respect of safety, environmental, human capital and training and empowerment and social development.
- Considering safety reports on the causes of the two work-related fatalities experienced during the year, as well as mitigation plans developed to prevent the recurrence of similar incidents.
- Avoidable staff turnover rates and the trends behind resignations.
- Progress on CCMA and Labour Court matters and consideration of how these could impact future employee relations practices.

The committee's focus areas for FY2022 will be on:

- Preparing the matrices for Botswana, Ghana, Mozambique, Zambia and the United Kingdom.
- A committee evaluation to assess performance and identify potential areas for improvement.

REMUNERATION COMMITTEE

The Remuneration committee ensures that WBHO's remuneration policy is fair and reasonable, while remaining compliant with regulatory and governance requirements and that remuneration practices deliver shareholder value. It also ensures the establishment of an appropriate remuneration framework and adoption of remuneration policies which aim to attract and retain top talent, support the Group's long-term strategy and drive sustainable performance.

The Remuneration committee's full report as well as the Remuneration and Implementation report are included from **page 112** of our Integrated Report. 

The Remuneration committee comprises three independent non-executive directors.

Composition	Appointed	Meeting attendance	Other regular attendees
Savannah Maziya (Chairman)	24 October 2006	3/3	<ul style="list-style-type: none"> • Executive chairman • Chief Executive Officer • Chief Financial Officer • Human Resources
Ross Gardiner	11 March 2014	3/3	
Hatla Ntene	1 November 2017	3/3	

CORPORATE GOVERNANCE REPORT

CONTINUED

In FY2021, the Remuneration committee specifically focused on:

- Reviewing and approve the Remuneration policy and 2021 Remuneration and Implementation report, having given consideration to the incentives awarded in the context of Group and divisional performance and current economic conditions.
- The performance matrices and their relative weightings in relation to the LTIs and STIs were reviewed, taking cognisance of the effect of the pandemic on the Group's performance and its ability to achieve targets across the selected matrices and criteria.
- Discussion of a gratuity payments and determining whether a policy should be adopted.
- Remuneration packages and benefits for executive directors, and any termination benefits payable, to ensure that remuneration packages are effective in driving WBHO's strategy and behavior.

An external evaluation of the committee was conducted during the year and there were no significant matters of concern noted

The committee's focus areas for FY2022 will be on:

- Applying consistent remuneration structures and reporting across all regions.
- Formation of a remuneration committee in the United Kingdom reporting to the executive directors who in turn will report to the Remuneration committee.
- Reviewing current policies and procedures applicable to the Remuneration committee and ensuring that new policies and procedures are implemented as and when the need arises to support Remuneration committee decisions.
- Place specific attention on the methodology and application of LTIs and STIs as this area continues to evolve.

NOMINATION COMMITTEE

All independent non-executive directors and the Executive Chairman are members of the Nomination committee. The committee is chaired by the LID. The Nomination committee identifies and recommends individuals for Board appointments. Members of the committee consider specific skills, Board composition requirements and race and gender balance when nominating candidates. The committee also assists with dismissals, succession planning, reviewing committee structures and reviewing Board and committee performance. The committee is responsible for ensuring the integrity of the nomination process.

Composition	Appointed	Meeting attendance	Other regular attendees
Ross Gardiner (Chairman)	28 April 2014	2/2	<ul style="list-style-type: none">• Chief Executive Officer• Chief Financial Officer
Cobus Bester	1 November 2017	2/2	
Karen Forbay	1 November 2017	2/2	
Savannah Maziya	29 August 2017	2/2	
Hatla Nene	1 November 2017	2/2	
Louwtjie Nel	20 November 2019	2/2	

In FY2021, the Nomination committee focused on discussing and understanding the succession planning in respect of key members within the executive.

With no Board resignations anticipated in the coming year, the committee will continue its focus on succession planning as an ongoing requirement. Succession planning is approached in an organised manner by following a staggered approach over the remaining period of a key member's tenure. This methodology ensures that the introduction of members with new expertise and perspectives is accomplished while enabling the retention of valuable knowledge, skills and experience and maintaining continuity.

COMPANY SECRETARY

Having reached the mandatory retirement age of 60 years, the Company Secretary, Shereen Vally-Kara who joined WBHO on 1 June 2007 retired. Donnafeg Msiska was appointed as the Company Secretary to the Board on 1 April 2021. Donna is a qualified and registered chartered accountant and has served in various roles within the Group since joining on 18 March 2013.

The Board as a whole and the individual directors have unrestricted access to the advice and services of the Company Secretary, who provides guidance to the Board and to the directors on how their responsibilities should be discharged. The Company Secretary is exposed to the daily operations of the Company, further embedding and embracing good corporate governance with the aim to improve all areas of compliance.

The Company Secretary has oversight of the induction of newly appointed directors and the continuous training of all directors, including regular updates when changes in legislation and regulations occur that affect the Company. In consultation with the Chairman and the Chief Executive Officer, the Company Secretary ensures that the annual Board plan is set and that the Board agendas are relevant to Board decision-making.

In compliance with paragraph 3.84(j) of the JSELR, an annual evaluation of the Company Secretary was carried out by the Board. The results of the evaluation confirmed that the Company Secretary demonstrated the requisite level of knowledge and experience to carry out her duties.

The Board is also comfortable that the Company Secretary maintains an arm's-length relationship with individual directors and confirms that she is not a public officer of the Company or any of its subsidiaries.

OTHER GOVERNANCE MATTERS

INTEGRATED COMPLIANCE

The Board is satisfied that the Company has complied with all relevant provisions of the Companies Act of South Africa and has operated in accordance with its MOI during the year.

WBHO is made aware of and complies with all relevant legislation and anticipates the statutory requirements of all bills and other regulations. The Social and ethics committee assumes oversight of the compliance function within the Group.

The compliance function of the Group includes a compliance officer assisted by the Company Secretary, internal legal counsel and other assurance providers from the support services of the Group.

Assessments of legal compliance are regularly undertaken by independent legal experts in key areas of the business in order to provide additional assurance. The compliance function provides guidance and assurance to WBHO and the Board and its relevant committees on the level of compliance within the organisation, while also promoting a corporate culture of compliance. It ensures that all business, legislative and administrative processes and procedures are implemented, monitored and adhered to thereby reducing the potential for reputational risk.

WBHO has a zero-risk appetite for regulatory non-compliance and there were no significant shortcomings requiring remedial action in the current year. The compliance function and processes are subjected to an internal audit review on a regular basis.

Please refer to the Integrated Report for further details regarding WBHO's mitigation of the risk of non-compliance to laws and regulations.

INFORMATION TECHNOLOGY (IT)

The Board is responsible for the governance of IT, assisted by the Audit and Risk committees. An IT governance framework has been approved and implemented.

IT risk management forms part of IT governance and is embedded into the risk management process of the Company. The IT steering committee holds responsibility for the IT governance framework as well as the IT risk management framework. The IT steering committee holds quarterly meetings with senior divisional and financial management to ensure that IT is prioritised in accordance with Group strategy and the current business needs of the organisation. The committee is responsible for ensuring effective, appropriate IT support and governance.

IT investment and expenditure budgets are presented to the Executive committee for approval following consultation with divisional management having given due consideration of the overall business requirements. The Executive committee is kept apprised of actual expenditure against the approved budget. Appropriate controls have been implemented to ensure that all organisation, employee and client information is properly protected in compliance with the Protection of Personal Information Act.

During the year under review, a penetration test was successfully conducted by an independent agency and one (FY2020: five) external threat and 11 (FY2020: six) internal threats were identified. All threats were subsequently resolved. Furthermore, the maturity of the IT governance was assessed by an external assessor against international best practice and was determined as appropriate for the size and nature of the business. Some areas for improvement were noted and remedial actions identified will be monitored in FY2022.

SPONSOR

WBHO fully understands the role and responsibilities of the sponsor as stipulated in the JSE Listings Requirements and has cultivated a good working relationship with its sponsor, Investec Bank Limited. The Group is satisfied that the sponsor has met the necessary independence requirements and executed its mandate with due care and diligence for the year under review.

PERFORMANCE DATA

Every effort has been taken to ensure the accuracy of the reported data. WBHO recognises that some data may be subject to uncertainty relating, for example, to different interpretations of the internal reporting guidelines and possible human error in recording and submitting data. The continuous improvement of data quality and accuracy is receiving ongoing attention.

HUMAN CAPITAL

WORKFORCE ANALYSIS

Employment type	Hourly		Monthly		2021		2021	2020	2019	2018	2017
	Male	Female	Male	Female	Male	Female	Total	Total	Total	Total	Total
South Africa	2 497	316	1 108	357	3 605	673	4 278	4 781	6 886	7 421	6 538
Rest of Africa	1 685	185	274	24	1 959	209	2 168	2 798	2 969	2 378	2 062
Australia	302	49	460	128	762	177	939	1 118	1 139	1 219	1 237
United Kingdom	338	2	266	58	604	60	664	773	1 127	-	-
Total	4 822	552	2 108	567	6 930	1 119	8 049	9 470	12 121	11 018	9 837
Total	2 470	669	6 055	616	8 525	1 285	9 470	-	-	-	-

South Africa demographics	African		Coloured		Indian		White		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
2021	2 746	432	312	94	67	34	480	113	4 278
2020	3 228	446	255	98	67	36	529	122	4 781
2019	4 881	710	306	80	75	38	645	150	6 885
2018	5 260	708	431	102	78	36	654	152	7 421
2017	4 621	614	220	87	89	29	708	170	6 538

	2021	2020	2019	2018	2017
Workforce by business unit					
Building and civil engineering	1 788	2 073	3 616	3 683	3 662
Roads and earthworks	4 288	5 097	5 963	5 852	4 676
Australia	939	1 118	1 139	1 219	1 237
United Kingdom	664	773	1 127	-	-
Other*	370	409	276	264	262
Total	8 049	9 470	12 121	11 018	9 837

* Other includes administration functions and Construction materials.

	2021	2020	2019	2018	2017
Staff turnover					
South Africa					
Resignations	167	115	121	143	109
Retrenchments	400	265	275	226	302
Retirements	45	33	25	40	20
Deaths	28	9	12	9	5
Total	640	422	433	418	436
Avoidable staff turnover (permanent employees)	3,9%	3,8%	4,0%	4,7%	4,4%
Rest of Africa					
Resignations	61	13	18	24	7
Retrenchments	408	183	229	21	13
Retirements	5	7	2	5	2
Deaths	10	4	2	2	-
Total	484	207	251	52	22
Avoidable staff turnover (permanent employees)	0,4%	0,4%	0,6%	0,7%	0,3%

	2021	2020	2019	2018	2017
Australia					
Resignations	192	174	197	103	94
Retrenchments	97	136	116	86	38
Retirements	–	–	–	1	–
Deaths	1	–	2	1	–
Total	290	310	315	191	132
Avoidable staff turnover (permanent employees)	20,4%	5,5%	3,0%	3,3%	3,2%
United Kingdom					
Resignations	37	40	28	–	–
Retrenchments	46	40	14	–	–
Retirements	–	5	1	–	–
Deaths	–	–	–	–	–
Total	83	85	43	–	–
Avoidable staff turnover (permanent employees)	5,6%	1,3%	7,5%	–	–
Retrenchments					
Building and civil engineering	399	155	183	205	224
Roads and earthworks	369	246	321	38	21
Australia	97	136	116	86	38
United Kingdom	46	40	14	–	–
Other	40	47	–	4	32
Total	951	624	634	333	315
Industrial relations					
Total person days lost					
South Africa	9 613	43 340	22 379	6 331	3 739
Rest of Africa	75 143	9 709	–	13 504	1 436
Australia	–	–	–	–	–
United Kingdom	–	–	–	–	–
Total	84 756	53 049	22 379	19 835	5 175
TRAINING					
R'000	2021	2020	2019	2018	2017
Spend					
South Africa and rest of Africa					
Building and civil engineering	45 759	42 992	40 552	37 397	16 250
Roads and earthworks	23 930	26 812	39 607	39 663	39 602
Other*	18 290	23 868	11 976	8 655	7 821
	87 979	93 672	92 135	85 715	63 673
Australia	4 313	5 407	4 781	7 216	3 682
United Kingdom	1 638	1 936	2 962	–	–
Total	93 930	101 015	99 878	92 931	67 355

* Other includes administration functions and Construction materials.

PERFORMANCE DATA

CONTINUED

LEARNERSHIPS

	2021	2020	2019	2018	2017
Number of learners					
Apprenticeships	12	12	14	19	18
Adult Basic Education and Training	–	–	10	4	–
NQF 1 National (manufacturing engineering)	–	–	3	–	–
NQF 2 (construction and roadworks)	11	11	15	11	45
NQF 3 (business administration, general management)	3	6	10	–	–
NQF 3 (health and safety and roadworks)	–	–	–	–	11
NQF 4 (business administration, surveying and supervision of construction)	24	43	59	54	47
NQF 5 (construction management)	–	1	2	2	2
Total	50	73	113	90	123

HEALTH AND SAFETY

	Measurement	2021	2020	2019	2018	2017
Lost-time injury frequency rate (LTIFR)						
South Africa and the rest of Africa	Rate	0,36	0,41	0,41	0,71	0,54
Australia	Rate	1,56	0,84	0,73	1,72	1,88
United Kingdom	Rate	0,75	3,01	3,94	–	–
Group	Rate	0,60	0,59	0,69	0,90	0,80
Recordable case rate (RCR)						
South Africa and the rest of Africa	Rate	0,26	0,27	0,28	0,54	0,47
Australia	Rate	1,56	1,40	1,87	2,56	3,55
United Kingdom	Rate	0,75	1,72	2,06	–	–
Group	Rate	0,56	0,60	0,69	0,93	1,07
All Injury Frequency Rate (AIFR)						
South Africa and the rest of Africa	Rate	0,58	0,77	0,39	0,48	0,52
Australia	Rate	15,7	15,44	9,62	9,25	11,83
United Kingdom	Rate	3,35	4,39	2,17	–	–
Group	Rate	3,40	4,18	2,21	2,20	2,70
Work-related fatalities						
South Africa and the rest of Africa	Number	2	3	3	3	–
Australia	Number	–	–	–	–	1
United Kingdom	Number	–	–	–	–	–
Total	Number	2	3	3	3	1
Employees trained in health and safety						
South Africa and the rest of Africa	Number	1 080	896	1 378	1 639	596
Australia	Number	279	757	560	91	146
United Kingdom	Number	1 690	706	1 152	–	–
Total	Number	2 948	2 359	3 090	1 730	742
Safety audits conducted						
South Africa and the rest of Africa	Number	110	88	114	121	129
Australia	Number	52	54***	34	39	–
United Kingdom	Number	179	296	12	–	–
Total	Number	341	438	160	160	129
Non-compliance findings						
South Africa and the rest of Africa	Number	41	102	135	187	187
Australia	Number	52	54	48	63	138
United Kingdom	Number	6	48	65	–	–
Total	Number	99	204	248	250	325

	Measurement	2021	2020
Covid-19			
Cases identified			
South Africa	Number	922	158
Africa	Number	212	8
Australia	Number	2	2
United Kingdom	Number	124	19
Tests undertaken			
South Africa	Number	398	473
Africa	Number	130	29
Australia	Number	135	3 009
United Kingdom	Number	287	30
Deaths			
South Africa	Number	5	–
Africa	Number	–	–
Australia	Number	–	–
United Kingdom	Number	–	–
Recoveries at 30 June			
South Africa	Number	353	148
Africa	Number	126	6
Australia	Number	2	2
United Kingdom	Number	119	19

QUALITY

	Measurement	2021	2020	2019	2018	2017
QMS site coverage						
South Africa and rest of Africa	Percentage	100	100	100	100	100
Australia	Percentage	100	100	100	100	100
United Kingdom	Percentage	100	100	100	–	–
Internal audits						
South Africa and rest of Africa	Number	134	144	187	159	179
Australia	Number	18	5	15	34	–
United Kingdom	Number	40	37	35	–	–
Total	Number	192	186	237	193	179
Sites covered by audit (audit coverage)						
South Africa and rest of Africa	Percentage	53	58	59	49	49
Australia	Percentage	100	66***	87	95	98
United Kingdom	Percentage	95	93	90	–	–
Corrective action notifications (CANs)						
South Africa and rest of Africa	Number	391	473	528	534	624
Australia	Number	66	45***	59	109	–
United Kingdom	Number	30	43	66	–	–
Total	Number	487	561	653	643	624
Non-conformance reports (NCR)						
South Africa and rest of Africa	Number	1 477	1 946	1 470	2 284	3 008
Australia	Number	7	3	23	35	–
United Kingdom	Number	223	342	322	–	–
Total	Number	1 707	2 291	1 815	2 319	3 008

PERFORMANCE DATA

CONTINUED

	Measurement	2021	2020	2019	2018	2017
Supplier audits						
South Africa and rest of Africa	Number	38	40	58	89	73
Australia	Number	–	–	–	–	–
United Kingdom	Number	40	19	–	–	–
Total number of supplier audits	Number	78	59	58	89	73
Supplier inspections						
South Africa and rest of Africa	Number	106	32	106	60	150
Australia	Number	20	21	–	–	–
United Kingdom	Number	5	6	–	–	–
Total number of supplier inspections	Number	131	59	106	60	150
Employees trained in QMS						
South Africa and rest of Africa	Number	69	152	192	385	394
Australia	Number	81	107	221	–	–
United Kingdom	Number	86	203	215	–	–
Total number of employees trained	Number	236	462	628	385	394

ENVIRONMENTAL

	Measurement	2021	2020	2019	2018	2017
Greenhouse Gases (GHG)*						
Direct carbon dioxide (CO ₂) Scope 1	Tonnes	33 590	44 132**	43 959	40 438	35 585
Indirect carbon dioxide (CO ₂) Scope 2	Tonnes	5 762	4 933**	4 298	4 263	3 953
Indirect carbon dioxide (CO ₂) Scope 3	Tonnes	52 490	32 389**	43 285	3 267	2 985
Total GHG (CO₂ equivalent)	Tonnes	91 842	81 454	91 542	47 968	42 523
Water						
Total water use	Gigalitres	3,4	3,6	2,4	3,5	2,5
Waste						
Total waste generated	Tonnes	102 468	104 923 [^]	79 923	33 667	21 073
Recycled	Tonnes	73 248	91 962 [^]	62 215	11 003	7 039
EMS site coverage						
South Africa	Percentage	98	98	98	97	95
Australia	Percentage	100	100	–	–	–
United Kingdom	Percentage	100	100	–	–	–
Internal audits						
South Africa	Number	51	81	95	89	83
Australia	Number	29	54***	150	–	–
United Kingdom	Number	179	296	174	–	–
Total number of audits	Number	259	431	419	89	83
Sites covered by audit (audit coverage)						
South Africa	Percentage	80	83	90	90	85
Australia	Percentage	69	100	100	–	–
United Kingdom	Percentage	100	100	100	–	–
Non-compliance findings						
South Africa	Number	28	34	18	17	7
Australia	Number	–	–	–	–	–
United Kingdom	Number	6	7	25	–	–
Total number	Number	34	41	43	17	7

* Excludes Australian operations, where the reporting of carbon emissions is not required.

** Restated to include Russell-WBHO.

*** Restated to include WBHOI.

[^] Restated to include Australian operations.

GRI CONTENT INDEX

This report has been prepared in accordance with the GRI Standards: Core option.

- **ESG:** See the corresponding pages in this report
- IR:** See the corresponding pages in the 2021 Integrated Report
- AFS:** See the corresponding pages in 2021 Annual Financial Statements

GENERAL DISCLOSURE

Disclosure number	Disclosure title	Document reference	Page reference
102-1	Name of the organisation	ESG	2
102-2	Activities, brands, products, and services	IR	2,8–12
102-3	Location of headquarters	IR	IBC
102-4	Location of operations	IR	10–11
102-5	Ownership and legal form	IR	2
102-6	Markets served	IR	2, 9–12
102-7	Scale of the organisation	IR	9–12
102-8	Information on employees and other workers	ESG	19–29
102-9	Supply chain	ESG	42–47
102-10	Significant changes to the organisation and its supply chain	IR	2
102-11	Precautionary Principle or approach	ESG	14–15
102-12	External initiatives	ESG	13
102-13	Membership of associations	ESG	13
102-14	Statement from senior decision-maker	ESG	6–7
102-15	Key impacts, risks, and opportunities	IR	18–33, 50–54
102-16	Values, principles, standards, and norms of behaviour	IR	9
102-18	Governance structure	ESG	62–75
102-40	List of stakeholder groups	IR	36–40
102-41	Collective bargaining agreements	ESG	23
102-42	Identifying and selecting stakeholders	IR	36
102-43	Approach to stakeholder engagement	IR	36
102-44	Key topics and concerns raised	IR	37–40
102-45	Entities included in the consolidated financial statements	AFS	61–62
102-46	Defining report content and topic boundaries	ESG	2–3
102-47	List of material topics	ESG	3
102-48	Restatements of information	IR	2
102-49	Changes in reporting	ESG	2
102-50	Reporting period	ESG	2
102-51	Date of most recent report	ESG	2
102-52	Reporting cycle	ESG	2

GENERAL DISCLOSURE (CONTINUED)

Disclosure number	Disclosure title	Document reference	Page reference
102-53	Contact point for questions regarding the report	ESG	IFC
102-54	Claims of reporting in accordance with the GRI Standards	ESG	2, 81
102-55	GRI content index	ESG	81-84
102-56	External assurance	ESG	2
103-1	Explanation of the material topic and its boundary	ESG	3
103-2	The management approach and its components	ESG	10-15
103-3	Evaluation of the management approach	ESG	16-80

TOPIC-SPECIFIC DISCLOSURES

Disclosure number	Disclosure title	Document reference	Page reference	Material sustainability issue addressed
201-1	Direct economic value generated and distributed	ESG	61	Communities
201-2	Financial implications and other risks and opportunities due to climate change	ESG	54–60	Responsible environmental business practices
201-3	Defined benefit plan obligations and other retirement plans		ESG: 22 AFS: 21,38	Communities
201-4	Financial assistance received from government	AFS	63	Communities
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	ESG	22	Communities
202-2	Proportion of senior management hired from the local community	ESG	20,22,28	Communities
203-1	Infrastructure investments and services supported	ESG	49–53	Communities
203-2	Significant indirect economic impacts	ESG	13–15	Communities
204-1	Proportion of spending on local suppliers	ESG	44–53	Communities
205-1	Operations assessed for risks related to corruption	ESG	14–15	Governance
205-2	Communication and training about anti-corruption policies and procedures	ESG	11,73	Governance
207-1	Approach to tax	IR	90–93	Communities
301-1	Materials used by weight or volume	ESG	57–58	Responsible environmental business practices
301-2	Recycled input materials used	ESG	57–60	Responsible environmental business practices
301-3	Reclaimed products and their packaging materials	ESG	60	Responsible environmental business practices
302-1	Energy consumption within the organization	ESG	59	Responsible environmental business practices
302-3	Energy intensity	ESG	59	Responsible environmental business practices

Disclosure number	Disclosure title	Document reference	Page reference	Material sustainability issue addressed
303-1	Interactions with water as a shared resource	ESG	60	Responsible environmental business practices
303-2	Management of water discharge-related impacts	ESG	60	Responsible environmental business practices
303-3	Water withdrawal	ESG	60	Responsible environmental business practices
303-5	Water consumption	ESG	80	Responsible environmental business practices
305-1	Direct (Scope 1) GHG emissions	ESG	59	Responsible environmental business practices
305-2	Energy indirect (Scope 2) GHG emissions	ESG	59	Responsible environmental business practices
305-3	Other indirect (Scope 3) GHG emissions	ESG	59	Responsible environmental business practices
306-2	Waste by type and disposal method	ESG	60	Responsible environmental business practices
306-3	Significant spills	ESG	60	
306-4	Transport of hazardous waste	ESG	60	Responsible environmental business practices
306-5	Water bodies affected by water discharges and/or runoff	ESG	60	Responsible environmental business practices
307-1	Non-compliance with environmental laws and regulations	ESG	56	Responsible environmental business practices
308-2	Negative environmental impacts in the supply chain and actions taken	ESG	14, 42–43, 80	Responsible environmental business practices
401-1	New employee hires and employee turnover	ESG	19	Communities
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG	22	Communities
402-1	Minimum notice periods regarding operational changes	ESG	23	Communities
403-1	Occupational health and safety management system	ESG	30–38	Health and safety
403-2	Hazard identification, risk assessment, and incident investigation	ESG	30–38	Health and safety
403-3	Occupational health services	ESG	30–38	Health and safety
403-4	“Worker participation, consultation, and communication on occupational health and safety”	ESG	30–38	Health and safety
403-5	Worker training on occupational health and safety	ESG	37–38	Health and safety
403-6	Promotion of worker health	ESG	24–25	Communities
403-7	“Prevention and mitigation of occupational health and safety impacts directly linked by business relationships”	ESG	24–25	Communities

TOPIC-SPECIFIC DISCLOSURES (CONTINUED)

Disclosure number	Disclosure title	Document reference	Page reference	Material sustainability issue addressed
403-8	“Workers covered by an occupational health and safety management system”	ESG	30–38	Health and safety
403-9	Work-related injuries	ESG	30–38	Health and safety
403-10	Work-related ill health	ESG	30–38	Health and safety
404-1	Average hours of training per year per employee	ESG	25–29	Communities
404-2	Programs for upgrading employee skills and transition assistance programs	ESG	25–29	Communities
404-3	Percentage of employees receiving regular performance and career development reviews	ESG	25	Communities
405-1	Diversity of governance bodies and employees	ESG	66	Communities
406-1	Incidents of discrimination and corrective actions taken	ESG	14	Communities
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESG	23–24	Communities
408-1	Operations and suppliers at significant risk for incidents of child labor	ESG	14	Communities
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	ESG	14	Communities
410-1	Security personnel trained in human rights policies or procedures	ESG	14	Communities
411-1	Incidents of violations involving rights of indigenous peoples	ESG	14	Communities
412-1	Operations that have been subject to human rights reviews or impact assessments	ESG	14	Communities
412-2	Employee training on human rights policies or procedures	ESG	14	Communities
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	ESG	14	Communities
413-1	Operations with local community engagement, impact assessments, and development programs	IR	36–40	Communities
414-1	New suppliers that were screened using social criteria	ESG	14, 44–47, 80	Communities
414-2	Negative social impacts in the supply chain and actions taken	ESG	14, 44–47, 80	Communities
415-1	Political contributions	ESG	14	Governance
416-1	Assessment of the health and safety impacts of product and service categories	ESG	30–38	Health and safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	ESG	30–38	Health and safety
419-1	Non-compliance with laws and regulations in the social and economic area	ESG	14	Governance

STATUTORY INFORMATION

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(Incorporated in the Republic of South Africa)

Registration number 1982/011014/06

Share code: WBO

ISIN: ZAE000009932

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