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ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT 2022

E&T GLOBAL INVESTMENTS (PTY) LTD

1. INTRODUCTION

This report provides a summary of E&T Global Investments (Pty) Ltd (“E&T”) key ESG issues in the year 2021 and our planned initiatives for 2022. This report aims to provide investors and all interested parties with an understanding of the ESG risks and opportunities that inform our business strategy and shape our future, as well as an understanding of our performance across these issues. We understand that to be considered as a key player in the mining industry, we have a duty to operate responsibly and minimise the impact of our operations on the environment and communities. We recognise that we are at the beginning of our journey in formalising our approach to ESG reporting.

This report discusses our achievements and what still needs to be done and/or improved on in our ESG strategy. We understand that our stakeholders, in particular our investors, are interested in the extent to which a company is openly aware of its major ESG risks and the extent to which it can adequately describe the mechanisms to effectively manage and respond to its major and emerging risks and opportunities, including being able to deliver long-term value.

E&T is an innovative commodities trading company, with a growing international and domestic portfolio of coal trading. With years of experience in the mining services sector, we look for opportunities to expand and diversify our core business through our operations and our innovation in the mining services sphere. Our aim is to be recognised as a global commodities trader and in the near future, mining company. We aim to achieve this by continuing to operate with integrity and respect, by focusing on the safety and wellbeing of our people, working in partnership with our stakeholders and by continually exploring new ideas and opportunities.

E&T Minerals has, since its inception, strived to be a socially responsible corporate citizen with due regard for Environmental and Social Governance, community development and upliftment and good governance within its workplace. We have the relevant internal policies that promote good governance in the workplace.

E&T Minerals continually seeks to add value to our business practices, both for our own business and for our customers and suppliers in the mining sector. In our currently primary role as a commodities trader, and through our research and development programmes, we will seek to develop innovative, low cost solutions across the entire mining value chain, thereby reducing processing costs and improving the efficiency, effectiveness and financial viability of resource recovery.

Our focus on adding long term value to the mining industry is demonstrated by our investments in commodities such as coal, both locally and internationally, in order to encourage investment into South Africa and locally to ensure the domestic retention of more of the wealth derived from South African resources.



2. A SNAPSHOT OF 2021

Reflecting on 2021, E&T Minerals have far outperformed their mandate when one considers their corporate social initiatives. To name a few:

1. Blank Space Records Soup Kitchen at Lion of Judah, Alexandra
 - a. 80 families a month
2. Just Hold On Drive with Sparrow Village, an HIV/AIDS home based in Krugersdorp
 - a. 310 people
3. The Buttercup Foundation, in conjunction with 'The Amature Chef', in supporting the "For The Hommies" bi-weekly feeding scheme
 - a. 2000 people a month
4. Community upliftment programmes in Diepsloot through the Barnabus Foundation and AFM Church
 - a. 450 people a month
5. Food drives, sponsored by Zulzi, for communities in Olievenhoutsbosch, Mayibuye and Maraisburg
 - a. 250 people a month
6. Educational sponsorship for a student at Allen Glen High School
 - a. Stationery
 - b. IT tools
 - c. Tuiton
7. Tuition for a student at the WITS Business School
 - a. Postgraduate Diploma in Management
8. Sanitary pad drives for communities in Emalahleni, Middelburg and Delmas
 - a. 300 girls/women
9. Construction of the Ithembu Lethu 4IR Lab at Tsiki Naledi Primary School in Hendrina, Mpumalanga
 - a. In partnership with Software AG and the Department of Basic Education, we transformed the existing but outdated computer lab and library into a multi-purpose learning centre. Equipped with 3D printers, drones, coding system learning kits, digital teaching boards and state-of-the-art computers that offer specialised high-end technology to Grade 4 to 7 learners.
 - b. Addressed the digital learning gap in rural areas
 - c. Spurred the South African government to mandate an introduction of coding and robotics to South African schools starting 2023
 - d. Will allow learners as young as 10-years-old to learn how to build and code machines whereas it was common that their first experience of a computer would only be in University
 - e. The popularity of the project led to the first waiting list recorded for incoming students at Tsiki Naledi Primary School. Currently 100 prospective learners await admission into the school
 - f. We are currently working with e-Mfundi, a learning and skills development provider, to create the first-ever technology-based curriculum that is unique to the rural community.



3. OUR PORTFOLIO

E&T offer a commodities trading platform and a wide range of partners with expertise in general mining services, including washing, crushing, screening, processing, site services, mine-to-port logistics, ship loading, marketing and export of resource products.

In addition, we are currently working towards securing ownership of coal mines, rare earth metal mines and chrome assets and will therefore be the source of commodities. In order to remain competitive, we recognise the importance of innovation in providing sustainable and low cost solutions across the mining infrastructure value chain and are in the process of developing a complete pit to port cost-effective solution.

4. OUR PEOPLE

We are mindful that our people are integral to our vision of being recognised as a leading global commodities trader and mine owner and this is reflected in our core values.

5. OUR GOVERNANCE

We strive to set the highest standards of corporate governance as we understand that the importance of its impact on our financial performance and our capacity to fulfil our stakeholders' expectations of the company being a good corporate citizen. We are guided by the King IV Report on Corporate Governance and our policies have been drafted in line with King IV. We are committed to a high level of corporate governance that encourages and supports a culture that values safe, ethical behaviour in addition to integrity and respect. Our Code of Conduct sets out our expectations on the conduct and behaviour of our directors, officers, employees and contractors.

We view breaches of this code as serious misconduct. We have developed various policies to meet these expectations..

6. OUR KEY ISSUES

We understand and appreciate the key ESG issues that impact our business and influence our stakeholders and have thus focussed this report on issues that will enable us to engage with our stakeholders in a meaningful way.

The issues we have reported on capture our impact, and those that we believe influence the decision making of our internal and external stakeholders. Whilst we have not yet undertaken a detailed materiality assessment process that meets the guidance provided by the Global Reporting Initiative (GRI) Standards, we have considered:

- The list of issues in the GRI Standards and the top GRI aspects reported by the international mining sector;



- The concerns of stakeholders as we understand them through our ongoing stakeholder engagement processes;
- The ESG risks that we have identified as having the highest impact on our business.

6.1. **Health and Safety**

We are committed to providing a safe working environment and a safe system of work for our employees, our contractors and our visitors and recognise that our performance in this area is fundamental to our overall success. The health and safety of our people is of paramount importance and a key driver for our Company, with a primary focus on managing safety risk and injury prevention while ensuring we achieve our production targets. The ethos of our approach puts the safety and wellbeing of our people at the forefront of all that we do.

6.2. **People**

We believe in forming long term, sustainable relationships. Our “People Approach” guides how we attract, recruit, develop, engage and retain talented people. We are continually working towards creating an inclusive workplace and developing our people and leadership capability. We are committed to advancing equality in the workplace by attracting and retaining a diverse workforce. With a wide range of backgrounds and experiences, our employees help us create a competitive advantage that differentiates and elevates everything we do.

We are an evolving organisation with a diverse and passionate workforce. We recognise the need to further improve our performance across the employment life cycle from attraction through to retention, to reflect our intent to grow with the right people on board and further enhance our growing talent pipeline. In response, we are driving performance improvement initiatives to ensure we create a diverse and inclusive organisation, with a culture and vision that aligns to our people’s longer term career aspirations. We hold ourselves accountable to our purpose, vision and values. We have refined our Code of Conduct which is based on our values and represents our commitment to uphold the highest standards of ethics and integrity in our business practices.

In 2020, we had undertaken business and executive coaching with BizHQ. This programme looks to define a individuals’ DISC profile, EQ, VAK Learning Style and Belbin profile through a process of assessments and team building exercises. This is aimed at aiding in organizational goal setting and cohesion within our company.

These efforts aim to build upon the company’s current programs to foster a diverse and inclusive corporate culture, which allows us to attract, retain, and motivate top talent. Our company is engaged with senior leaders and HR Department in identifying and prioritizing our efforts.



6.3. Governance and Standards of Conduct

Responsible and ethical behaviour is a business imperative and is integral to our operations across all our markets. We believe that the way in which we conduct ourselves on a daily basis is key to building trust, maintaining our integrity, ethical standards, reputation and positive relationships with our stakeholders and ultimately in achieving long-term business success.

We have embedded a framework throughout our operations to ensure that we are able to manage existing and emerging risks in the area of business integrity, including upholding the highest standards of professional conduct, maintaining our financial strength and conducting our tax practices responsibly.

6.3.1. Standards of Conduct

We have a governance framework built on our Code of Conduct which sets out our guiding principles and outline what we expect of each of our employees and what our customers and communities expect of us – the highest possible standards of professional and ethical conduct.

6.3.2. Financial Strength

We contribute to financial stability and sustainability in all of the markets in which we operate. The disciplined execution of our strategy, underpinned by the cash- generating nature of our business and our maintenance of appropriate capital, positions us well to be able to continue to deliver high-quality products and services to our customers and long-term growth to our shareholders, adding strength and stability to the financial system. Our Annual Financial Statements (AFS) are drafted and audited by an independent third party in line with the International Framework of Reporting Standards (IFRS). We have adopted a triple bottom line (Integrated Reporting) style that takes into account all aspects of our business environment and our stakeholders.

6.3.3. Meeting Customer Needs

The needs of our customers continue to evolve and we aim to serve them for the long term. This involves proactively listening to them and innovating to develop our products, solutions and distribution channels to improve financial access and deliver consistent, sustained performance.

Customer-centricity is key to our service proposition planning and the sales process, as well as the service we deliver from inception through to the point at which the service finishes its lifecycle. We aim to provide the highest standards of service at all times when managing the products our customers hold with us.



We have a duty to act to advance our customers' interests responsibly and with integrity. Owing to their distinct operations and operating contexts, we pursue a business-specific customer approach to assess, manage and report on customer risks.

- Treat customers fairly, openly and honestly
- Provide and promote services that meet customer needs, are easy to understand and deliver real value
- Maintain the confidentiality of our customer information (except where the law requires disclosure)
- Provide and promote high standards of customer service and monitor these standards rigorously
- Ensure that our complaints processes provide an effective and fair means of resolution between the business and customers.

6.3.4. **Responsible Investment Principles**

We adhere to responsible investment standards that are governed by our Code of Conduct and our corporate values.

Our investment process incorporates both financial and non- financial factors in our approach to the stewardship of our business.

The reputation of E&T Minerals is managed and protected through careful consideration of ESG issues in our mining activities.

Corporate governance processes allow us to demonstrate our activities as a responsible investor.

6.3.5. **Sustainable procurement**

The ongoing support of our supply chain is vital in becoming a sustainable business. We prioritise engagement with suppliers whose operations have the largest environmental impact. Our procurement team ensures that environmental requirements are integrated into procurement frameworks and form part of the supplier selection criteria.

6.3.5.1. **Our supply chain**

We rely on various third-party suppliers and outsourcers for the goods and services that are required for the smooth functioning of our business.

In sourcing those goods and services, we seek to maximise value and minimise our supply risk, while operating in an ethical and socially responsible manner.



6.3.5.2. **Managing our supply chain risk**

Our diverse supply chain includes:

- Businesses that provide and maintain our IT network and systems
- Businesses that provide specialist professional and advisory services and that support our staff and their work environment, such as cleaners, security staff, property maintenance and catering personnel
- Third-party partners, contractors and agents that form our distribution network.

Key personnel in our business have the capacity to make the purchasing decisions that are relevant for the business needs and markets. However, the overall process is informed by our company standards.

It is our policy to work in partnership with suppliers whose values and standards are aligned with our Code of We undertake due diligence processes before engaging a new supplier, especially critical suppliers. As part of the selection process, all of our employees are expected to ensure that third-party supply arrangements are entered into with consideration of the content of the Code of Conduct and are also actively managed, with ongoing due diligence, review meetings and, if required, audits.

6.3.6. **Protecting Human Rights**

We believe in respecting human rights and acting responsibly and with integrity. Modern slavery, human trafficking, child labour or any other abuse of human rights has no place in our organisation or our supply chain. We have always believed this commitment extends beyond our organisation and into our supply chain and such considerations are integrated into our Code of Conduct.

6.3.7. **Operating our third-party and outsourced relationships responsibly**

A large number of our suppliers are financially and operationally smaller than us and we are committed to ensuring that we pay them promptly, in accordance with our contractual obligations. For operational suppliers, our accounts payable systems are set up to mirror the payment terms agreed and monthly reports are sent to management that identify individuals responsible for invoices that remain unpaid after the due date. Where there are outstanding queries with a supplier on an invoice, a typical response is to put to one side any disputed amount to allow the remainder of the invoice to be paid.

6.4. **CLIMATE CHANGE AND SUSTAINABILITY**

Climate change poses potentially significant risks to E&T and its clients, not only from the physical impacts of climate change but also from the transition risks associated with the shift to a low-carbon economy.



Our relationships with our clients are long-term and it is therefore vital that our strategy and its execution manage long-term climate risks to ensure that we remain a sustainable business. Commitments to address climate change and both governmental and corporate efforts to transition to a low-carbon economy in the coming decades could have an adverse impact on global investment assets. In particular, there is a risk that this transition, including the related changes to technology, policies and regulations and the speed of their implementation, could result in some sectors facing significantly higher costs and a disorderly adjustment to their asset values. This could lead to an adverse impact on the value and the future performance of the mining assets of E&T if climate considerations are not effectively integrated into investment decisions and stewardship duties. Where the investment horizons of our businesses are long-term, the relevant assets are potentially more exposed to the long-term impact of climate change.

We are in the process of refreshing our company-wide assessment of climate-related risks in our investment portfolio, while also establishing the internal capabilities needed to make enhanced climate-related mining disclosures in future reporting periods, considering the geographical and asset class breadth of our mining activities. We will report on this further in our future ESG reporting.

We have embarked on a project to invest in a range of alternative assets that play a role in addressing climate-related risk and opportunities. We aim to work with the CMR Group, a global energy firm with offices in 13 countries and specialising in the turn key delivery of Solar PV, Solar PV Hybrid and Hydro Power Plants, with the aim of building a solar power plant on Welgelegen Farm in Balfour, Mpumalanga. Our aim is to help facilitate a shift towards a low-emission future in South Africa.

We are committed to preserving the planet's natural resources and ensuring the health and safety of our employees, families and mining communities in which we operate.

Our Junior Analyst is currently studying his Postgraduate Diploma at the African Energy Leadership Centre AELC, WITS Business School. The AELC aims to address the issues of energy shortages in Africa. A hub of teaching and research, the focus of the AELC is on the latest thinking and best practice in energy leadership.

Our goal is to take an increasing role in facilitating ESG practices, disclosures, and dialogue between investors and corporates. This not only creates liquidity for new investible products, such as ESG index futures, green bonds, and exchange-traded products that focus on ESG principles, but it will also likely create a better, more sustainable economy over the long-term. The ESG data set is growing more robust, definitive, and mainstream every day, and we are finding better ways to measure performance.

6.5. ENVIRONMENT

We are cognisant of our environmental responsibility and continually look at ways to minimise our impact on the environment. We recognise the importance of developing and administering robust environmental management systems that ensure legislative compliance. Whilst our impact as a commodities trader is currently limited, with the imminent



acquisition of a mining assets, we are looking at implementing specific processes and policies to minimise our environmental impact. We aim to use CMR Group on our mining assets to reduce electricity costs on our operations, while reducing CO2 emissions and reliance on volatile prices of diesel fuel as well as the attendant maintenance and logistics bottle necks associated with reliance on diesel for electricity generation.

6.6. **PERFORMANCE AND REWARD**

The performance and rewards of our employees are monitored by and driven by Key Performance Indicators. Each individual contributes to the success of the business and is rewarded accordingly. We recognise and reward high performance and are committed to a fair and transparent system of reward. We are mindful of the gender pay gap which demonstrates the demographic role of the mining industry: there is a greater proportion of males in more senior roles and a greater proportion of females in more junior roles. We are working on initiatives to increase the proportion of women in senior management and operating roles as part of our strategic focus on diversity and inclusion.

Remuneration is linked to the delivery of business goals and expected behaviours and we ensure that rewards for our people are consistent with our values and do not incentivise inappropriate risk-taking. To enable this, employees are not only regularly assessed on 'what' they have achieved, but also on 'how' they have done so.

6.7. **EXECUTIVE REMUNERATION**

E&T Minerals executive remuneration arrangements reward the achievement of business, functional and personal targets, provided that performance is aligned to the company's risk framework and appetites and that our conduct expectations, as well as those of our regulators and other stakeholders, are met.

6.8. **COMMUNITY**

We will continue to assess the impact our operations have on the communities in which we operate and to demonstrate how we are contributing to these communities. We are committed to supporting and giving back to the communities in which we live and work.

Our community investment strategy is closely aligned with our business objectives and with our stakeholders' concerns and interests, aiming to protect and encourage more sustainable and resilient communities. Our programme is focused around four principal areas: social inclusion, financial education and life skills, infrastructure refurbishment, and employee engagement.



6.8.1. Long-term Community Programmes

We establish long-term relationships with our charity partners. Our programmes vary according to the needs and culture of each region and we provide support to charitable organisations through both funding and the experience and expertise of our employees.

Our operating model allows our business to manage its activities within the framework of a consistent, corporate approach. In order to guide our business to actively support communities in line with our strategy, we have certain standards in place that outlines the minimum standards expected of our community investment programmes:

- The strategy should have a strong emphasis on one or more of social and welfare, education and cultural activities;
- Our company should take account of the cultural, economic and social needs and sensitivities of the communities in which it operates, as well as its own business objectives;
- Our business may use cash contributions, cash-in-kind contributions or voluntary time commitment by personnel as an investment in the community;
- employees are encouraged to become involved in community investment programmes to deliver added value for both the communities and the employees in terms of personal or professional development;
- Wherever possible, community investment projects should enable appropriate skills to be transferred to partnering organisations to help expand their capabilities; and
- The strategy should take account of the broader reputational impact on the business.

We prohibit certain investments, such as political expenditure and have a compliance and governance department, with senior management representation, which regularly review all community investment activity and agree strategy and spend. All initiatives are vetted and approved as part of the annual review process. The Marketing department is required to submit comprehensive reports to the HR and Compliance team quarterly, providing detailed information on major strategic initiatives.

6.8.2. CSR Projects

We provide assistance to our partner agencies across Gauteng to serve our mining communities in need because support is better for us all. We aim to provide services and facilities for mining communities through social inclusion projects, and in turn, support the transition to smart rural futures.

Our mission is to be the ultimate charity platform of choice to connect contributors, volunteers, and beneficiaries with the end result being making charitable giving a part of everyone's life. Our caring target includes school children, underprivileged families, orphanages, old folks home, persons with disabilities, and others.



We amplify our philanthropic contributions by partnering up with like-minded individuals and companies to related community engagement and social justice organisations through the CSR program.

We are committing R15 000 000 million over the next decade for cash donations to organisations and individuals providing critical assistance to communities disproportionately impacted by the global health, economic, and social crises.

6.8.3. ICT in Schools

E&T in partnership with the Software AG, believe that no one should go without their essential needs being served. We believe that The 4th Industrial Revolution will fundamentally change society, much in the same way that electricity, digital technology and a range of technological developments did during previous industrial revolutions. There is a deep concern about the inequality gap widening as the result of technological advances the availability of universal high-speed broadband is undoubtedly critical to rural development and this is especially important in order to maintain the long-term stability of mining communities. The main objective of the project is to provide computers for training in order to make the teaching and learning environment conducive for both instructors and students for better performance in examinations and enhancing the technological skills of learners.

Through our training, youth will be able to become productively engaged and better qualified to excel in their curriculum. There is a direct need for this form of training, available principally at commercial prices, which is very expensive, and thus requires that we assist underprivileged schools which will help in bridging the Digital Divide and level the playing field.

The computer laboratory will provide a learning environment with access to computer equipment, office applications and the Internet where youth and young adults can gain the computer skills needed to be successful and to secure better jobs in the future. We will offer new opportunities for mining communities to become computer literate, viable and competitive in the market place, develop their careers, rise above poverty and contribute to national development.

6.8.4. Health

We aim to provide substantial and meaningful assistance to people who face difficulties in their life. The initiative is seeking to bring relief to the plight of health education and gender inequality. It is hoped that with implementation of the E&T Community Outreach Project, this would at least help to alleviate issues young woman and girls face without the adequate access to healthcare. To dispel stigmas and taboos around menstruation but rather instill dignity, decency and pride into mining communities in the vicinity of Pullens Hope, Mpumalanga.



Objective:

- To provide health education and period protection materials to Quintile 1, 2 and 3 secondary schools in Pullens Hope, Mpumalanga.
- To act as a platform for members of the public in order to improve social cohesion, health, education, labour, and rural and urban renewal in mining communities.
- To create awareness in the formulation of effective strategies to eliminate exclusion of the girl child.

6.8.5. Our community investment performance

We monitor community investment activities and review our programmes to ensure they are fit for purpose. Our corporate responsibility goes well beyond pure charitable cash donations and has evolved to focus on strategic, long-term programmes as well as significant in-kind support, including staff volunteering.

6.9. SEED FUNDING

E&T not only raised money from off-shore private entities for junior miners in South Africa and back into their business, they also invested in fashion, art, entertainment and media, agriculture, education and the construction sector to name but a few.

E&T wanted to diversify and focus primarily on the youth of the South Africa. Seeing a R1.2 Million investment into six (6) businesses in 2020 through the implementation of bridging finance. With small businesses and entrepreneurs being unable to raise funds from Big Banks and Government, they sought to bridge the gap for those with a vision to achieve but not necessarily, the means.

The Orange Economy also known as the Creative Economy. We can define it as the sector that includes the value generated by offering goods and services based on intellectual property (crafts, film, design, publishing, fashion, TV or video games for example). The business advisor John Howkins developed the concept in 2001 in order to explain the impact in the economy that these activities can have.

- 6.9.1. DIPSTREET, the street fashion trendsetters, was one such project. The assistance by E&T made way for the store to move into a more lucrative location and upgrade its retail space. Shortly after that, they were able to open a second store in the trendy Parkhurst 4th Avenue.
- 6.9.2. MCHL, or commonly known as MCHL by Taku. MCHL's first 18 months in operations saw the small start-up go from R0 to R1 Million in sales while also being featured and sponsored in the illustrious Forbes magazine. The fashion label has tailor-made garments for various clients from Maps Maponyane to Ze Nxumalo.
- 6.9.3. SCOUT STUDIOS, another young Media company, including a group of young creatives were also seeing a downturn in business. E&T decided to step in and assist. The assistance came in the form of a loan which saved the company from shutting down. Those same



individuals have now grown into one of the most dynamic, vibrant and trailblazing creatives in the Media industry.

- 6.9.4. **BLANK SPACES:** In late 2018, Blank Spaces Records was born. In just over two (2) years, the small recording label has captured over 1 million streams, with the majority of play coming in 2020. With Grammy award nominated artist, eVoke, Malawi-bred and locally loved music mogul King Jillz and soon-to-be-star Stephen of Kent on their lineup, they have also worked with everybody from Beyonce and Cassper Nyovest to Lady Zamar and Vegasxcesar.

E&T believes in the South African youth and will do what is necessary to support small business owners.

6.10. **SOCIAL ENTERPRISE DEVELOPMENT**

We are proud to support organisations and the critical work they are doing that will help our society move forward. E&T, together with AFM Sandton (Church) have partnered up to create the Barnabus Foundation, a non-profit organisation which will engage in various SED initiatives primarily focused in disadvantaged communities. The first initiative kicked off in June 2019 where food parcels and blankets were donated to a local orphanage in Diepsloot. With assistance from E&T assisted in tuition funding for a Postgraduate Diploma at the WITS Business School for one of their several educational projects.

6.11. **OUR PERFORMANCE DIVERSITY AND INCLUSION**

We value diversity and inclusivity and are committed to creating a working environment where each person's unique differences are recognised and valued. We are committed to creating and maintaining a work environment that values diversity of thought and experience.

On acquisition of mining assets, we aim to increase Indigenous employment through a range of initiatives, including training programmes and a talent identification and retention strategy for Indigenous employees. While we are placing a great deal of emphasis on improving our diversity, we recognise we still have a fair way to go in achieving the targeted outcomes we aim to deliver. We aim to implement a Diversity and Inclusion programme across the business in 2022, incorporating the newly established Diversity Steering Committee to manage our approach and measure achievements in this area.

6.12. **LEARNING AND DEVELOPMENT**

We are committed to implementing a Learning & Development Strategy, aimed at promoting a culture of continuous learning and feedback and developing a talent pipeline using a framework which enables people to progress through the business with improved opportunities and access to the resources required to develop.



6.13. CULTURAL TRANSFORMATION

During 2020 we dedicated time and resources to understanding our culture and looking at what we need to do differently. As we mature and grow, we must continue to challenge ourselves and our operating norms. This includes focussing on how leaders impact the culture that we are creating across the organisation. We need to ensure a sustainable business where we find a balance between getting results and supporting the needs of our people. Our goal is to unlock the full potential of our talented workforce. This will ensure that we continue to successfully deliver on our expectations and provide a healthy and sustainable organisation for many years to come, based on well considered leadership foundations.

7. CONCLUSION

We are committed to our ESG obligations in our industry and monitor and customize our policies in line with legislative and governance requirements from time to time and to that end will publish an ESG Report on an annual basis.