

Communication on Progress (COP)

Submission date: 19 February 2021



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Zutari overview

As engineering consultants and trusted advisors, Zutari co-creates an engineered impact that enables environments, communities and economies to thrive.

Few others can match our local capacity, long-standing presence and understanding of the challenges required to operate successfully across various regions. In the past 90 years, we've formed a relationship with Africa, the Middle East and its people. While its problems and challenges have defeated many, we've seen these giants at its best. Our ongoing commitment to co-create impact makes us the perfect partner to those less familiar with working in these regions.

We are experienced in complex international projects and our Global Design Centres allow us to bring world-class solutions to our clients. As a private management-owned company, our commitment is true and we have vested interest in our clients' success. Our strong relationships allow us to connect the right expertise, processes and resources to match client's needs and bring stakeholders that have shared interests together. We blend the old and the new. We have moved beyond traditional engineering and work collaboratively to integrate technical and creative thinking. This process of co-creation allows us to unearth new opportunities with our clients and partners. Grounded in digital engineering, we continuously deliver better results.

Co-create

Complex problems require collaborative solutions.

We do not assume to know all the answers. The different perspectives needed to identify the real issues and challenges we need to solve, don't reside in boardrooms or blueprints.

Co-creation opens our problem-solving process to a host of voices, often different to our own. We commit to spending enough time in the world of our clients and end users to truly understand the impact we're being asked to make.

We connect clients, stakeholders and partners with shared interests across the globe to co-create new opportunities.

It's this commitment to truly add value that has earned us the trust of our clients.

Engineered

The intentional, skilful and artful approach that drives us beyond traditional engineering.

Engineered solutions blend the old and the new, reframing technical expertise for an ever-changing world where you have to continuously innovate to deliver better results.

Our technical eminence, accrued over decades, is now complemented by digital technology to help us solve problems where human ability alone is not enough. What took days, now takes moments. We are passionate about the new, the modern, the smart.

Today, we integrate technical and creative thinking. We employ design thinkers to help us explore problems deeper. We deliberately invite different voices to the table. It's how we expand our creative capacity to engineer solutions for impactful, lasting change.

In the past, engineering focused mainly on the design and construction of assets. At Zutari we deliberately connect assets to strategy for better decision making. We see better results when it's the designer of an asset who advises clients how to plan, operate, optimise and repurpose those assets.

Impact

The deliberate and shared value we create for the economies, environments and communities we serve.

Impact is hard-won. The best social and environmental performance need to be underpinned by strong financial performance. True sustainability requires the three to be integrally linked.

Our solutions always consider the impact on the environment and communities but we also consciously deliver outcomes that help clients stay and thrive in business.

We craft authentic local solutions to some of the world's most challenging problems. What works globally, does not always translate into contextually relevant answers.

That's why our impact matters.

Our leadership

Zutari is a proudly African and management-owned company.

Zutari's Board consists of a collective of industry leaders in their respective fields, representing a diverse set of cultural and professional backgrounds. Their combined experience in both the public and private sector has shaped the strategy for Zutari to engineer a positive impact for the economies, communities and environments we operate in. Our Board is supported by a Management Committee that is empowered to plan, manage and lead our business.



Dr Lulu Gwagwa



Zohra Ebrahim



Dr Gustav Rohde



Teddy Daka



Phil Hendricks



Mzimkulu Msiwa



Joseph Ndala

Our history



Almost a century in business.

Our story begins in 1932 where a small office in Cape Town, South Africa, became the catalyst for a nearly one-hundred-year journey.

It's a road that's taken us into 33 African countries, the Middle East, Asia and Australia. Our belief in shared value has seen us merge with multiple companies since the early 2000s.

You might remember some of our previous names – Africon, Ninham Shand and Netgroup. Following a merger with Australasian firm Connell Wagner in 2009, we operated for 10 years as Aurecon. Merging with a global business allowed us to embrace a global perspective and significantly increased our participation in world-renowned projects.

2020

Zutari launched. Zutari acquires Aurecon Middle East, a business established by legacy firm Africon in 2002.

90 years

Our markets and expertise

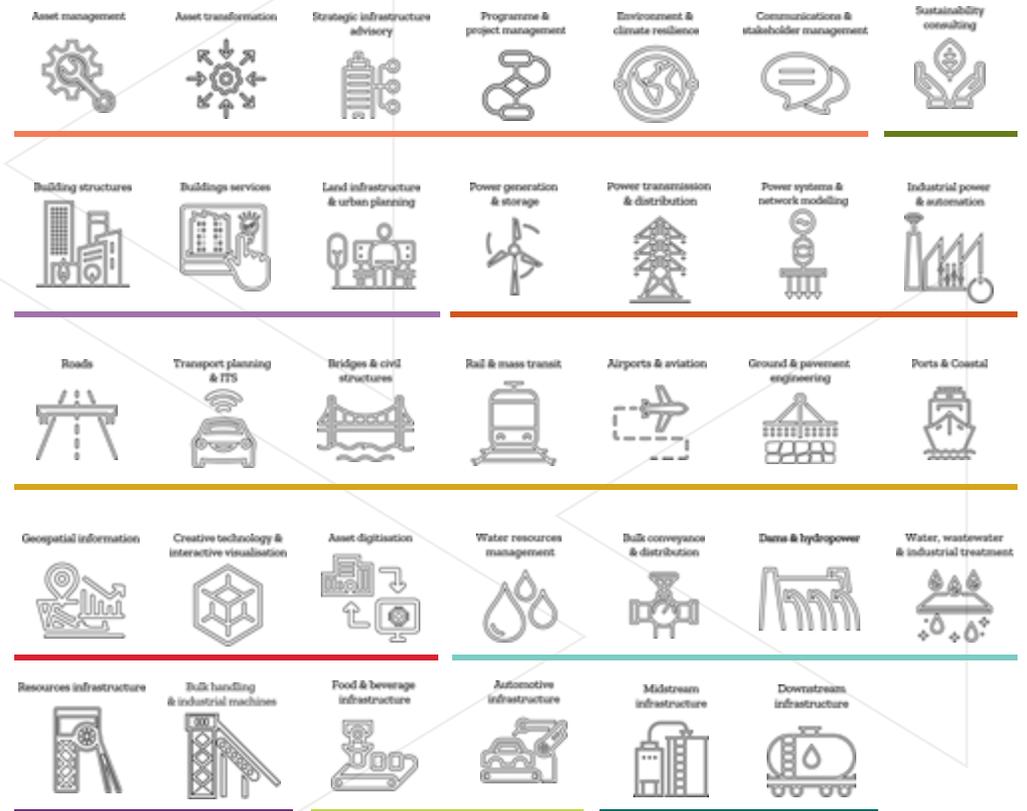
Working through selected clients, initiatives and programmes, across multiple markets, our impact is multiplied.



Our projects cross markets, disciplines and geographies, creating a variety of engineered solutions that are reframing Africa.

Our highly skilled and experienced multi-disciplinary teams push boundaries to help Africa grow.

We work as a team with our clients, our communities and the end-user. Our projects cross markets, disciplines and geographies, creating a footprint of engineered solutions that are reframing Africa.



Our footprint

35

WORKING IN COUNTRIES, THROUGH STRATEGIC PARTNERSHIPS

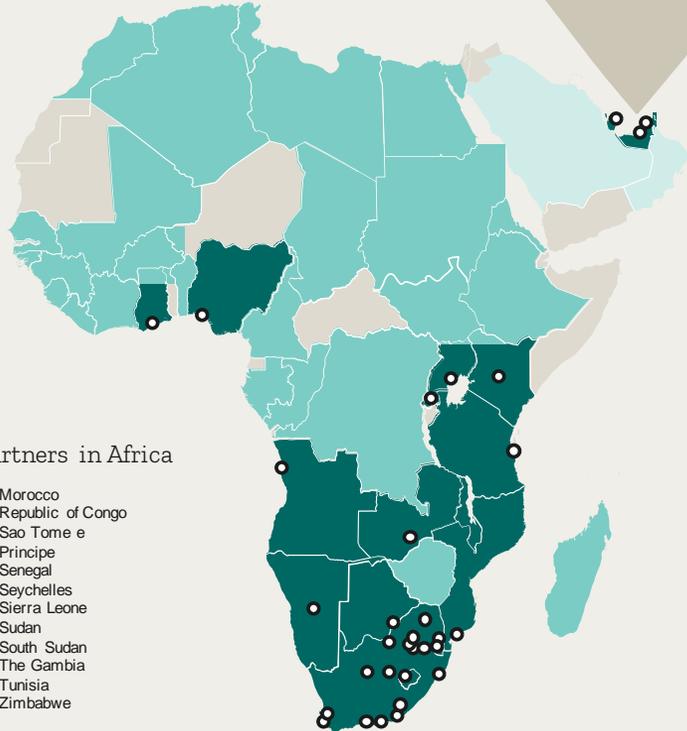
More than 10 000 projects in the last decade

Country offices

Angola
Botswana
Eswatini
Ghana
Kenya
Lesotho
Mozambique
Namibia
Nigeria
Qatar
Rwanda
South Africa
Tanzania
Uganda
United Arab Emirates
Zambia, Lusaka

Project involvement & country partners in Africa

Algeria	Egypt	Morocco
Benin	Eritrea	Republic of Congo
Burkina Faso	Ethiopia	Sao Tome e
Burundi	Gabon	Principe
Cameroon	Guinea	Senegal
Cape Verde	Guinea-Bissau	Seychelles
Chad	Libya	Sierra Leone
Comoros	Madagascar	Sudan
Cote d'Ivoire	Malawi	South Sudan
Democratic Republic of Congo	Mali	The Gambia
Djibouti	Mauritius	Tunisia
		Zimbabwe



Our People

We are more than 2000 people strong across Africa and the Middle East.

More than 1700 of us are technical experts. Our multidisciplinary teams are capable of integrated delivery and give clients the unique opportunity to scale engagement to match desired outcomes.

We leverage insight and are valued for it. Our deep technical skills attract the best talent. At Zutari, we offer careers that are meaningful and fulfilling.

We are Solutionists. A Zutari solutionist is both a thinker and a doer who combines technical and creative intelligence with digital technology, to deliver shared value to a wide range of industries, communities and environments.

Our multidisciplinary teams include consultants, planners, engineers, scientists, technologists and technicians within the fields of:

- Business consulting
- Chemical engineering
- Civil engineering
- Communication and stakeholder engagement
- Digitisation, visualisation and spatial data
- Economics
- Electrical engineering
- Environmental engineering
- Fire engineering
- Health and Safety
- Industrial engineering
- Information technology
- Mechanical engineering
- Process engineering
- Procurement
- Project management
- Structural engineering
- Sustainability
- Systems engineering
- Urban and regional planning

We are pleased to confirm that Zutari Africa Limited reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this annual Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. Unless otherwise indicated quantitative and qualitative information reflects the totality of Zutari in Africa. Information covers our Financial Year 2020 and Financial Year 2021 to date as indicated. Following due process, Zutari acquired additional offices in Dubai, Abu Dhabi and Qatar in November 2020. These offices are not yet included in our reporting.

Zutari and our heritage company have compiled sustainability reports aligned to GRI Guidelines/ Standards since Financial Year 2014. Zutari (Pty) Ltd as the holding company for Zutari Africa Limited is a member of the GRI Community.

We also commit to sharing this information with our stakeholders using our primary channels of communication.

We are committed to:

- Supporting and respecting the protection of internationally proclaimed human rights
- Ensuring that we are not complicit in human rights abuses
- Recognising the rights of freedom of association and collective bargaining
- Eliminating all forms of forced and compulsory labour
- Pursuing the effective abolition of child labour
- Eliminating discrimination in respect of employment and occupation
- Supporting the precautionary approach to environmental challenges
- Undertaking initiatives to promote greater environmental responsibility
- Encouraging the development and diffusion of environmentally friendly technologies
- Working against corruption in all its forms, including extortion and bribery





Health & Safety



Health & Safety

“At Zutari we understand that fostering a robust and responsive health and safety culture is a critical part of our obligation to our employees, our clients, and the communities in which we operate.”

Evert de Vries, Lead of Health and Safety

Zutari aspires to the goal of no harm to people and strives for excellence in all it does. Employees are guided and equipped with the capability to honour this commitment and comply with applicable laws and standards. We underpin our strong culture of health and safety with a detailed, targeted and responsive health and safety governance framework and management system.

Our staff can call on the support of a highly professional Health & Safety team who have the knowledge and experience needed to meet the challenges of project health and safety management. In addition, to give 'on the ground support' we appoint experienced health and safety professionals to our relevant project teams, people who combine a deep understanding of the management of health and safety and the needs of our clients.

Life Saving Rules

To support the HSMS framework, Zutari applies 10 My Life Saving Rules, which address high risk situations and activities we encounter and conduct most often when undertaking Zutari typical operations and service delivery. This programme is designed to offer practical lessons to use in the efficient and effective management of specific health and safety risks - be it on a project site or in the office – and everyday issues like driving, travelling and mental health are also addressed. The My Life Saving Rules describe critical controls that must be in place to help our people work safely with high risk activities and environments

- Knowledge of our MLSR is vital, and implementation is about saving lives.
- Our people are both empowered and expected to adopt them. They are not optional.
- They offer a clear message on how to manage specific health and safety risks.

Health & Safety Management System

With our experience as engineering consultants and trusted advisors in project and service delivery across the African continent and the Middle East, Zutari offers highest levels of expertise in the successful management of health and safety risks. We achieve this by having a Health and Safety Management System (HSMS) fully integrated with our project and service delivery processes. The HSMS is aligned to ISO 45001:2018 and applies to all Zutari operations.

The HSMS is a vital resource for all Zutari personnel and supports them in all aspects of their work. It has been developed with input from Zutari personnel to assist in making each part of the system practical and user-friendly.

- Protect the health and safety of people performing, or affected by, Zutari work
- Comply with legal and other requirements
- Maintain constructive consultation with Zutari's people and others involved in Zutari's operations
- Support management and staff in achieving continuous improvement of health and safety.



Health & Safety

Employee Wellness Programme

We have appointed a service provider to enable our employees, and their dependants, to have access to this valuable, totally confidential service. Independent Counselling & Advisory Services (ICAS) has extensive experience in providing a professionally managed service that is tailor-made to support employees' needs in today's pressurised world.

The service offers each employee, and their dependants, the comfort of knowing that they always have access to the following services:

- A dedicated hotline available 24 hours a day, 365 days a year for telephonic counselling services with qualified psychologists
- Arrangements for face-to-face counselling with a psychologist in the area of their home or work
- Telephonic guidance on life management issues such as legal, financial, family care, substance abuse, and loss of a loved one
- Telephonic health and medical advice and support services
- Musculoskeletal health guidance
- Access to the electronic eCare service that provides a wealth of health and wellness-related information

Management of Health & Safety Risks

We work in vast and diverse projects and geographies, and our people are exposed to environments with high to extreme security, travel or medical risks. These include high operational risks, crime "hot spots", infectious diseases, natural disasters and political instability. Identifying of these risks begins early at project opportunity stage, where potential hazards are identified, assessed, planned for, prevented or eliminated.

When applying the risk management process consideration shall be given to local legislations, codes of practice, standards and contractual requirements for health and safety. We provide health and safety risk management processes to anyone working on a Zutari project to assist in:

- Identifying, assessing, managing, controlling and reducing risk
- Eliminating hazards
- Preventing incidents
- Comprehensively managing injury and rehabilitation
- Promoting health, safety, well-being and continual improvement

We carefully manage the health, safety and security risks our employees working in high risk locations through the following initiatives:

- Health and Safety Induction
- Project Risk Assessment Process - involves assessing any health, safety and country-related security, medical and travel risks during the pursuit stage of project opportunities and understanding the resources and effort required to execute work safely, as well as identifying the appropriate approval level required.
- Travel Advisory service – provides information required to approve work and travel to locations with specifically high medical, security and/or travel risks. Work and travel to these locations require formal approval by the Chief Operations Officer, Health & Safety Leader and Greater Afrika Office Lead.
- Travel reservations are made via Zutari's in-house travel management company, in order to ensure relevant travel insurance and emergency evacuation processes are activated.
- Employees and travellers have access to the Travel Advisory service and assistance 24 hours a day. They are informed of health, safety and security issues via email/SMS alerts through the service.



Training

Zutari acknowledges the importance of ensuring staff at all levels are adequately trained and aware of H&S requirements, tools and where to access information. Competence and awareness of staff is addressed and prioritised in all documents that govern the Zutari HSMS. Staff that is aware and trained have more success in achieving The Way We Work, are better equipped to display H&S Leadership, and follow all the procedures and standards intuitively rather than from a compliance point of view. Training and competence requirements are based on better practises, as well as on legal requirements.

The following table provides insight into the compulsory H&S training courses that Zutari offers in-house:

- Legal liability
- H&S requirements for projects
- Risk management
- Incident investigation
- Visible Felt Leadership
- Mental health for line managers
- My Life Saving Rules
- H&S representatives
- Emergency evacuation wardens
- H&S champions
- H&S on-boarding
- H&S compliance training
- PM203 – H&S requirements for projects

Leadership Behaviours

Zutari Leaders are transforming the way we talk about Health and Safety - taking a human-centered approach and talking about the people who depend on them.

Leadership behaviours fall into a range of different categories, each with the intent of Zutari Leaders leading, communicating and demonstrating positive safety behaviours, both internally with our people and externally with stakeholders, clients and the community.

To help our leaders around Zutari drive positive change for Health and Safety, we have created a suite of leadership behaviours that allow leaders to be involved in various activities and lead by example.

The most value gained from a leadership behaviour is generated through the discussion of Health and Safety with peers.

Only a few of the options requires actual forms to be filled in (such as an interaction, inspection or task observation), the majority is up to their own style! They are encouraged to be authentic and to show their passion.

Looking Forward

Our goal at Zutari is to preserve a robust and responsive health and safety culture and enhance the safety and efficiency of project and service delivery, a commitment we make to every employee, client, and community member. Every staff member deserves to be protected and cared for, and to return home safely every day.

Our goal is supported by an H&S strategy which is built on three key pillars, namely:

- Leadership - equipped and supported leaders who take accountability for H&S with confidence
- Wellbeing - balanced resilience staff
- Performance - competent staff who achieve success in The Way We Work

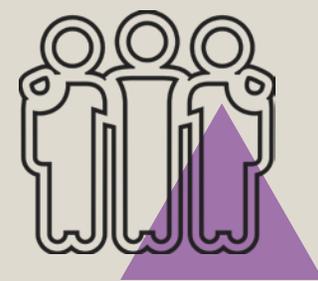
Our H&S strategy is underpinned by a detailed, targeted and responsive health and safety governance framework and management system, which is designed to meet the fundamental approach of ISO 45001.

Incident Statistics

- **Lost Time Injury Frequency Rates improved from 0.12 (FY20) to 0.00 (FY21 to date)**
- **Recordable Injury Frequency Rates improved from 0.25 (FY19) to 0.00 (FY21 to date)**

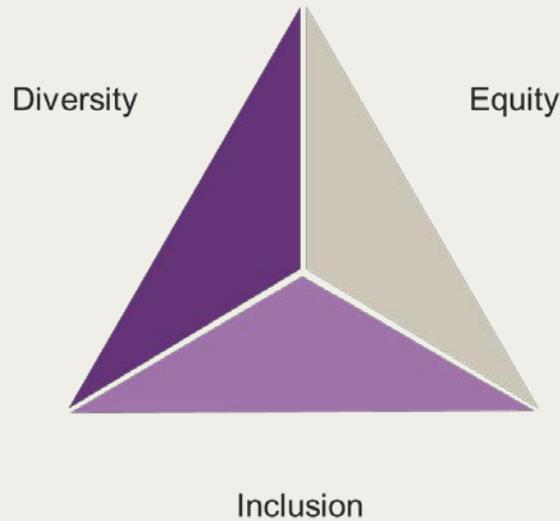
Note: Injury frequency rates are calculated over 200,000 hours excluding cases of COVID-19.





Diversity, equity and inclusion

Diversity, Equity and Inclusion



Our vision of working towards a non-racial and non-sexist inclusive democracy when creating opportunities for all is made possible by placing diversity and inclusion at the core of our business operations, sector and industry.

At Zutari, we have implemented, and we drive several programmes and initiatives aimed at attracting, retaining, inspiring, engaging and increasing our share of diverse high-potential people. There is no doubt that there is great value in embracing the tenant 'diversity is our strength'. DEI at Zutari has the following core components:

- Doing business that is fair
- Co – creating an engineered impact that our people are proud of.
- Recruiting and retaining the best talent that enables our people to attain their full potential.
- Embracing our people with respect, dignity and integrity.
- Addressing conscious and unconscious biases around race, sexuality, language and in the performance management process as they have a direct impact on our workplace experience.
- Building an inclusive culture is an ongoing process with various initiatives that embraces suggestions and new ideas that has no defined end date.

Performance Management – ZUPP (Zutari Annual Performance Process)

We believe in the power of a high-performance culture, the foundation of which is the appropriate quantity and quality of performance coaching and conversations between managers and team members. Our high-performance culture is enabled by a process that has three distinct parts i.e. :

Performance Planning, Performance Coaching & Performance Review.

ZUPP (Zutari Annual Performance Process) is focused on growing Zutari, by growing our people. It is a conversation centred process designed to:

- Be simple, streamlined and drive meaningful coaching conversation across the business which deliver strong performance outcomes
 - Support a clear understanding of individual goals and expectations for the performance period
 - Drive coaching conversations that examine individual performance, skills, personal development, behaviour and career.
-



Diversity, Equity and Inclusion

Discrimination

Within Zutari we create an environment free of discrimination. We will not tolerate any form of unfair discrimination, any form of bullying, sexual harassment, discrimination or general harassment in the workplace at any level, from any of our stakeholders.



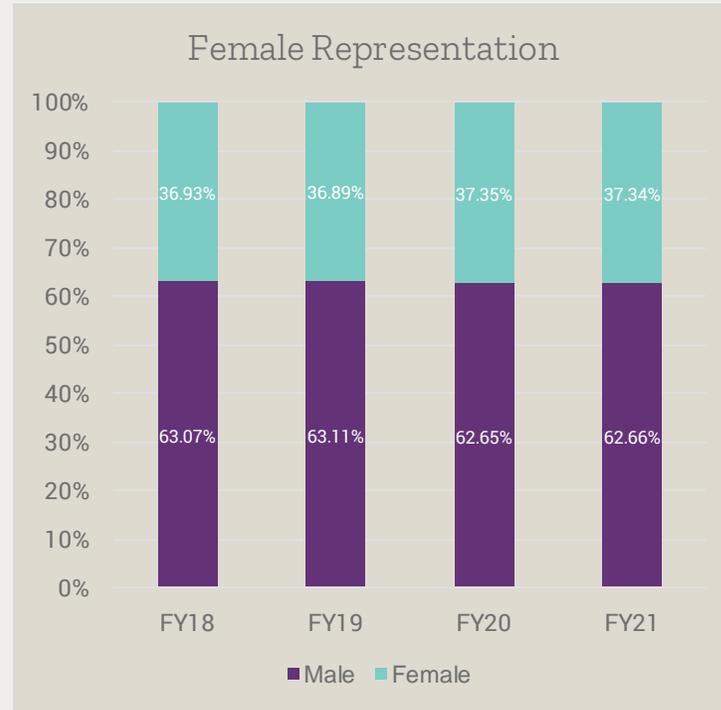
Zutari understands the importance of supporting equal employment opportunity policies and the value of diversity to the company.

All Zutari employees have contracts of employment with specific conditions of employment. We do not employ any person under the age of 18. Our policies and formal terms of employment are consistent with the applicable laws and awards in the countries in which we operate.

We have also implemented a grievance policy that provides a mechanism for employees, contractors and consultants to raise a grievance about workplace issues (including, but not limited to, discrimination, harassment, bullying, violence, vilification or victimisation) without fear of retribution and to enable corrective action to be taken where necessary.

Recent Achievements

Current Female Representation 37.34%



Voluntary Annulised Attrition

Voluntary Annualised Attrition	
FY19	10%
FY20	10%
FY21	7%
Average	10%

Employer Rankings

Universum's Most Attractive Employers rankings, South Africa:

- 2019: Voted one of top Engineering/Technology companies to work for in South Africa – Top 10 for professionals; Top 20 for students
- 2018: Voted one of top Engineering/Technology companies to work for in South Africa – Top 10 for professionals; Top 20 for students

South African Graduate Employers Association (SAGEA):

- 2020: Ranked Zutari 2nd among the top engineering employers in South Africa
- 2019: Ranked Zutari 4th among the top engineering employers in South Africa

GradStar Student's Choice Awards

- 2020: Ranked Zutari 1st among Consulting Engineering firms in South Africa

Diversity, Equity and Inclusion

Broad-Based Black Economic Empowerment (B-BBEE) in South Africa

Broad-Based Black Economic Empowerment (B-BBEE) is a socio-economic policy that encourages and incentivizes companies operating in South Africa to participate in the economic development of the country.

B-BBEE is a growth strategy which is best achieved by targeting the inequalities in the country and ensuring meaningful participation of the population.

It requires a substantial change in the racial composition of ownership and management structures, and in the skilled occupations of existing and new enterprises.

Our B-BBEE Statement

Zutari is committed to the implementation of B-BBEE within its South African operations and has been verified as a Level 1 Contributor to B-BBEE under the Amended Construction Sector Codes of Good Practice.

At Zutari we regard B-BBEE not as a compliance exercise, but we embrace our role as a responsible corporate citizen that also acts as an agent for change in our industry and society.

This rating helps us serve our clients well. They are now able to claim 135% of the Rand value of spent on services provided by Zutari, towards their own B-BBEE Preferential Procurement scorecard.

We continuously seek out opportunities to improve this rating. We also remain committed to execute socially relevant and impactful programmes that benefit the communities, environment and economies in which we operate.

Level 1 rating



For the past year we achieved a BBBEE Level 1 rating with an improvement from 100.11 points to 102.18 points.

Supplier development



More than 3.00% of NPAT was spent on supplier development initiatives.

Equity ownership



24.77% of Zutari is black-owned and 8.57% is black women owned.

Employment equity



45.05% of Zutari staff is black of whom 20.66% are black women.
More than 35% of Zutari staff is black youth.
More than 21% of Zutari staff are black professionally registered employees and 3.13% are black employees with disabilities.

Preferential procurement



121.25% was spent with empowering suppliers.
33.49% was spent on black-owned suppliers of which 10.77% was spent on black women suppliers.
More than 24.08% was spent on SMMEs.
1.89% was spent on Designated Group suppliers that are at least 51% black owned

Skills development



Zutari exceeded the target of 2.00% of Leviable amount by spending R19 million on training and development initiatives for black employees of which R18 million was spent African employees.
20.01% of skills expenditure was spent on Executives, Senior Middle Managers and 70.65% was spent on Junior Managers.

15.98% of skills expenditure was spent on bursaries for black people. 42.03% of Zutari staff are registered professionals.

Management control



83.33% of Zutari's Board is black of whom 33.33% are black women.
66.67% are black Executive directors.



Looking Forward

Leadership Development Programmes

2021 will see the launch of a number of revamped leadership development programmes as Zutari responds to a growing global and local expectation to grow leaders who are adaptive, forward-thinking and agile in a fast-changing future.

Adaptive Leader Programme

Aligned to organisational strategic intent and serves to develop inclusive, agile and owner-minded leaders who are enabled to achieve rapid, sustained and profitable growth by tapping into the five unlimited sources of energy of a vital organisation, pivoted around a centralised awareness of impact. The target audience for this programme is African & Middle East Middle Managers L8 – L10 who are earmarked for future leadership roles. The ALP supports our leadership pipeline development and succession portfolios.

Zutari Women: Leading the Way

An African-inspired programme, developed to support Zutari's objective of building an inclusive culture, where we leverage off our diversity so that it directly impacts on the success of our business. The programme targets high potential females in L5 – 7 (Advisory L4 – 7) and aims to:

- Attract, retain and engage a growing number of high potential women in support of our gender equality targets.
- Turn obstacles that women face into opportunities that allow them to work towards overcoming barriers.
- Build a foundation for skills such as networking, collaborating, communicating and leading with confidence.
- Encourage high potential women to pursue being powerful change agents for their own careers.

Z flex

Zutari's workplace flexible practices takes an integrated approach that delivers in three areas: employee engagement and productivity, operational efficiency and talent brand. Workplace flexibility leads to higher engagement because it lets people fit their work into their lives and vice versa – every day, and over the course of a career.

Z.flex

The greater the fit, the higher the productivity. Giving people more control over when and where they work tends to drive a greater focus on results and accountability. We believe this intersection between high performance and career-life fit is the key to maximising the return on talent investment. Zutari recognises that due to uncertainties and disruptions that might occur from time to time, our staff will need to alter their work arrangements and deviate from their normal working arrangements. As a progressive employer we subscribe to the principles of best practice so as to accommodate the needs of our people, but at the same time we don't compromise our ability to deliver world-class service and support to all our stakeholders and clients. We are mindful that changing times calls for an employer and an employee that is agile, caring and responsive.

Co-Creating the Culture Journey

It is imperative to build a great company culture where employees feel excited to come to work and to do excellent work. We aim to take all employees on a journey of intentional co-creation, awareness and enablement to unify everyone towards our common purpose of co-creating an engineered impact. We will align our behaviours to our codes so that it impacts culture and we create an environment of inclusion, belonging and trust. This journey will allow everyone at Zutari an opportunity to discover what makes our people and our business unique, special and capable of great things.



Diversity, Equity and Inclusion



Training

Zutari recognises that a strong, social and collaborative learning culture is key to our success as an organisation and we must entrust our staff to take control of their own unique learning journey – with expert support and guidance from the Learning eXperience (LX) team, our leaders and our learning partners. Collectively, we contribute towards Zutari’s learning culture which is underpinned by collaboration, sharing, purpose and autonomy.

Our aim is to design learning experiences that reflect the way our people naturally learn – in the flow of work – through human

connections and experiences across natural peer and leading specialist networks that are meaningfully connected, personalised and embedded in practical and partnered workplace learning approaches. Our Learning eXperience framework is designed around a shared and collaborative learning model of curation and co-creation and hosted through U.fundi (powered by Workday), Zutari’s digital learning library and Learning Management System (LMS).

Our Human Learning eXperience eco-system illustrates the intersecting benefits of this approach across the interconnected

relationship between the Learning eXperience team and internal and external specialists, learning institutions and service providers and with access to the wisdom of global thought leaders.

By shifting our learning back into the flow of work, where it belongs, Zutari has seen a shift of power back to the employee, enabling them to manage learning at the point of need, where it matters.

Training by Management Level



Diversity, Equity and Inclusion

U.fundi

Zutari's social learning culture, powered by Workday - was officially launched in December 2020 with the aim to engineer relevant and memorable learning experiences that reflect the way our employees naturally learn, in the flow of work. U.fundi is a learning community, that brings together internal and external Topic Experts who contribute, collaborate, co-create and curate learning content into one unique and exciting learning ecosystem, with the employee at the centre. U.fundi's learning community is supported by our growing learning ecosystem, deliberately designed in tune with Zutari's strategic imperative, ensuring the right people with the right expertise are delivering the best learning to our people. U.fundi (powered by Workday) offers employees a growing library of self-directed internal and external self-directed learning content as well as the tracking and management of facilitator-led (formal) learning offerings.

Within U.fundi, our learning content has been tagged to one or more of the below topics to simplify the search for meaningful content to upskill, at the moment of need:

Client mastery



Focus on how to deliver superior Client experiences that align with our: Strategy. Learn how to operate as a true partner with our clients.

Commercial mastery



Build your business and commercial acumen. Explore the competitive challenges, external drivers and internal systems that impact business performance.

Co.creative



Learn to acquire deeper understanding of complex problems, transform information into insights, create strategic options and help clients make better decisions through Zutari's bespoke creative discipline.

Digital mastery



Develop your capability with future-fit digital skills so you can use the latest tools and technology to improve the way we work together and the services we offer our clients.

Technical mastery



Technical excellence and mastery are core value creators to our business. Technical Mastery learning is governed by our Expertise Leads and designed to help you develop your technical skillset.

Essential IQ



The critical knowledge and skills required for all employees and owners at Zutari. Essential IQ includes risk and compliance, health and safety and onboarding fundamentals.



gration of race
people of different race
in·teg·ri·ty /in'tegrəti/
est and of always havin
absolute integrity, with
2. formal the state of bein
removing the



Ethics and integrity

Ethics and Integrity

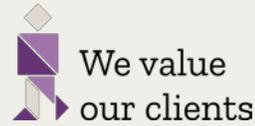
“Zutari has a well developed and robust Integrity Management System to prevent or mitigate the risk of corrupt activities occurring on our business. At the date of this report we have no knowledge of any confirmed incidents or legal action against Zutari in respect of corruption, anti-competitive behaviour, anti-trust or monopoly practices”

Jan-Lodewyk Pretorius, Company Secretary

At times we see media reports in which large and respected organisations with strong global brands are accused of and implicated in corruption and unethical conduct. This has devastating effects on the brands and reputations of these organisations and poses a threat to the livelihoods of employees and other stakeholders of these organisations who may not be involved in or had no control over the alleged unethical conduct.

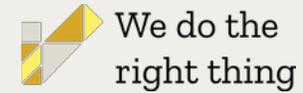
Zutari Codes

Zutari has six Codes that govern and shape our behaviours. These Codes are the essence of what defines us and how we conduct ourselves. We are one – We always work as a team. As one. We allow space for each other’s differences while building the trust needed to achieve shared goals. Ideas are shared and improved together.



We value our clients

Because we see ourselves as an indispensable part in the success of the clients we choose to work with, we value their business and we embrace opportunities with them. Our tactics are pioneering, decisive and free of waste. Working with us is simply an enjoyable experience.



We do the right thing

Because we commit to the highest ethical standards we uphold absolute levels of integrity, truthfulness and honesty. We conduct our business in a competent, fair, impartial and efficient manner.



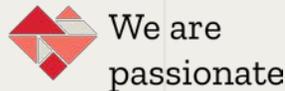
We are responsible

Because we value the impact we have on our environment, communities and economies our solutions are conscientious, considerate and sustainable. Our impact matters.



We are one

Because we value diversity and a sense of community, we strive to allow space for each other’s differences and to build trust through belonging and shared goals. We always work as a team.



We are passionate

Because we derive joy and pride from our work, we display a positive and creative energy while working. We are eager to work across disciplines and evolve our thinking.



We lead boldly

Because we are confident without being arrogant, we boldly inspire and lead our people and industry. Our ceaseless curiosity drives us to keep learning to stay ahead.



Ethics and Integrity

Integrity Management System

Zutari's Integrity Management System and the suite of Integrity Management Policies forming part thereof embody Zutari's 6 Codes and underpins Zutari's commitment to "do the right thing", always, even when it is hard. Our commitment to upholding the highest ethical standards calls for integrity, truthfulness and authenticity. We believe that a deep-rooted culture of "doing the right thing" is the most effective way of preventing unethical conduct in Zutari. Our Integrity Management System is therefore designed to set out Zutari's standards, expectations and Zutari's approach to conducting business in a competent, fair, impartial and efficient manner with a particular focus on fostering a culture of ethical behaviour and decision-making.

This ABAC Policy elaborates on Zutari's Code of Conduct and Ethics, which expressly prohibits and states Zutari will not tolerate any form of bribery and corruption in its business dealings. The ABAC Policy establishes accountability and provides guidance for employees of Zutari and its subsidiaries to ensure compliance with Zutari's Code of Conduct and Ethics, its Codes and applicable Anti-corruption laws.

Political donations

Zutari does not engage in the activities of political parties and does not make political donations in cash or kind. Our employees are permitted to engage in political activities as individuals subject to the other provisions of our Code of Conduct and Ethics, including the duty to avoid conflicts of interest and as long as they do not purport to represent Zutari. Employees are expected to remember at all times that their personal conduct can impact on the reputation of Zutari and are expected to act accordingly.

Working with Governments

Zutari seeks to have an open and collaborative relationship with governments in all countries in which we work. All employees must ensure that they familiarise themselves with and comply as necessary with all applicable government contracting standards and applicable laws. Employees must abide by our Code of Conduct and Ethics no matter where we do business.

Bribery and Corruption

Zutari prohibits and will not tolerate any form of bribery and corruption in its business dealings. Bribery involves providing a benefit to any person to improperly influence actions by a third party. Officers and Employees involved in international operations and in accounting and audit functions are required to be familiar with and abide by all laws in every country in which Zutari operates that prohibit bribery and corruption including when it is committed outside the country.





Ethics and Integrity

Code of Conduct and Ethics and Integrity Policies

Zutari protects and fosters a culture of integrity. Individually and collectively. Zutari All employees subscribe to our Code of Conduct and Ethics. Zutari has a suite of Integrity Policies and Procedures which provide clear direction on our expectations regarding ethical business conduct.

We have developed a Code of Conduct and Ethics for all directors, executives, officers, owners, employees (including full time, part time, casual and fixed term contract employees) and contractors of Zutari (collectively referred to as “Workplace Participants”) in all of its operations. The Code of Conduct and Ethics sets standards of conduct and ethical behaviour required of all Workplace Participants of Zutari and articulates acceptable practices for Workplace Participants to ensure that their duties and responsibilities to Zutari are performed with the upmost integrity. Our Code of Conduct and Ethics is the focal point of Zutari’s position on ethical business conduct and supports all other Zutari policies, standards and procedures and includes guidelines and principles in respect of the following:

- Integrity and professionalism
- Accuracy of reporting
- Health and Safety
- Protecting the environment
- Collaboration with communities
- Personal information and privacy
- Communication systems and social media platforms
- Equal employment opportunity
- Professional and technical excellence
- Working with governments
- Bribery and corruption
- Conflict of interest
- Gifts and entertainment
- Choice of third parties
- Political contributions and activities
- Restrictive trade practices

The following policies and procedures have been developed to further support and amplify Zutari’s Code of Conduct and Ethics:

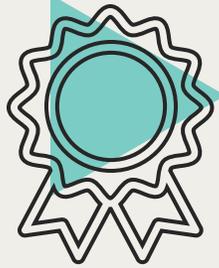
- Anti-bribery and Anti-corruption Policy
- Conflict of Interest Policy
- Fraud Policy
- Gifts and Entertainment Policy
- Gifts Register / Charitable Donations Register
- Whistle-blower Policy
- Whistle-blower initial report
- Investigation Procedure

Reporting of Breaches

Zutari recognises the importance of fostering a culture and business environment in which employees feel safe to report improper and unethical conduct without fear of being victimised. We are therefore committed to have appropriate reporting procedures for unethical conduct that are consistent and comply with the applicable laws of the countries in which we operate.

All employees are expected to report unethical or improper conduct or breaches or suspected breaches of the Code in accordance with the applicable reporting procedure. Breaches can be reported anonymously to protect the whistle-blower. We procedures for the investigation of any report of unethical conduct or breaches of the law.

We will not tolerate any form of punishment, disciplinary or retaliatory action against any person for reporting of reasonably held concerns of suspected or actual misconduct or an improper state of affairs. Any such retaliatory action will itself be a serious breach of the Code which will result in disciplinary action, including termination of employment in appropriate cases.



Recent achievements

- The adoption of a new Work Plan for Zutari's Social and Ethics Committee, which is a committee of the Zutari Board;
- The adoption of a Integrity Management Framework for Zutari;
- The establishment of an Integrity Management Committee which comprises the following individuals:
 - Company Secretary (Convenor)
 - Chief Financial Officer
 - Chief People Officer
 - Chief Risk Officer
 - Chief Communication Officer (by invitation)
- A review of Zutari's Integrity Management Policies;
- Implementation of protocols and procedures aimed at improving the assessment of vendors and introducing due diligence questionnaires and thorough background checks including legal/court judgements and political exposure. Vendors are required to commit to Zutari's Code of Conduct and Ethics as part of the vendor registration process.
- Development and issue of the new Zutari Delegation of Authority Matrix.
- Development and roll out of revised Project Risk Assessment Form which inter alia checks any corruption related risks for all African countries based on the Transparency International Corruption Perception Index (CPI)

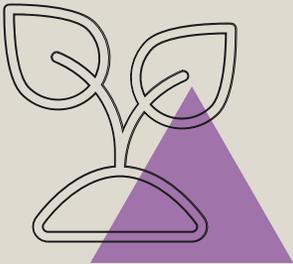


Looking Forward

The following has been identified as priorities from an Integrity Management perspective:

- Development of custom-made interactive training modules to replace generic online training;
- Investigating changing from an internal whistle blower reporting mechanism to a multi-platform reporting system, which could include an external reporting mechanism.





Environmental care

Environmental Care

“To have a real and positive impact on major threats like climate change, water and resource scarcity and pollution, we need to look at our projects. As engineers and advisors, we are ideally positioned to take our knowledge and skills to scale by finding better design solutions for our clients and our planet.”

Sonja de Klerk, Lead of Quality, Environment & Sustainability

At Zutari, we recognise that environmental care in our industry has two dimensions. We need to ensure that our own operations have responsible environmental footprints and minimise any adverse effects of our activities as much as possible. We have been measuring the environmental performance of our operations for more than half a decade and made good progress in managing our greenhouse emissions. We also manage the use of water and consumables and our waste in a responsible way. We regularly participate in major environmental initiatives such as United Nations World Environment Day and Earth Hour.

As early as 2014, we mandated that all project planning needs to consider how to enhance the social and environmental performance of our deliverables. Many of [our projects](#) illustrate the progress we have made in this regard.





Greenhouse Gas Emissions

We have calculated, externally verified and disclosed the carbon footprint of Zutari (previously Aurecon Africa) offices on a regular basis for over half a decade. Starting with a small number of offices on a pilot basis in 2013, we gradually expanded the coverage of our carbon footprint. Today, most of Zutari's offices participate in our carbon footprint measurement, representing a total of 99.4% of our staff.

Direct Emissions (Scope 1)

These emissions relate to activities owned or controlled by Zutari such as fuel combustion including generator usage during times of grid power shortages, refrigerant leakage from air conditioning usage and fleet vehicles.

Direct Emissions (Scope 2)

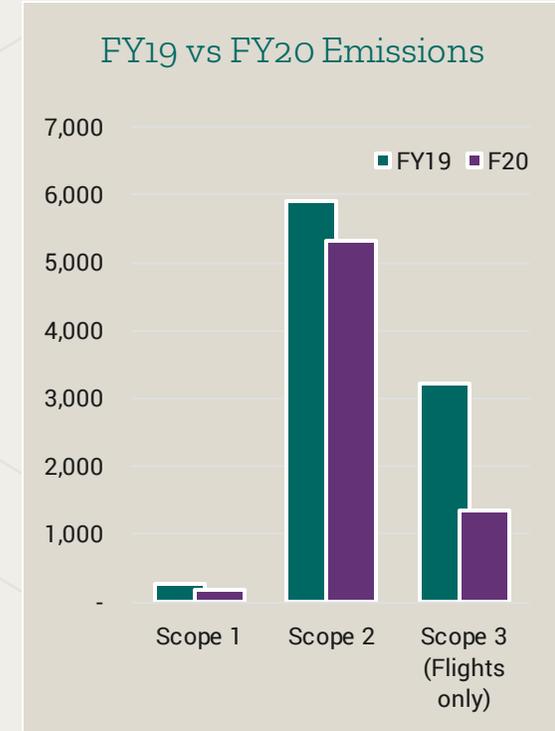
Scope 2 emissions are associated with our consumption of purchased electricity. As our offices are in different African countries, the electricity we purchase from the main grid is subject to different emission factors. Emission factors depend on the way grid electricity is generated, for example coal-fired power stations versus renewable energy sources. The same amount of electricity usage in kWh can thus result in different amounts of CO₂-e emissions, which is outside our control. In order to minimise our consumption of electricity, some of our largest operations are based in buildings with high environmental performance, such as buildings rated under relevant national and international green star rating frameworks. We track the actual electricity consumption on an ongoing basis.

Emissions along the value chain (Scope 3)

These are emissions which occur along an organisation's supply and distribution chain, e.g. business travel. At Zutari, we measure the emissions generated by our air travel and paper usage.

The largest source of our Scope 3 emissions is air travel. The demerger from Aurecon resulted in a reduction of intercontinental flights compared with previous reporting periods. Also, due to the Covid-19 pandemic and the associated border closures and lockdowns our Scope 3 emissions saw a significant decrease making it difficult to meaningfully compare this years' figures with previous years. However, the business embraced remote working practices including video/teleconferencing and digital communication and collaboration tools. We will encourage our staff to continue using these tools post pandemic.

Under normal operating conditions our air travel related emissions are managed through default economy class bookings which have a much lower emission factor than flights in higher classes. Higher class flights are generally only booked in special circumstances when the health and safety of staff would otherwise be compromised.



Environmental Care

War on Waste

Sometimes our civilisation is called the “throw-away society”. At Zutari, we are conscious of the waste we generate and think of innovative ways to reduce, reuse and recycle our waste. Our Tshwane recycling centre was originally launched in 2017. Zutari Tshwane relocated to new premises in June 2020. The recycling centre is currently being re-established at the new location.

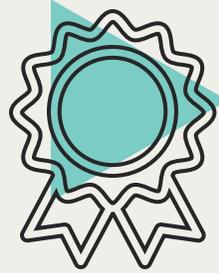
Precious Water

Several African countries experienced near-catastrophic draught conditions during recent years. If the tap runs dry, you recognize how depended we all are on clean, potable water. We try to make every drop count.

The nature of Zutari’s business is such that most of our water comes from utility providers and, in some instances, from rainwater harvesting. Accurate reporting on water consumption is challenging in some of our offices as certain buildings are leased and therefore, we don’t pay water bills directly. Water is, however, measured within our offices wherever possible.

Water saving initiatives have been implemented in many of Zutari’s facilities. Some of these initiatives include:

- Harvesting rainwater for flushing toilets
- Recapturing fire test water and water from the HVAC cooling towers to supplement the rain water for flushing toilets
- Water efficient fittings, taps, urinals, showers and toilets
- Providing toilets with a dual flush system
- Landscaping with local indigenous plants so there is reduced reliance on water
- Using treated effluent from wastewater facilities for landscape irrigation and cooling towers
- Irrigation of landscaped areas at night, based on moistures sensor data



Recent Achievements

- 98 % of staff in Zutari are covered by our voluntary carbon footprint measurement
- All offices have environmental office improvement plans. The Quality Environment and Sustainability Team tracks progress against these plans on an ongoing basis.
- From FY19 to FY20: (FY20 affected by Zutari demerger from Aurecon and COVID-19)
 - Scope 1 emissions decreased by 37%
 - Scope 2 emissions decreased by 10%
 - Scope 3 emissions (Flights only) decreased by 58%
- Developed and implemented new tool to capture Greenhouse gas emissions.
- Commenced environmental project audits on a pilot basis



Looking Forward

- Improve our Environmental Management System to better align to ISO14001:2015
- Developing post pandemic environmental targets

*To Note: In FY20 eThekweni (South Africa), Mahikeng (South Africa), Tshwane (South Africa), Windhoek (Namibia) and Maputo (Mozambique) moved to new premises.





Creating shared value
for communities



Creating shared value for communities

"Zutari and our people embrace the philosophy of giving back to the community by encouraging proactive involvement in the company's multiple corporate social investment initiatives and voluntary programmes. Many of our employees are also giving back on a personal level in their local communities, which is something we encourage and support as an organisation."

Senzekile Mdluli, BBBEE & CSI Manager

Together with clients who share similar goals, Zutari strives to deliver world-class projects and solutions which enhance our environment, build stronger communities, raise living standards and create vibrant and sustainable economies.

We're also committed to investing and allocating resources to aid development and improve quality of life in the communities in which we live and work. We understand each community's needs are unique, so our programmes encompass different aims – from empowering the young to become successful, active citizens, through to financial assistance for food and shelter. Our profession enables our people to contribute in the most practical and effective ways by providing input into community development and infrastructure in needy areas around the globe.



Creating shared value for communities



Bursaries

Zutari paid out

R3,938,885.53

in undergraduate bursaries between July 2019 and December 2020.

In addition to this a further

R992,244.18

was spent on employee (postgraduate and BTech/National Diploma) bursaries during this same period.

A refreshed journey to Socio-Enterprise Impact

At Zutari we are committed to the principle of entrepreneurship to find sustainable solutions to social problems. Below are the focus areas:



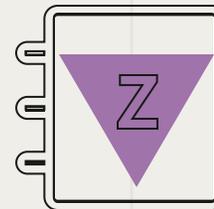
Poverty alleviation
We lend our hands to the mandate of eradicating poverty in the communities that surround our business as stewards of the responsible corporate citizenship.



Inequality
Provide opportunities to under-resourced communities to reach their potential & empower women in areas where they are under-represented.



Ensuring sustainability
Commit to focusing our corporate social responsibility on sustainable initiatives that will continue to empower even beyond our participation.



Promote education
Help learners perform better in school but aims to widen their career opportunities and choices. We work to ensure that the educational gap is reduced as an extension of the eradication of poverty.



Skills transfer
Identify talent & take active steps in initiating mentoring programs where critical skills development / transfer can take place and job creation.



Creating shared value for communities

Socio-economic Impact – Our CSI Partners:



COVID-19 Relief

Amidst the Covid-19 pandemic Zutari partnered with some of its clients to assist in providing much needed relief to those who have been affected most. The pandemic has been a microscope of the gaps present within communities with limited services and we have done our part alongside our partners to make a difference where we could.

Setsoto Municipality, Bakubung Platinum Mine and the City of Ekurhuleni are amongst the clients we partnered with.



Nation Builder

Zutari contributes to the Nation Builder GAP fund. Nation Builder provides free, best-in-industry resources and assessments, an online peer-learning community, and collaborative face-to-face learning opportunities with like-minded businesses.

The funds are allocated to NPO's that focus on the well-being and protection of women and children.



The Impact Catalyst

The Impact Catalyst is an initiative founded by Anglo American, the CSIR, Exxaro, World Vision South Africa and Zutari, to create mechanisms that drive large-scale, socio-economic development initiatives through public-private partnerships.

The initiatives are designed to leverage collaboration across all sectors and will be selected for impact beyond the scale of individual participants.



PROTEC

The Zutari Mamelodi project is a Mathematics and Physical Sciences project delivered in collaboration between the Gauteng Department of Education, PROTEC and Zutari, providing monetary resources to pay for the tuition, learning support material, travelling costs and catering for the learners. PROTEC offers the tuition to empower the learners with optimal Mathematics, Physical Sciences, English and Life Skills to access and succeed in STEM based careers.



Creating shared value for communities

Socio-economic Impact – Our CSI Partners:



Lisika Unite Foundation

Zutari has partnered with the Lisika Unite Foundation to procure a construction container that will serve as Lisika Unite's Foundation satellite office and a library. The intent is to make more books accessible to children in rural areas.

"Lisika" is derived from 'the Tswana word for 'Family' and depicts the organization's aspiration to protect and empower youth and communities to be the best they can be.



Songo.info

Songo is a non-profit organisation (NGO) that runs a sports and academic support programme in Kayamandi, an impoverished informal settlement in Stellenbosch. The programme provides after-school academic assistance to children and allows them to play and ride.

Zutari sponsored R150 000 and made a three-year commitment to Songo. Zutari also identified their immediate need for security fencing due to members of the community cutting across the base to reach their destinations. A model was drawn up and funds raised to erect it.



Scientific and Industrial Leadership Initiative (SAILI)

The Scientific and Industrial Leadership Initiative (SAILI) is an institution that aims to remediate access to education for black people. SAILI promotes tertiary studies in scarce skill industry by providing maths and science scholarships to low-income families. Zutari has been partnering with SAILI since 2014.

2018 saw one of the sponsored learners pursuing a Bachelor of Engineering in Civil Engineering at the University of Stellenbosch through a Zutari bursary.



Border Women's Rugby

Border Women's Rugby is an amateur side in the Border Rugby Football Union. Zutari supported this sports team with equipment and clothing. Our relationship with the team started in 2018 through a Mandela Day initiative.

With most of the players coming from informal settlements, villages and townships, many players in the programme have made rugby their escape from troubled backgrounds. Through rugby, the participants are given the opportunity to do something positive, whilst and succeed in STEM based careers.

Contact us

Sonja de Klerk

LEAD OF QUALITY, ENVIRONMENT
AND SUSTAINABILITY

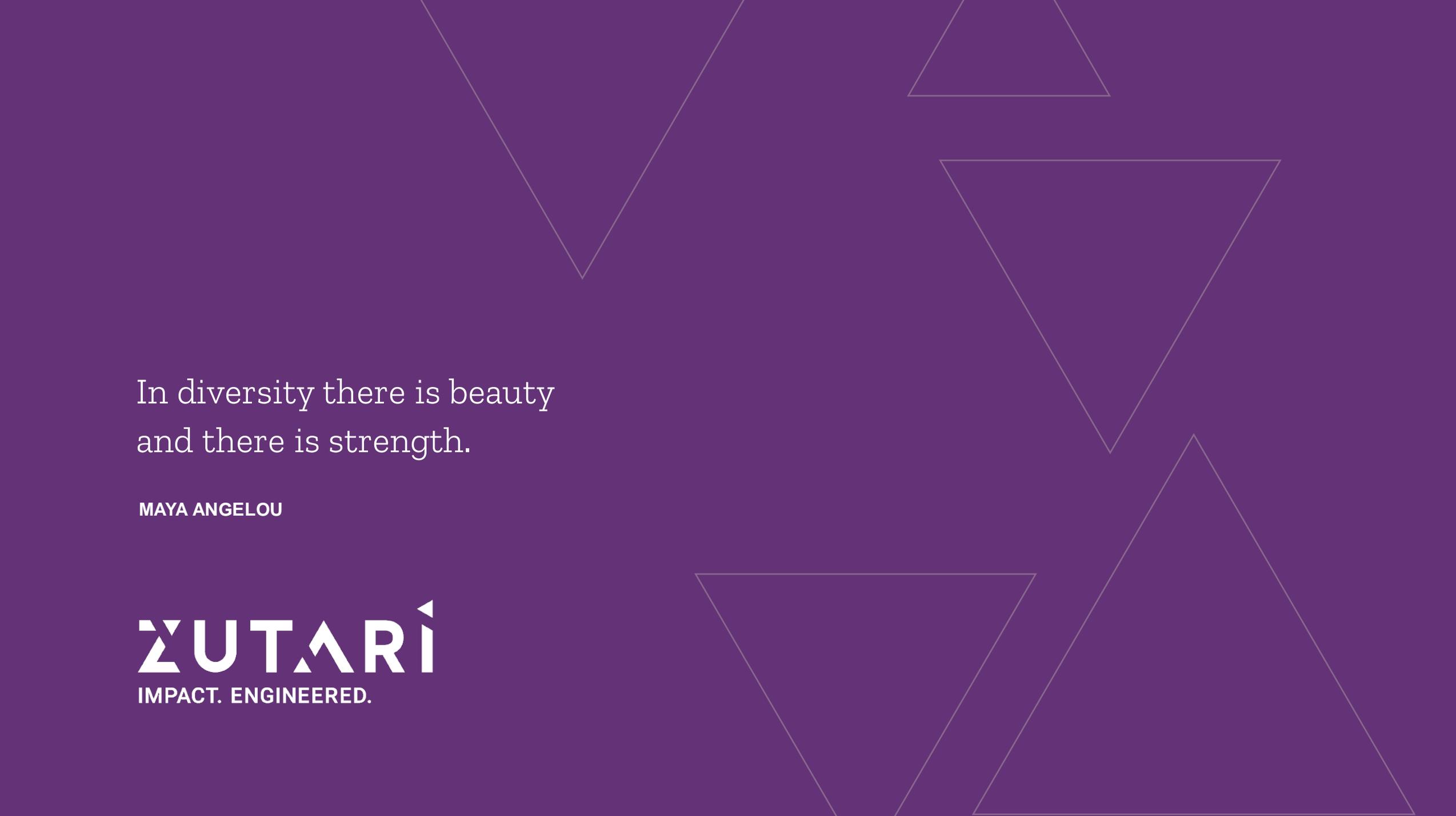
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zutari.com



The background is a solid purple color. It features several white-outlined triangles of various sizes and orientations scattered across the space. Some are pointing up, some are pointing down, and they vary in scale, creating a geometric pattern.

In diversity there is beauty
and there is strength.

MAYA ANGELOU

ZUTARI
IMPACT. ENGINEERED.