

Sustainability Report: *Co-Creating an Engineered Impact*

Financial Year 2021

ZUTARI
IMPACT. ENGINEERED.

Contents

3	<u>Statement by Board Chair and CEOs</u>	56	<u>People & Culture</u>
5	<u>Zutari overview</u>	65	<u>Ethics and integrity</u>
7	<u>Our leadership and history</u>	70	<u>Environmental care</u>
14	<u>Our markets and expertise</u>	78	<u>Corporate social investment</u>
16	<u>Our footprint and our people</u>		Appendices
46	<u>Health & safety</u>	84	<u>A: GRI content index</u>
		90	<u>B: UNGC Communication on Progress</u>

Dear stakeholder

It is our pleasure to share with you Zutari's Sustainability Report featuring key highlights of our Financial Year 2021, 1 July 2020 to 30 June 2021. The report is aligned to the Global Reporting Initiative (GRI) Standards Core Option to the greatest extent possible.



Lulu Gwagwa
BOARD CHAIR



Teddy Daka
CO-CEO



Dr Gustav Rohde
CO-CEO



Zutari's heritage company Aurecon started GRI aligned sustainability reporting in 2014, making this our eighth sustainability report and the first one under the Zutari brand.

Following due process, Zutari extended its operations to Dubai, Abu Dhabi and Qatar at the end of 2020. Operations in these offices will be included in future reporting. They are already included where possible, based on the availability of data.

As a board and management team we embrace sustainability. It is Zutari's purpose to co-create an engineered impact that enables environments, communities and economies to thrive.

Zutari is a proud member of the GRI Community. We contribute to many of the United Nations' Sustainable Development Goals through our projects and will showcase some of these in this report. Our subsidiary Zutari Africa Ltd is a Signatory of the United Nations Global Compact (UNGC) and we renew our ongoing commitment to this initiative and the Ten UNGC Principles in the areas of human rights, labour standards, the environment and anti-corruption. Among many awards, in 2020 Zutari was ranked as number 30 of 53 global companies on Fortune magazine's Change the World list.

Covid-19 has had a serious impact on people's health and livelihoods, and sadly Zutari lost 6 colleagues. But Zutari's teams have shown immense grit to continue building a strong business even amidst these challenging conditions. Embracing digital technologies which enable us to co-create projects remotely has led to a decrease in greenhouse gas emissions, which we hope to maintain into post-pandemic times. In the Health & Safety space, we continued our initiatives to support the mental health of our staff and destigmatize this important issue.

Other key achievements: We actively promoted the enhancement of social and environmental performance in our projects, particularly during the project planning phase, and will continue with this initiative in FY22. We revisited our Codes which govern and shape our behaviours. These Codes are the essence of what defines us and how we conduct ourselves. All legacy integrity management policies were updated to reflect Zutari's requirements and the culture we aspire to. Our staff continue to have access to a variety of career development and training programmes which we enhance on a continuous basis.

We look confidently into the next Financial Year. We will continue to co-create an engineered impact.



Impact. Engineered.

Infrastructure development delivers growth and positive change. This shared value for businesses, people, and the environment shapes Zutari's impact.



CO-CEOs
TEDDY DAKA &
DR GUSTAV ROHDE

A century of true impact

As engineering consultants and trusted advisors, we at Zutari co-create 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 faced to operate successfully across various regions. In the past 90 years, we've formed a relationship with Africa, the Middle East, and their people. While their problems and challenges have defeated many, we've seen these giants at their best.

Our ongoing commitment to co-create an 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 clients' needs and bring stakeholders who have shared interests together.

We blend the old with 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.

Zutari's broad collective of in-house, industry-recognised engineering consultants and trusted advisors provides seamless and integrated delivery. This unique ability to offer scaled engagement allows Zutari to solve complex challenges more efficiently.



We co-create an engineered impact that enables environments, communities and economies to thrive.



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, skillful 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 must 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 needs 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 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.



Leadership

Zutari is a proudly African and a management-owned company.

Zutari's Board is a collective of trusted leaders in their respective fields and representing a diverse set of cultural and professional backgrounds. Their combined experience in both public and private sector shapes the strategy for Zutari to engineer a positive impact for the communities, environments and economies we operate in.

Our leadership structure is reinforced by the management committee (Manco), which comprises a team of senior executives who are empowered by the Zutari Board to plan, manage and lead the business.

The Zutari Board consists of 7 directors and its composition is as follows:

- Non-executive chairperson
- 3 x Non-executive directors
- 3 x Executive directors

In South Africa, the Board has formed a Social and Ethics Committee with the following composition:

- Non-executive chairperson
- 2 x Non-executive directors
- 1 x Executive director

Diversity of Governance body:

- 6 x Race: Black 86%
- 2 x Female 29%
- 6 x Over 50 100%



Dr Lulu Gwagwa



Zohra Ebrahim



Dr Gustav Rohde



Teddy Daka



Phil Hendricks



Mzimkulu Msiwa



Joseph Ndala

Legacy

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



A century of true impact

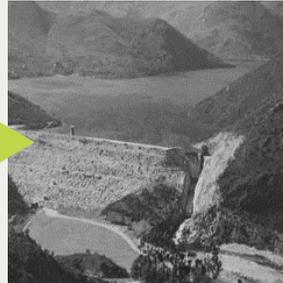
1930s

Swart River Dam, George,
South Africa



1940s

Stettynskloof Dam,
Worcester, South Africa



1950s

Sanlam Building, Cape Town,
South Africa



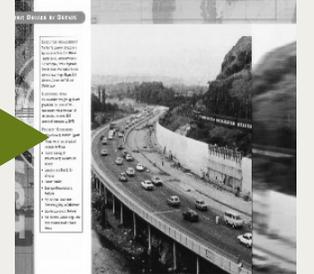
1960s

University of Pretoria Administration
Building, South Africa



1970s

Wonderboompoort,
Pretoria, South Africa



2020s

ABInBev Brewery, Saguma,
Nigeria



2010s

Val de Vie Winelands Lifestyle
Estate, South Africa



2000s

Stortemelk Hydropower Project,
South Africa



1990s

Olifantsvlei Wastewater
Treatment Works, South
Africa



1980s

Malibatso River
Bridge, Lesotho



Locally relevant, fit for purpose
+ based on world-class practice:

IDEAL PARTNERS

We stay rooted

+ Positive impact
communities, environments
& economies



Real commitment:

Private,
management
-owned



SCALABILITY

for shared value & impact

AGILE & RESILIENT

90
YEARS

As a **private, management owned company, our commitment is real.** We are invested in our clients' success.

In the past **90 years**, we've formed a deep-rooted relationship with Africa, the Middle East and its people. Staying in business for almost a century is testament to our **agility and resilience.**

We shape solutions that are **locally relevant, fit for purpose and based on world-class practice.**

It makes us the **ideal partners.** For international firms less familiar with local environments or firms eager to scale shared value and impact.

We commit to making a **positive impact** in the communities, environments and economies where we operate.



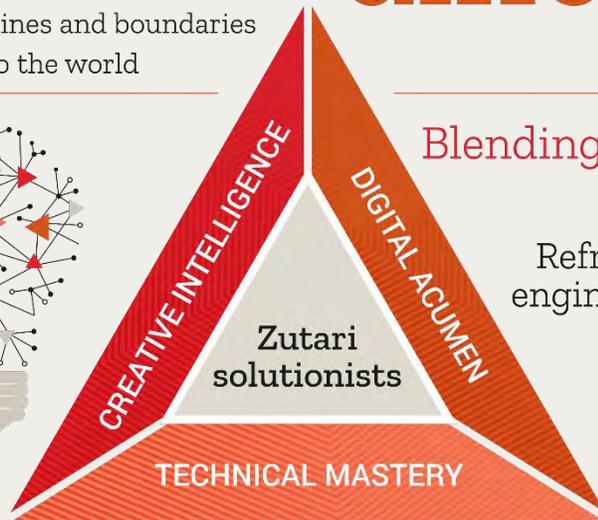
We connect, differently

CONNECT

- People with shared interests
- Across disciplines and boundaries
- Our experts to the world



Co-create through diverse thinking



Blending the old + new

Reframing traditional engineering for an ever evolving world.

We co-create. We deliberately seek out **diverse thinking** through different voices and perspectives. We invite clients, end-users and stakeholders to be **co-creators** rather than bystanders. It also helps to de-risk outcomes.

Our variety of experts **connect across disciplines and boundaries** to deliver integrated, faster and better results.

Our strong networks allow us to **connect people with shared interests** – often revealing new opportunities for our clients and partners.

Through our Global Design Centres, we **connect our experts to the world.**

Zutari solutionists **connect technical mastery, creative intelligence, and digital smarts.** It's how we connect the old with the new – reframing traditional engineering for a new world.



We work smarter

FUTURE FIT DIGITAL PRACTICE

Continuously innovate for better delivery

Scaled engagement from specialist skills to large, multi-disciplinary teams

Our clients can get on with their business and trust us **to get things done.**

Broad collective of in-house, industry-recognised engineering consultants & trusted advisors

PROVIDE SEAMLESS AND INTEGRATED

We solve complex problems & deliver with **SIMPLICITY**

Zutari's broad collective of in-house, industry-recognised engineering consultants and trusted advisors provide **seamless and integrated delivery.**

We provide **scaled engagement** -whether it's a niche specialist skill or a large multi-disciplinary team.

Zutari is a future-fit **digital practice.** Grounded in digital engineering, we continuously innovate to deliver better.

We enjoy solving complex problems, but **we deliver with simplicity.**

Our clients can get on with their business and trust us **to get things done.**

Zutari codes

We work, act, and communicate using the Zutari codes.

It's a set of six guiding principles that shape our behaviours. They are the essence of what defines us and how we conduct ourselves. They help us maintain our authenticity and keep us focused on what really matters.



Lead boldly.

We are inspired to lead boldly.



Own it.
Get it done.

We are responsive, committed and deliver with discipline. We celebrate good outcomes.



Do the right thing.

Our solutions are considerate and sustainable. Our conduct is on of the highest standards.



Show grit.

Resilience requires adaptability. We shape the future by giving all to the present.



Foster trust.

We respect and trust each other, our work, our clients and our brand.



We are one.

We leverage our differences and diversity. It allows us to act stronger as one.

Markets

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

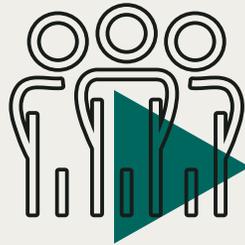
Education



Energy



Social Development



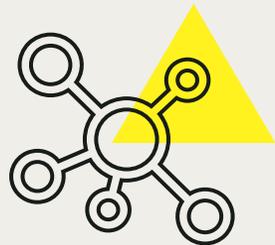
Healthcare



Manufacturing



Petrochemical



Property & Land



Resources



Transport



Water



Expertise

We understand that the whole is bigger than the parts. Our wide range of expertise allows for scaled engagement, solving complex challenges more efficiently.

Asset management



Asset transformation



Strategic infrastructure advisory



Programme & project management



Environment & climate resilience



Communications & stakeholder management



Water resources management



Bulk conveyance & distribution



Dams & hydropower



Water, wastewater & industrial treatment



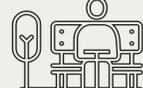
Building structures



Buildings services



Land infrastructure & urban planning



Roads



Transport planning & ITS



Bridges & civil structures



Rail & mass transit



Airports & aviation



Ground & pavement engineering



Ports & Coastal



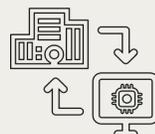
Geospatial information



Creative technology & interactive visualisation



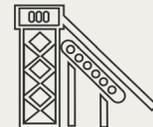
Asset digitisation



Resources infrastructure



Bulk handling & industrial machines



Food & beverage infrastructure



Automotive infrastructure



Midstream infrastructure



Downstream infrastructure



Sustainability consulting



Power generation & storage



Power transmission & distribution



Power systems & network modelling



Industrial power & automation



People

We are almost 2 000 people strong across Africa and Middle East.



More than 1 700 of us are technical professionals. Our focus on efficiency provides clients with multi-disciplinary teams, capable of integrated delivery. This gives clients the unique opportunity to scale engagement to match the desired outcome. The result is dynamic problem solving, that creates a lasting impact.

We are Solutionists - both thinkers and doers 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, engineers, 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

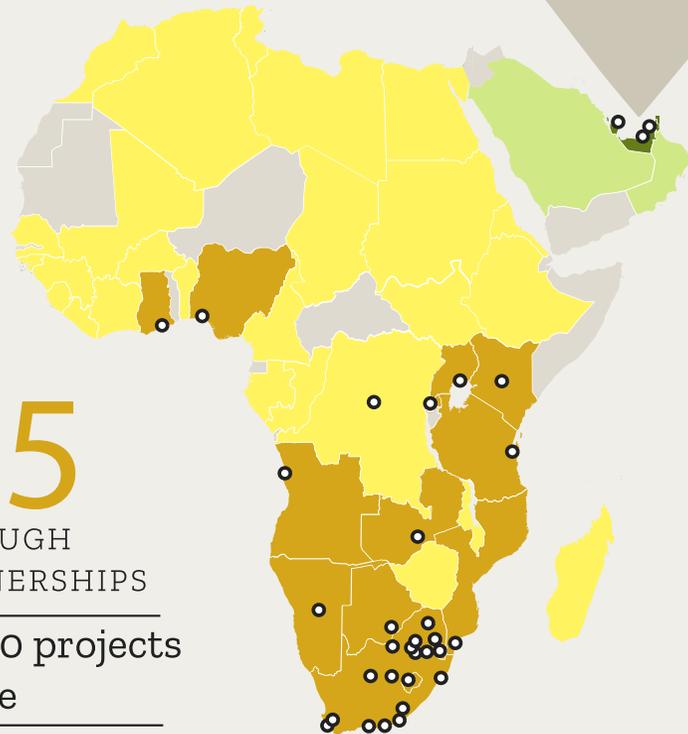


Zutari footprint

- Zutari country offices
- Project involvement and country partners



- Zutari country offices
- Project involvement and country partners



35

▼ WORKING IN COUNTRIES, THROUGH STRATEGIC PARTNERSHIPS

More than 10 000 projects in the last decade

Offices

South Africa

Bloemfontein, Cape Town, Ekurhuleni, eThekweni, East London, George, Johannesburg, Kathu, Mafikeng, Mbombela, Mthatha, Paarl, Polokwane, Port Elizabeth, Secunda and Tshwane.

Africa

Angola, Botswana, Eswatini, Ghana, Kenya, Lesotho, Mozambique, Namibia, Nigeria, Rwanda, Tanzania, Uganda and Zambia.

Middle East

Qatar and United Arab Emirates

Project involvement and country partners

Africa

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

Middle East

Saudi Arabia and Oman.



Stakeholders

The factors that we consider when we chose our stakeholders for the purpose of sustainability reporting include the following:

- **Proximity:** those who Zutari depends on for daily operations and who live near our operating sites
- **Dependency:** those who are dependent on Zutari
- **Responsibility:** those linked to Zutari through legal, financial, operational regulations, contracts and/or policies
- **Influence:** those who can influence whether Zutari can reach intended goals
- **Representation:** those who represent key institutions with whom Zutari interacts

A variety of stakeholders shaped our sustainability reporting process. Over the past years we regularly reached out to specific internal and external stakeholder groups to get a balanced view on which topics we should focus on in our reporting. During FY21 we did not conduct any stakeholder engagement specifically for the purposes of GRI sustainability reporting. Extensive stakeholder engagement was however conducted in the shaping of the Zutari brand. For FY22 stakeholder engagement will be conducted to calibrate material topics. Key topics and concerns raised from clients were to increase the focus on sustainability in projects. This was made a material topic in previous years. One of the objectives for FY22 is to provide more coaching on enhancing social/environmental performance of project especially during project planning. Also, overall brand Impact Engineered

We co-create. We deliberately seek out diverse thinking through different voices and perspectives. We invite clients, end-users and stakeholders to be co-creators rather than bystanders. It also helps to de-risk outcomes.



Our stakeholders include

We connected with our stakeholders through a variety of channels throughout the course of normal business. Each of these interactions provides important insights into their needs and their expectations of us. The interactions also help us measure and assess if we are meeting expectations:

Clients	<ul style="list-style-type: none"> • Client meetings, client liaison personnel • Regular reporting according to client/project needs • Client Satisfaction Surveys • Zutari digital platforms: www.Zutari.com , LinkedIn, YouTube • Print and media releases • Workshops and conferences, exhibitions and trade fairs • Other specialist newsletters and publications such as 360° magazine, annual awards publication, and specialist industry communication 	Partners & suppliers	<ul style="list-style-type: none"> • BEE Supplier/Enterprise Development programme • Project Specific engagement
End Users	<ul style="list-style-type: none"> • Meetings with end users as part of the design process 	Committees	<ul style="list-style-type: none"> • Corporate social investment programmes • Project specific Social and Environmental Impact Assessments where applicable • Employee involvement with communities
Communities in proximity to our projects	<ul style="list-style-type: none"> • Project Stakeholder engagement • Meetings with communities 	Professional Associations	<ul style="list-style-type: none"> • Active participation in meetings and working groups with leading professional associations and networks
Employees	<ul style="list-style-type: none"> • Zutari intranet – available to all staff • Annual staff engagement survey • Shareholder Annual General Meetings • Regular performance and development meetings with all staff and their line managers • Yammer • Skills development and mentoring programmes 	Non-Governmental Organisations	<ul style="list-style-type: none"> • Active participation in meetings and working groups with leading non-government organisations such as the World Wide Fund for Nature, Engineers Without Borders, the Global Reporting Initiative and so forth
Graduates & bursars	<ul style="list-style-type: none"> • Graduate magazine and digital magazine • Graduate recruitment programme • Careers fairs at tertiary institutions • Post-graduate bursary programme 	Landlords	<ul style="list-style-type: none"> • Meetings
Alumni	<ul style="list-style-type: none"> • Social Media 	Peers	<ul style="list-style-type: none"> • Participation in peer benchmarking and reviews with via industry associations and networks
		Social & Ethics Committee of the RSA Board	<ul style="list-style-type: none"> • Attendance at Social & Ethics committee meetings • Regular reporting
		Business Support Leads	<ul style="list-style-type: none"> • Direct engagement for the purposes of reporting



Materiality

Our materiality assessment is guided by the following questions:



Material topics

We are still using feedback gained from in previous years, and it is planned to conduct specific stakeholder engagement in March/April 2022 to determine if we need to adjust the material topics that we report on.



Memberships

Each year, our industry memberships are reviewed to ensure that our involvement is in line with our business strategy.

A number of corporate memberships have been identified as being strategically important to support our brand, eminence and client engagement efforts. We classify memberships based on our objectives – strategic (corporate brand and business development) and technical/ professional (engineering service excellence)

Our sustainability relevant memberships:

- Global Reporting Initiative (GRI) Community Plus Member
- United Nations Global Compact Signatory (Zutari Africa Limited)
- Green Buildings Council of South Africa
- Institute of Risk Management South Africa (IRMSA)

Staff relevant sustainability accreditation:

- Abu Dhabi Urban Planning Council (UPC)
- New Zealand Green Building Council (NZGBC)
- US Green Building Council



Supply chain

As a professional services company, Zutari's procurement is undertaken primarily via corporate suppliers and sub-consultants.

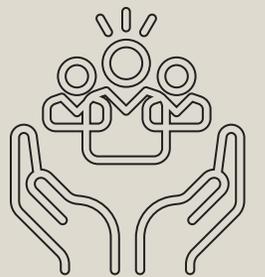
A centralised vendor management system operates in all our locations. Vendors are rated based on their performance and other criteria, for example, the existence of ISO 14001 (environmental) certification. The insurance status of sub-consultants requiring professional indemnity and public liability insurance is tracked before they are deployed on projects. Vendor performance is rated during the execution of projects and/or at the end of their assignment.

We have identified our landlords as a specific vendor group with whom we seek to strengthen relationships. Only through collaboration can we manage material topics such as energy, waste and water effectively.

We are collaborating with some suppliers to jointly support sustainability initiatives. For example, our preferred service provider of office automation and multi-function devices is running a toner recycling project whereby all our used toner bottles and cartridges are collected and recycled to prevent them from entering a landfill.



Creating shared value through projects



Creating shared value through projects



FY21 achievements

- Review of the heritage company quality management system and creation of *The Way We Work*. Successful ISO 9001 certification of South Africa and the Middle East.
- *The Way We Work* requires that the social and environmental performance of projects is considered during both opportunity and project planning stages.
- Multiple awards for Zutari's projects as showcased in this report.



Looking Forward to FY22

- Further entrenchment of *The Way We Work*.
- Working with relevant stakeholders in the business such as Expertise Leaders to provide guidance and inspiration to project teams to explore more sustainable project solutions.





Creating shared value for communities

The concept of 'shared value' is often used synonymously with 'sustainability', 'corporate social responsibility' or 'philanthropy'. But it goes beyond that. It takes social and environmental care to the heart of a business, into products, services and into deliverables. We realise shared value through our projects.

Our Projects

We work as a team. With our clients, our communities and the end-user. Our highly skilled and experienced multi-disciplinary teams push boundaries to help economies grow. Our projects cross markets, disciplines and geographies, creating a footprint of impact and engineered solutions that is reframing our world.



Sustainability consulting

At Zutari, sustainability is at the heart of what we do. Our infrastructure solutions aspire to meet the needs of today without compromising the needs of tomorrow.

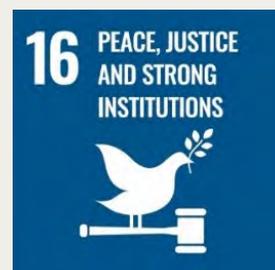
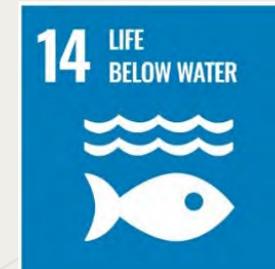
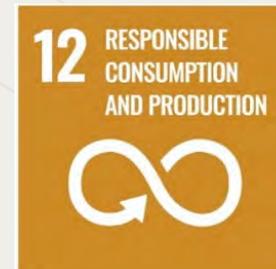
Zutari has the multidisciplinary resources to support governments, the private sector, citizens and other stakeholders in developing and delivering sustainable infrastructure.

- Sustainable infrastructure financing
- Innovative transport solutions
- Energy for the Future
- The true value of water
- Industrial ecology
- Smart buildings
- Communication and stakeholder engagement
- Asset transformation
- Smart technology
- Environmental impact assessments (EIAs)
- Environmental management plans (EMPs)
- Auditing and verification
- Circular economies
- Climate change and resilience
- Smart cities and resilient sustainable town planning
- Sustainable economic transformation



SUSTAINABLE DEVELOPMENT GOALS

Click on any SDG icon and see our featured project



At Zutari, we are privileged to have worked on many award-winning projects. Frequently, we are rewarded for being best in class and ahead of our competitors in the quality of work we deliver.





Mossel Bay – upgrading of informal settlement

Mossel Bay local municipality



Winner: Community based project

2020 South African Institution of Civil Engineering (SAICE) Awards

By choosing to manufacture and assemble toilet kits on site rather than buying whole structures, the team gave jobs to 90 local residents.





Bokomosa ba Rone

Transforming the West Rand economy

At the beginning of 2020, Zutari started building a globally competitive, inclusive, environmentally sustainable and diversified economy for the people of the West Rand in Gauteng, in collaboration with Sibanye-Stillwater, Far West Rand Dolomitic Water Association, West Rand Development Agency (WRDA), Gauteng Infrastructure Financing Agency (GIFA), Talmar Impact Investments & Development, and Cliffe Dekker Hofmeyr (CDH).

The seven partner firms intended to achieve this through facilitating large-scale, socio-economic empowerment in the area by converting 30,000 ha of land for agri-industrial and commercial purposes. The project will be ongoing for the next 15 to 20 years.





City of Ekurhuleni emergency centre

New communication system enhances municipality's service delivery

The municipality appointed Zutari, in association with Spescom and Coltron, to upgrade their emergency services and the metropolitan police's communication system by replacing obsolete equipment.

The main benefit of the new communication system is the improved service delivery to the public through faster response times, together with better use of infrastructure and human resources, and more accurate information management. This has contributed greatly to ensuring that reported incidents are managed quickly and effectively





House of Wisdom, Sharjah, UAE

New communication system enhances
municipality's service delivery

In celebration of Sharjah being named the United Nations Educational, Scientific and Cultural Organization (UNESCO) World Book Capital 2019, His Highness Sheikh Dr Sultan bin Mohamed Al Qasimi unveiled the House of Wisdom in April 2019.

The design intent was to create a harmonious learning space through human-centric approach. The two-storey building features a large floating roof, cantilevering on all sides over a transparent rectilinear volume, embodying a sense of clarity and lightness. The roof provides a peaceful and conducive learning space, while minimising the building's environmental footprint by reducing demand on the mechanical and electrical systems needed to keep the building cool.

Other projects:

[Early talent attraction - Schools Programme - Bursary Scheme \(zutari.com\)](#)

[City of Cape Town Electrical Training | South Africa \(zutari.com\)](#)





Bonega communities trust

Identifying sustainable initiatives to develop mine communities

The Bonega community trust asset mapping project was the winner of the International Members-At-Large Award for Project of the Year at the 2019 IAP2 Australasian Conference.

Zutari worked with community members to enable grassroots empowerment and created a structured plan for community members to plan short- and long-term sustainable objectives. The team not only delivered a comprehensive community asset mapping report in terms of the brief from the client but also built relationships with local people and helped to equip them with self-improvement skills.





Stellenbosch wastewater treatment works

Stellenbosch local municipality



Winner: Projects between R250 million to R1 billion

Consulting Engineers South Africa (CESA) AON Engineering Excellence Awards

The largest membrane bioreactor plant in Africa. A clean Eerste River, enabling growth for the Cape Winelands agricultural and agritourism communities.

Other projects:

[Cape Town drought planning | South Africa](#)

[Kasane-Kazungula Villages Sanitation Project | Botswana \(zutari.com\)](#)

[Kenya Water Security and Climate Resilience Project | Kenya \(zutari.com\)](#)





Kashimbila multipurpose dam

Generation of 40 MW from the Kashimbila
hydropower station



Winner: Best international project 2020 South African Institution of Civil Engineering (SAICE) Awards

Zutari's input on this project led to a more economical design of the dam and an increased installed capacity for the hydropower station.

Other projects:

[Stortemelk hydropower | South Africa](#)

[RedCap Climate Resilience - Impofu Wind Farms | South Africa \(zutari.com\)](#)



Black Rock mine communication projects

Effective engagement results in well-informed, happy workforce

Black Rock Mine Operations (BRMO) wanted to update their mine's monthly performance incentive scheme so that it is easy to understand, includes all employees (largely shift workers), and motivates employees so that they could personally appreciate the benefits. However, the company's mining workforce is vast and arranging to engage with employees before shifts start would be a lengthy and logistically-challenging process.

Consequently, in June 2018, BRMO appointed Zutari to help update the mine's incentive scheme. This included facilitating the updating of the existing scheme in collaboration with the mine's management team, the unions, and a sample of workers, as well as communicating the new incentive scheme to employees.





Mauritius metro express

Light rail project set to have a major impact on the economy of Mauritius

The Mauritius Light Rapid Transit (LRT) Project, or the Metro Express, entails the development of a light rail system that seeks to resolve chronic road congestion along the strategic Curepipe to Port Louis transport corridor.

Designed as a 26 km-long light rail system, the Metro Express is to comprise 19 stations, including six interchanges. It aims to enhance travel between the capital, Port Louis, and the city of Curepipe, linking major town centres to the capital.

Other projects:

[Creative technology and interactive visualisation | Zutari](#)

[Zandvliet water treatment | South Africa | Zutari](#)



Ga-Seleka road upgrade

Connecting and uplifting communities with the Ga-Seleka Road Upgrade Project

Exxaro envisaged a project to build two roads in Limpopo that would drastically improve the lives of communities from 14 villages by providing access to major provincial roads and business hubs, as well as provide other benefits such as skills development and job creation.





11 SUSTAINABLE CITIES AND COMMUNITIES



144 Oxford road

An impressive addition to Rosebank's Oxford street

Commendation: Projects between R250 million and R1 Billion

Consulting Engineers South Africa (CESA) AON Engineering Excellence Awards



A landmark development that will offer additional green prime office space in Gauteng.

Some of the sustainability features of the project include an energy-efficient air conditioning system with a full economy cycle, energy-efficient lighting throughout the building; water-saving sanitary fittings; a rainwater harvesting system; extensive glazing to maximise natural lighting; and water-efficient landscaping.

Sustainable consumption and production is about doing more and better with less. It is also about decoupling economic growth from environmental degradation, increasing resource efficiency and promoting sustainable lifestyles.

Sustainable consumption and production can also contribute substantially to poverty alleviation and the transition towards low-carbon and green economies.

Other projects:

Future cities | Zutari





Leliefontein pump as turbine station

Designing and building a first-of-its-kind pump turbine station in South Africa

The power generated at Leliefontein can be offset against the power that the Drakenstein Municipality would have had to purchase from the electric public utility. It not only reduces the Municipality's environmental impact through the consumption of renewable energy, but it also has a social impact because the client can invest the money saved by utilising the renewable free energy, back into the community through delivery of services.





UN environmental planning

Helping African countries to develop climate-change scenarios and risk assessments

The Zutari team was engaged by the United Nations Environment Programme (UNEP), through the United Nations Office at Nairobi (UNON), to help several African countries develop nationally-owned climate change scenarios and risk assessments, based on best available techniques and data. The output of this 36-month project is to be suitable for use as the basis for national and sub-national climate change adaptation planning.





Cape critical rivers project

Zutari helps protect SA's river ecosystems

Non-native fish were introduced to the rivers of the Western Cape for sporting purposes. These 'alien' fish have enhanced the region's fishing experience for anglers, but also led to many endemic fish species becoming endangered as they are preyed upon by the introduced varieties.

Zutari worked with a number of inspiring organisations, including the Freshwater Research Centre, the Endangered Wildlife Trust, CapeNature, and the Department of Environment and Nature Conservation (DENC), to help rectify the damage that has been done in these rivers by ensuring that river flows in the Western Cape meet the ecological requirements of our endangered freshwater fish species.





Garden route dam

Raising of the Garden Route Dam spillway and embankment crest



Joint Winner: Technical Excellence

2020 South African Institution of Civil Engineering (SAICE) Awards

Expanding an existing water-supply resource adding additional storage will add much-needed drought resilience to the water-supply system.

It is also preferable to the development of new sites, as it limits the extent of the environmental impact to an already impacted site.

Other projects:

[Bokomosa ba rona | South Africa](#)





Improved delivery of social housing building resilient communities in Cape Town through a strengthen institution.

The Public Housing department has been involved in a process to unlock the full potential of the Department, taking guidance from the need to deliver better customer service through an engaged workforce with commitment to best practice demonstrating good stewardship of the extensive assets which have been placed in their care.

Zutari has helped with the development of a co-created strategic vision that looks to derisk the departments activities through improved asset management & planning while simultaneously focusing on improving the lives of the indigent communities of Cape Town. Zutari are walking the change management journey with the client drawing on our deep technical insights to align the changes from strategy to on the ground implementation building a stronger public institution that delivers on the basic needs of our citizens.



Impact Catalyst

Beyond mining: circular, socio-economically sustainable businesses

Zutari is working in a consortium of private and public sector organisations to build socio-economically sustainable businesses in the traditionally strong mining areas of South Africa.

The project team developed a holistic project execution plan, monitoring and evaluation plan and stakeholder engagement plan with multiple consortium member requirements and many public and private stakeholders across three provinces.

Some of the current projects that form part of the Impact Catalyst programme are:

Integrated game farming with a blended industrial approach to develop entire value chains while aiming to use the land in an optimal way to create as many jobs and SMME opportunities as possible

An irrigation scheme, agro-processing, and fresh produce market(s) to contribute to food security in the region

A community-oriented primary healthcare programme in collaboration with the University of Pretoria to train nurses in the communities to provide primary care for community members in their homes



Health & Safety



Health & Safety



FY21 achievements

- Review of the heritage organization's Health & Safety Management System and adaptation to Zutari.
- In collaboration with the Green Building Council of South Africa (GBCSA) issued a Guideline for the Safe Return to the Workplace in response to the COVID-19 pandemic.
- Successfully demerged all H&S systems from heritage company
- Compiled and implemented a Health & Safety management system of the new company Zutari



Looking Forward to FY22

- Working group created to review and improve Safe Design process
- Addressing the three legs of our H&S Strategy, namely Leadership, Wellbeing and Performance



Health & Safety

At Zutari, a robust and responsive Health & Safety (H&S) culture is 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.

We further underpin our strong culture of H&S with a detailed, targeted and responsive safety governance framework and management system. Our H&S management system is designed to meet the fundamental approach of ISO 45001.

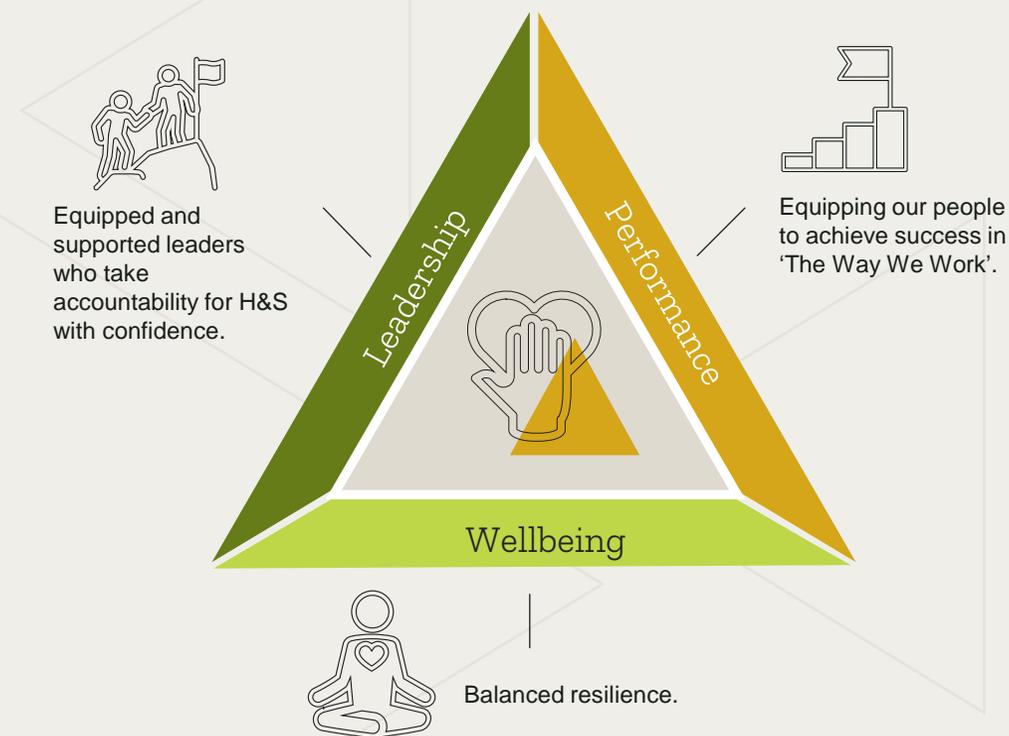
Together, the Zutari H&S strategy and framework support the delivery of projects and meet legislative and client requirements.

To further support H&S on projects, Zutari has identified 10 My Life Saving Rules (MLSR), which have been compiled following a risk-based assessment of our typical activities and exposure to hazards.

Zutari's 10 My Life Saving Rules:

- Fitness for work
- Land transport
- Working at heights
- Confined spaces
- Energy sources and isolation
- Excavations and breaking of ground
- Travel to, and working in high-risk environments
- Alone or isolated work
- Lifting and suspended loads
- People, plant and traffic separation

Our strong H&S culture is supported by a H&S strategy that is founded on three key areas:





Health & Safety

Occupational health and safety management system



Zutari has implemented a Health & Safety management system (HSMS) aligned to ISO 45001:2018, which applies to all Zutari operations in all geographical locations, to all staff and sub-consultants.

- Zutari complies with relevant local Health & Safety legislation and where local jurisdiction does not have specific Health & Safety legal requirements or those requirements do not meet the standards required by Zutari's H&S standards, then Zutari activities will comply with the requirements of Zutari's standards and procedure.
- A legal H&S register is compiled and maintained for each geographical location in which Zutari operates.
- Zutari's Health & Safety management system also follows the guidelines of ISO 45001 as well as a risk-based approach.
- Zutari's standards are named as follows: Health and safety Manual, Objectives, Hazard Identification and Risk Assessment, Legal Compliance, Consultation and Participation, Documents and Records, Contractor Management, Emergency Preparedness and Response, Management of Change, Governance and Assurance, Management Review and Incident and Injury Management.
- The risk management approach of the health and safety management system is evidenced by the 10 My Life Saving Rules, which are aimed at the 10 activities conducted by Zutari which are regarded as high risk.
- Zutari's scope of work includes office-based work, travelling, including travelling to high-risk locations, work in excavations, working at height, work within traffic accommodation and work in confined spaces.

All activities are covered by the health and safety management system.



Hazard identification, risk assessment and incident investigation

When applying the risk management process consideration is given to relevant legislation, codes of practice, standards and contractual requirements for Health & Safety .

Risks controls are ranked from the highest level of protection and reliability to the lowest. This ranking is known as the hierarchy of control. Health & Safety risks are controlled by working through this hierarchy to choose the control, or combination of controls, that most effectively eliminates or minimises the risk in the circumstances to As low as reasonably predicted (ALARP). This process is covered in Hazard Identification and Risk assessment procedure

- H&S training is identified for individuals and captured in a training need analysis as relevant to their role,
- Zutari continually assesses risks throughout the life of the project using H&S risk management tools which are described in the procedure and conducts governance and assurance assessments.
- Zutari has Take 5 processes to check that controls documented in a task-based risk assessments are in place and to check/report for any new or unexpected risks.
- Zutari personnel are empowered and supported by Zutari management to cease work which could result in imminent harm. Zutari personnel shall immediately notify the Project Manager and client or contractor representative to advise the reasons for ceasing Zutari work.

Zutari's Health & Safety team, in consultation with the business area that experienced the incident or near miss, are responsible to investigate incidents.

The ICAM (Incident Cause Assessment Method) and 5-Why investigation methodology is used, and focus areas to determine cause factors are as follows:

- People
- Environment
- Equipment
- Procedure
- Organisational

Contributing factors are identified by:

- Absent or failed defences
- Individual or team actions
- Task / environmental conditions
- Organisational factors

The communication of incidents, near misses and the lessons learnt are a vital part of preventing recurrence.



Corrective actions are implemented in consultation with those likely to be affected by the changes (i.e., management, workforce and, where relevant, Health & Safety Representatives), and those responsible for funding the changes (where there is the potential for financial impact).



Health & Safety

Occupational health services

Employees working on construction sites receive yearly medical examinations conducted by a registered Occupational Health Practitioner (RSA only).

The examination takes into consideration the type of hazards the employee will be exposed to, and dependent on any possible condition, exposure limitations may be prescribed. These services are funded by the employer, and logistical arrangements are made to ensure that first and follow up medicals are conducted seamless and effortless.

- The medical records are kept by the service provider and unit secretaries and are only shared with the individual and the H&S team, where necessary.
 - POPI Act requirements are complied with (RSA only).
 - Health related information of employees are only used according to the parameters of the legislation in terms of which the health information is collected.
-



Health & Safety

Worker participation, consultation, and communication on occupational health and safety

- Zutari provides various platforms through which management and staff connect to share relevant H&S information. Management of health and safety is based on the principle that managers and their staff will consult and cooperate to address and solve health and safety issues in their workplace. This principle is backed by health and safety law which gives staff the right to have information about the health and safety issues that affect them and the right to have their say in how these issues are resolved
- Three main platforms exist for consultation, participation and communication within the organisation. The corporate H&S Committee includes non-executive staff and meets quarterly. The Tshwane H&S Committee is made up entirely out of non-executive staff and meets quarterly. H&S Champions receive monthly information from the H&S team, and their task is to be the link between their respective unit and the H&S team.

Worker training on occupational health and safety



Zutari staff have access to various H&S training modules. Training requirements are assessed based on scope of work and exposure to hazards. Specific training has been compiled for the 10 My Life Saving Rules. In addition, hazard identification and risk assessment, incident investigation techniques and visible felt leadership are some other examples of available training modules. All training requirements are captured on a training needs analysis and managed by the unit or office manager. The training cycle of most H&S training units is 3 years.

Promotion of worker health

- All employees are motivated to belong to a private medical aid, and premiums have a tax benefit. Employee benefits include time to access health services.
- Yearly health promotion days are arranged and are accessible to all employees. Zutari subscribes to a Wellbeing service provider, which offers free of charge counselling on a large array of topics to all employees. Included in this is access to professional mental health service providers (RSA only).

The above-mentioned service is conducted on a maximum confidential basis. Health related information of employees is only used according to the parameters of the legislation in terms of which the health information is collected.





Health & Safety Performance

Zutari's line of business and services offered, which is mainly advisory, does not contribute to significant negative occupational health and safety impacts.

All workers are covered by an occupational Health & Safety management system.

Zutari does not have any work-related ill health to report.

Work-related injuries

The main types of work-related injury: Slip, trip and fall, ergonomics



0

= fatalities as a result of work-related injury

2

= high-consequence work-related injuries (excluding fatalities)

5

= recordable work-related injuries

No injuries or fatalities for any workers who are not employees or whose work and/or workplace is controlled by Zutari

Work in high-risk locations and personal security

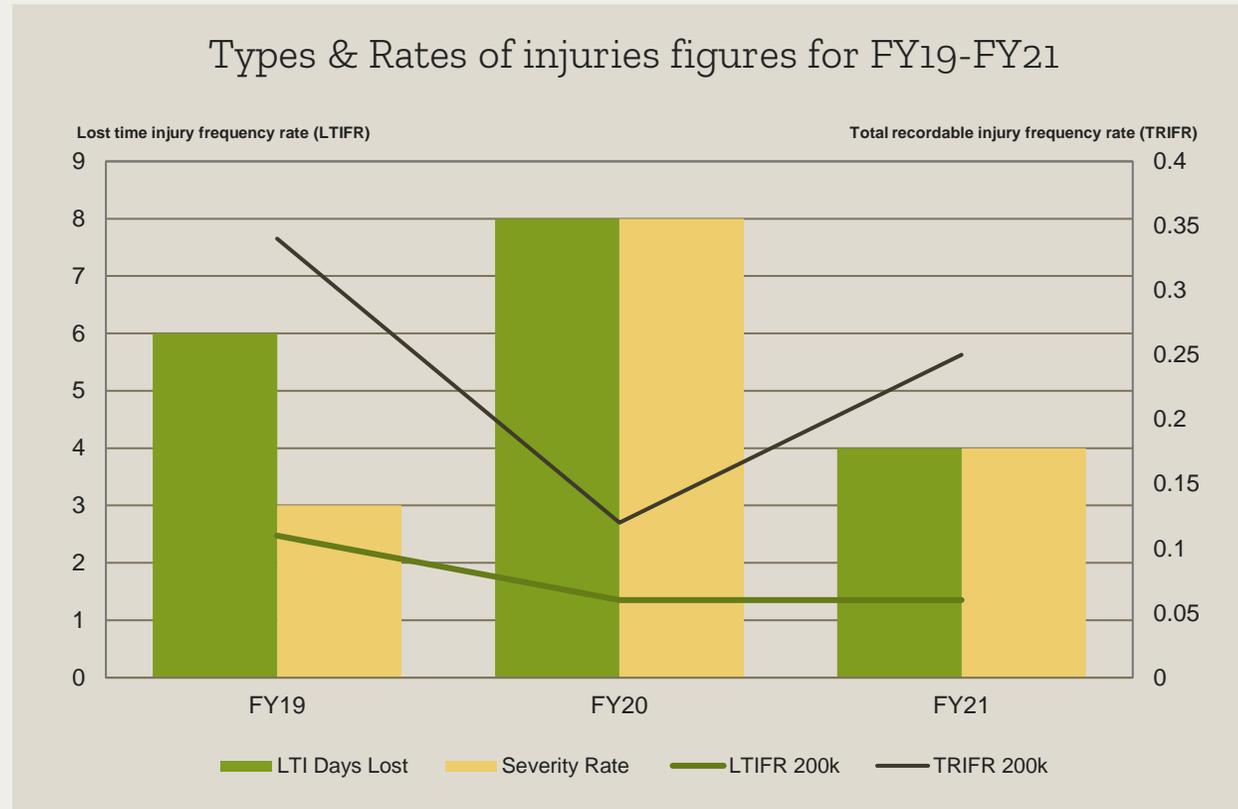
- Hazards are determined by applying risk management tools on respective projects
- In this reporting period based on 200,000 hours worked, no hazards were determined, but there was a potential for injury.
- Actions that have been to eliminate hazards and minimize risks:
 - focus on training and awareness of staff
 - alignment with clients to address risks as a partnership,
 - increased community communication and awareness,
 - identifying role players in communities
 - task based risk assessments to identify suitable control measures per individual projects.



Injuries frequency rates

"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



Safe design

Zutari has an obligation as a professional engineering consultancy to design assets which are safe to construct, maintain, operate and demolish. The Safe Design process involves the identification of hazards and integration of control measures in the design to eliminate or, if this is not reasonably practicable, to minimise the risks of health and safety of persons throughout the life of the product being designed.

Our Safe Design toolkit comprises safe design risk register, safe design management plan, safe design prompt list and a safe design report.



Collaboration and co-creation are important parts of our safe design process. Project stakeholders are consulted to give input for the identification and mitigation of design risks.

Looking Forward

In early FY22 a working group was established by the Lead of Health & Safety. This working group will review and improve our safe design toolkit, including processes and templates.



People & Culture



People & Culture



FY21 achievements

- Women's Month celebrations to recognize and celebrate women
- Heritage month to honour various cultures and diversities using toolkits, magazine and mentoring
- Commitment to Pride Month LGBTQI+
- 16 Days of Activism – gender-based violence campaign
- Disabled Learnership programme – currently 10 disabled learners



Looking Forward to FY22

- To enable and empower leaders with transformational/inclusive leadership capabilities and skills to enable them to model and lead DEI initiatives from within their own units.
- To enable teams to learn, model and lead a DEI culture from within. Striving for all employees to feel welcome and building a culture of diversity and inclusiveness that is rich and mature with an opportunity to constantly evolve and become better.
- To understand and learn more about our progress in gender equality, multicultural diversity, disability and LGBTQI+ portfolio and how we can improve.





Scale of the organization

At the end of the reporting period Zutari had 1,858 full time employees.

For FY22 we anticipate that the numbers will remain more or less stable.

The minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them is 4 weeks.

Collective bargaining agreements are not applicable to Zutari.

*The Middle East employees were added to our data from April 2021.

Percentage of employees per age group



Total number of employees by employment contract (permanent and temporary), by gender.

Gender	Temporary	Permanent	Total
Female	14%	86%	685
Male	18%	82%	1176

Total number of employees by employment contract (permanent and temporary), by region.

Region	Temporary	Permanent	Total
Africa	17%	83%	1715
Middle East	4%	96%	146



People & Culture

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 in the countries in which we operate.

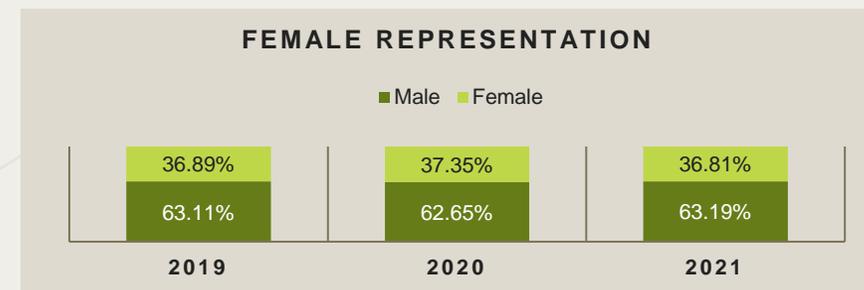
We have also implemented a grievance policy that provides a mechanism for employees, contractors and consultants to raise a grievances about workplace issues (including, but not limited to, discrimination, harassment, bullying, violence, vilification or victimisation) without fear of retribution and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

Female Representation

Current Female Representation 36.81%

We periodically conduct remuneration analysis. This is to better understand our market (external) and internal position. We compare this analysis against several factors including but not limited to salary occupational level, nature of work, qualifications, race and gender. In order to assess any discrepancies in remuneration, salaries are compared to the overall internal median of that level. Our gender salary parity average across all employees per job level, shows that females are on average earning 99% of the internal medium as a compa ratio versus males with a 103%. A further breakdown per job function and level is available on request.

Given that the business, industry and general economy have experienced sustained hardship as a result of Covid19 and other pre Covid19 factors, we have seen a slow down in adjusting salaries against what the market is paying. It will always be our intention to identify and action disparities from a remuneration perspective but we also need to be realistic that such actions and adjustment is sustainable and equitable. Therefore we remain committed in working towards ensuring that all our employees earn an equitable salary compa ratio for all races and gender. Ultimately we want to ensure that our employees have meaningful jobs and are rewarded appropriately.



Voluntary Annualised Attrition

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

Employer Rankings

South African Graduate Employers Association (SAGEA):

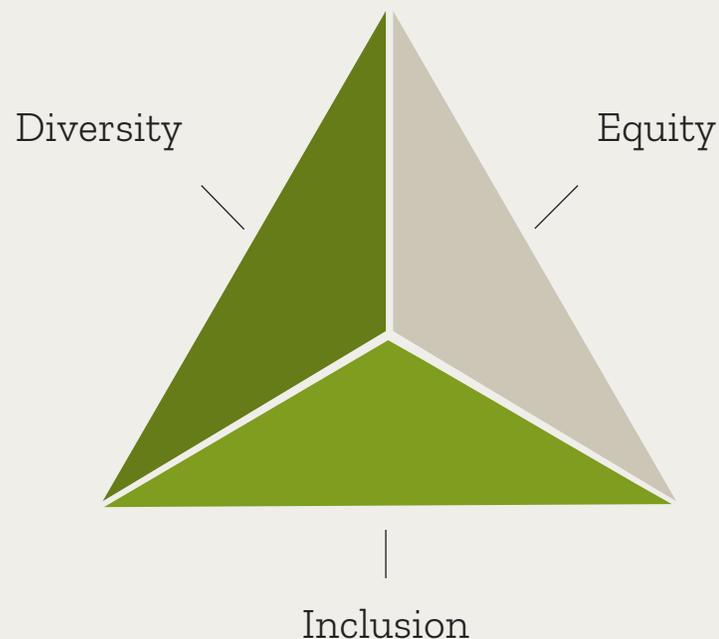
- 2021: Ranked Zutari 2nd among the top engineering employers in South Africa
- 2020: Ranked Zutari 2nd among the top engineering employers in South Africa

GradStar Student's Choice Awards

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



People & Culture



Our vision of working towards a non-racial and non-sexist inclusive world 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:

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

For the reporting period 84% of female staff and 81% of male staff formed part of the performance review process.

Reasons why some employees were not part of the review might be:

- Casual & fixed term employees with contracts less than 6 months or whose contract will be ending in the next 3 months were excluded.
- Future terminations were excluded
- New starters who joined after 1 February 2021 were excluded from the formal review.



People & Culture

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.

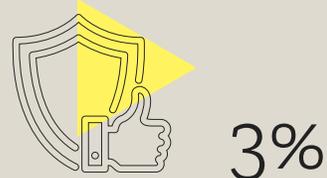
We continuously seek out opportunities to improve this rating. We also remain committed to execute socially relevant and impactful programmes that benefit the communities, environment and economies in which we operate.

Level 1 rating



For the past year we achieved a BBEE 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 are black of whom 20.66% are black women.

More than 35% of Zutari staff are 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 on 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.





Training

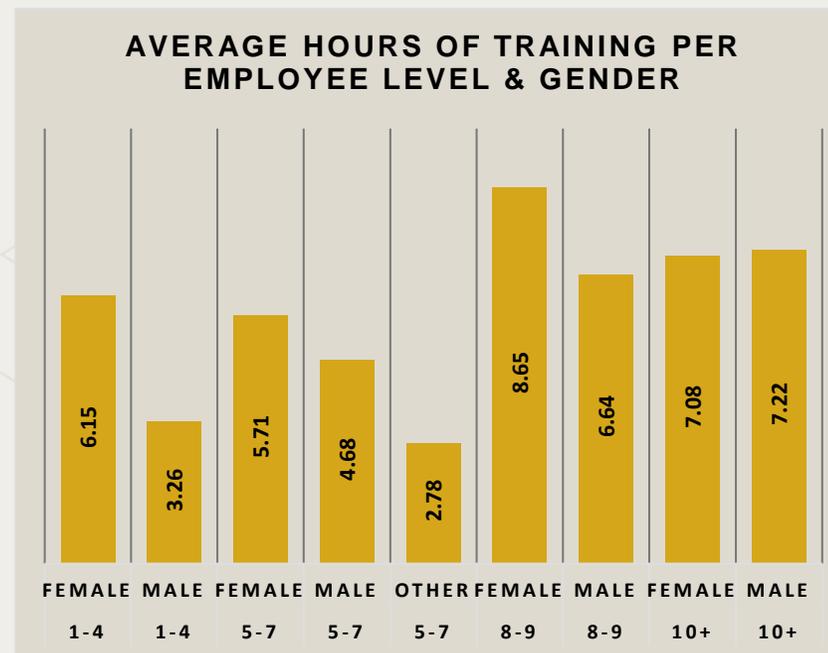
Zutari recognises that a strong, social and collaborative learning culture is key to our success as an organisation and we must entrust our staff to take control of their own unique learning journey – with expert support and guidance from the Learning eXperience team, our leaders and our learning partners. 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 ecosystem 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.



People & Culture

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. Staff learn how to operate as a true partner with our clients.

Digital mastery



Staff can develop their capability with future-fit digital skills so they can use the latest tools and technology to improve the way we work together and the services we offer our clients.

Commercial mastery



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

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 our staff develop your technical skillset.

Co.creative



Staff 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.

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.



Parental Leave

Total number of staff by gender:

FEMALE	MALE
685	1,115



Total number of employees that took parental leave, by gender:

FEMALE	MALE	FEMALE	MALE
62	62	61	62

Total number of employees that returned to work in the reporting period after parental leave ended:

Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender:

FEMALE	MALE
55	61



Ethics and integrity

people of all
in·teg·ri·ty /in'tegri-
est and of always havin
absolute integrity, with
2 formal the state of bei
Removing the



Ethics and integrity



Recent achievements

- Ethics/ Anti-bribery and corruption (ABAC) training is part of our onboarding programme “Basecamp”.
- Rolled out Gifts and Entertainment Register
- Adopted a new Work Plan for Zutari’s Social and Ethics Committee, which is a committee of the Zutari Board;
- Adopted an Integrity Management Framework for Zutari
- Established 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)
- Reviewed Zutari’s Integrity Management policies
- Implemented protocols and procedures aimed at improving the assessment of vendors and introduced 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

- Identifying provider to customize anti-bribery and corruption training modules for launch in later FY22 or early FY23. 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.
- Scoping and conducting a human rights self-assessment using ithe
- Integrating an assessment of modern slavery risks into the opportunity management process, using the Walk Free Global Slavery Index





Ethics and integrity

"Zutari has a well developed and robust Integrity Management System to prevent or mitigate the risk of corrupt activities occurring in 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.

At Board level directors have a duty to disclose any conflict of interests in terms of the Companies Act, 2008. We also have a Conflict of Interest Policy to manage and avoid conflicts of interest. The Conflict of Interest Policy is supported by a Declaration of Interest Register which employees are required to complete on an annual basis.



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 underpin 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.

The anti-bribery and corruption policy (ABAC) 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

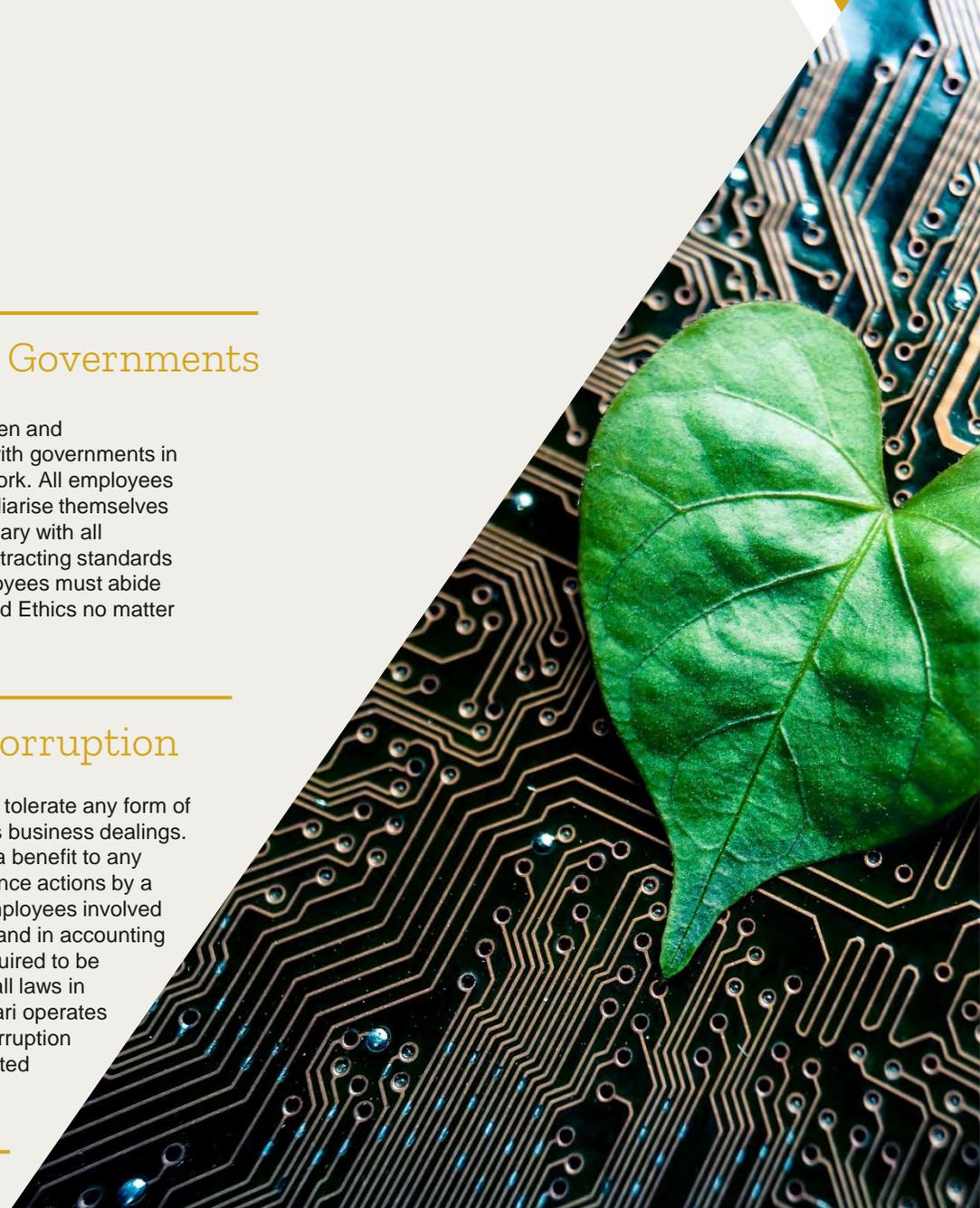
Zutari does not engage in the activities of political parties and does not make political donations in cash or kind. Our employees are permitted to engage in political activities as individuals subject to the other provisions of our Code of Conduct and Ethics, including the duty to avoid conflicts of 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.

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 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
- Supplier Code of Conduct
- Gifts Register / Charitable Donations Register
- Whistle-blower Policy
- Whistle-blower initial report
- Investigation Procedure

Reporting of breaches

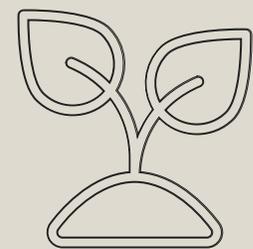
Zutari recognises the importance of fostering a culture and business environment in which employees feel safe to report improper and unethical conduct without fear of being victimised. We are therefore committed to have appropriate reporting procedures for unethical conduct that are consistent and comply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



Environmental care



Environmental care



FY21 achievements

- Continued to align Zutari's processes to ISO 14001:2015 to pursue certification readiness
- Commenced internal environmental audits of both offices/facilities and projects



Looking Forward to FY22

- Further development of environmental legal registers for countries in which we operate
- Promote sustainable projects through onboarding
- Address sustainability in project planning
- Showcase sustainable projects externally
- Improve GRI stakeholder process
- Update environmental improvement plans for our offices
- Develop environmental emergency plans
- Conduct environmental location audits



Environmental care

“In order 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

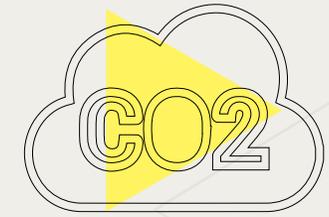
At Zutari, we recognise that environmental care in our industry has two dimensions:

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.

In the reporting period no fines/ other sanctions for any infringements or incidents/cases in the environment, social and integrity space during FY21.





Environmental care

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 using the operational control approach. The Middle East Office were included in the carbon footprint for the reporting period. Starting with a small number of offices on a pilot basis in 2013, we gradually expanded the coverage of our carbon footprint. In FY21 we significantly reduced our emissions overall by 17% from FY20.

- Scope 1 emissions increased by 80% because we included the usage of rental and private vehicle usage which was previously not reported.
- Scope 2 emissions: The Tshwane, South Africa office moved to a smaller office.
- Scope 3 emissions: Fewer flights due to COVID-19 impact and reduced need for inter-continental travel following demerger. More remote meetings. .

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 fleet vehicles and private vehicle usage.

Direct Emissions (Scope 2)

Scope 2 emissions are associated with our consumption of purchased electricity. Because our offices are in different 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 CO₂e emissions, which is outside our control.

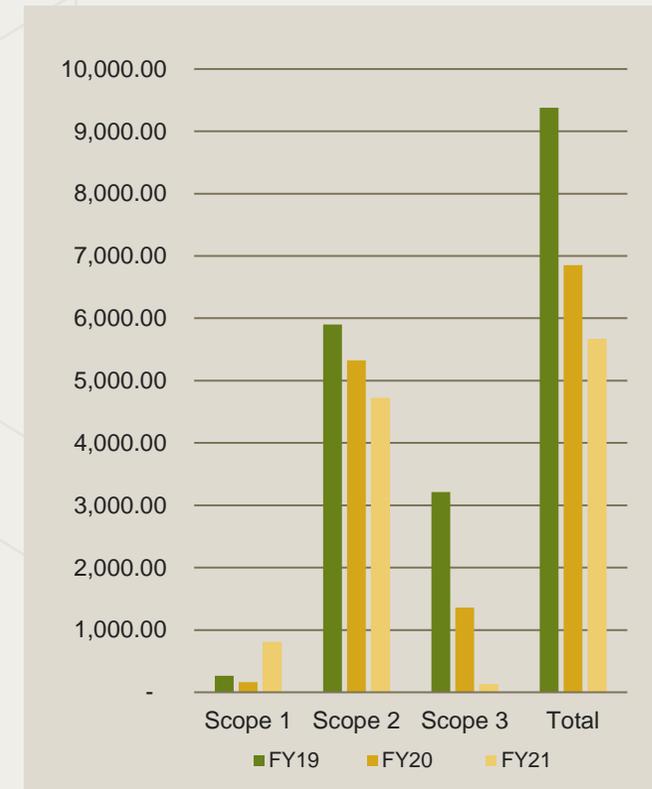
In order to minimise our consumption of electricity, our Cape Town office achieved 5-Star Green Star SA Office v1 Design rating by the [Green Building Council of South Africa \(GBCSA\)](#). We track the actual electricity consumption for all our office locations on an ongoing basis.

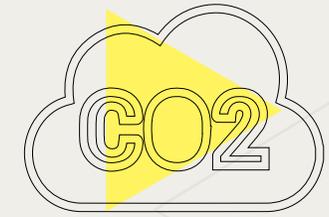
Emissions along the value chain (Scope 3)

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

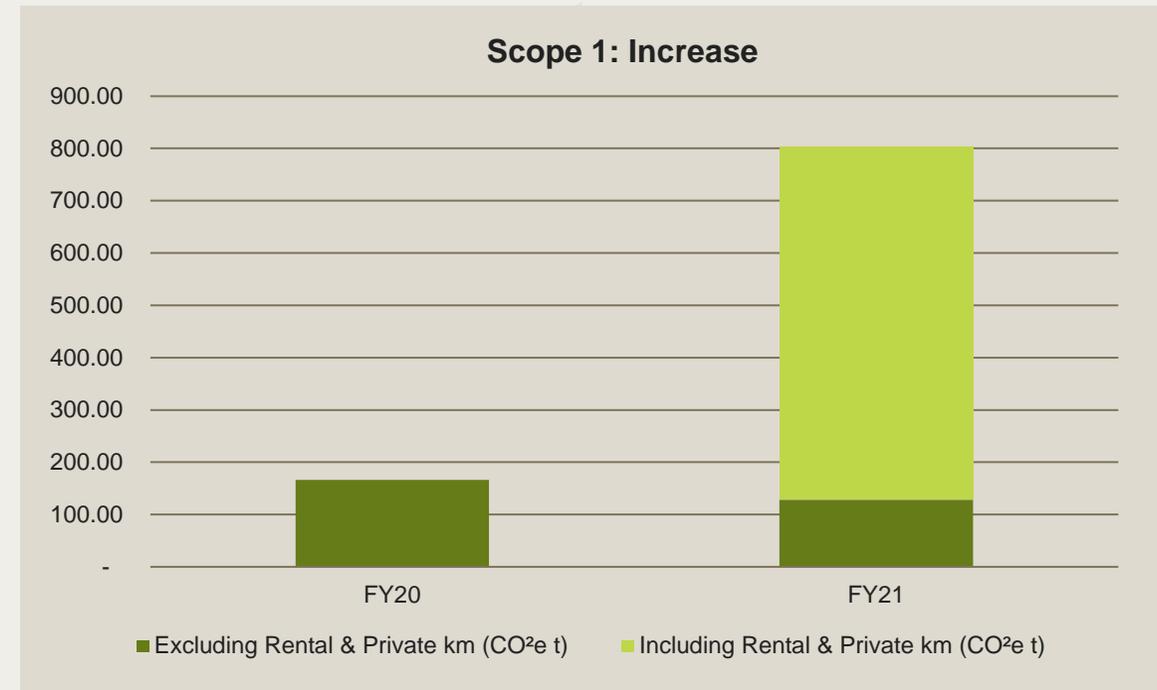
Scope 1

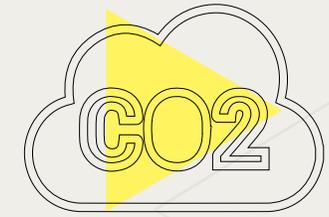
Our Scope 1 emissions increased by 80% due to inclusion of the rental and private vehicle usage data, which was previously not reported.

Scope 1 emissions covers:

- Fuel consumption for owned vehicles (South Africa and Middle East) and Generators for South Africa.
- Rental and private vehicle kilometre emissions for South Africa.

Scope 1			
Region	Unit	Intensity Unit / FTE	Intensity CO ₂ e t / FTE
RSA - Rental	1,190,959 km	742 km	0.14
RSA – Private	2,690,999 km	1,678 km	0.29
Total	3,881,958 km	2,421 km	0.42





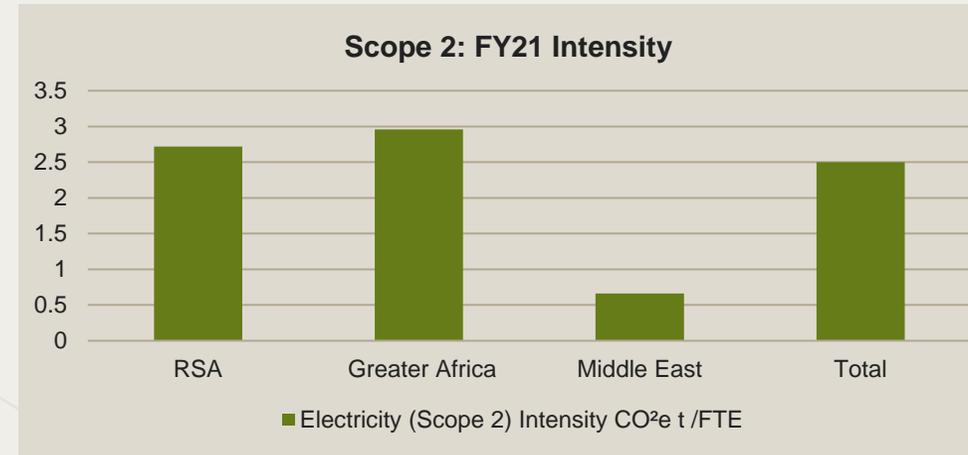
Environmental care

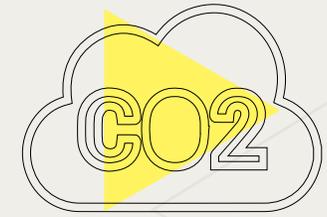
Electricity (Scope 2)

Historically Scope 2 emissions were only reported in South Africa, but we are in process to include Greater Africa and Middle East. In some cases electricity usage data is included as a flat rate in the office rental (Ghana, Mozambique, Nigeria, Kenya and Lesotho). In these cases we estimated actual usage based on data from comparable Zutari offices. Actual usage data is available for Angola, Botswana and Namibia. Scope 2 emissions reduced due to the Tshwane, South Africa office move to smaller premisses and working from home arrangements due to COV19.

Electricity (Scope 2) – FY21

Region	kWh	Intensity kWh/ FTE	Intensity CO ² e t /FTE
RSA	4,249,139.08	2,650.05	2.72
Greater Africa	319,553.99	2885.36	2.96
Middle East	112,485	700.11	0.66
Total	4,568,693.07	2,436.85	2.50



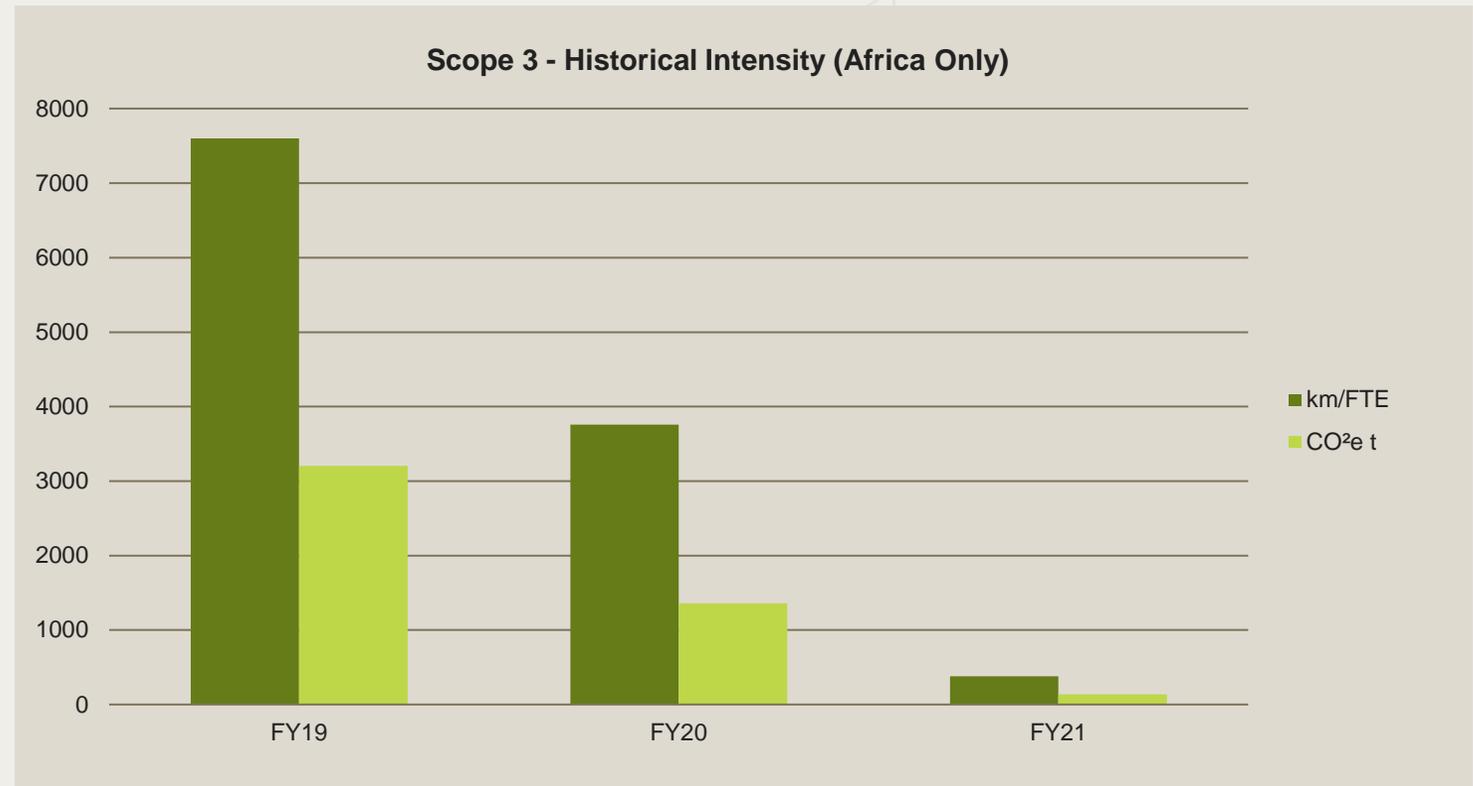


Environmental care

Flights (Scope 3)

The significant downward trend of our Scope 3 emissions continued from our previous reporting period, since Zutari's (Aurecon Africa) demerger from Aurecon. This reduced the need for intercontinental travel. Furthermore, our proportion of direct flights increased. Because an aircraft uses a large amount of fuel when it takes off, getting a direct flight rather than having to stop over reduces your carbon footprint. On average for a four-hour flight the fuel used to take the flight to its cruising altitude accounts for between 10 and 20 percent of total fuel consumption.

Note: The data excludes flights from the Middle East business.





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

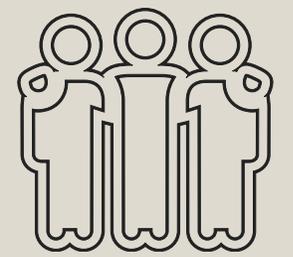
Several African countries experienced near-catastrophic draught conditions during recent years. If the tap runs dry, you recognize how depended we all are on clean, potable water. We try to make every drop count.

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 rainwater 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
-



Corporate social investment



Corporate social investment



FY21 achievements

- Established a solid relationship with Zutari Socio-Enterprise partners
- In FY21 1.25% of the NPAT was spent on structured socio-enterprise impact programmes.
- 30% of the budget was spent on high impact initiatives that add value to the transformation of our communities with limited service.



Looking Forward to FY22

- Partner with clients and create a difference in the communities where we operate
- Community needs analysis with office managers in the South African regions KwaZulu Natal, Polokwane, North-West Province, Eastern Cape support initiatives that create an impactful, sustainable difference
- Skills transfer to create empowerment initiatives
- Seek initiatives that align with our brand values and whose association has a positive impact





Corporate social investment

"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.



Corporate social investment

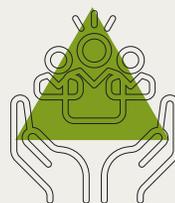
At Zutari we are conscience of who we agree to sponsor and support to ensure we remain true to our brand and philosophy of giving back to the communities in which we operate.

Therefore, assessing the need for and the sustainability of our CSI contributions or partnerships is paramount. Over R 1 million was spent on structured programmes. 30 % of this amount went towards communities with limited services.

In FY21 more than 1.25% of our NPAT was spent towards structured programmes.

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 and 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 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 and take active steps in initiating mentoring programs where critical skills development / transfer can take place and support job creation.



Zutari Socio-Enterprise partners



PROTEC

Zutari has been partnered with Protec since 2012. PROTEC supports previously disadvantaged communities and youth in the disciplines of Science, Technology, Engineering & Mathematics and contributes to the advancement of STEM education. Through its partnership with Zutari the programme has produced over 300 learners in the Mamelodi, Bloemfontein and eThekweni regions who have pursued careers in STEM. Zutari has sponsored R1 million towards the programme and will continue to embark on supporting education. With COVID-19 in our midst PROTEC along with other educational programmes had to resort to virtual learning platforms which Zutari supported through an additional R60 000 donation.



Primestarts

Primestarts is an educational programme that specializes in facilitating youth development programmes for high school learners from underserved communities. Zutari has partnered with Primestarts by sponsoring R100 000 for their “Ecopreneurs National Youth Sustainability initiative” which focuses on the principles of going green and taking care of our environment. The programme recognizes our global responsibility to curb climate change. The learners will be coached to develop sustainable green solutions for climate change resilience of the poorest and most vulnerable in our communities.



Roundabout Water Solutions PlayPump

Zutari supports the Roundabout Water Solutions PlayPump project which provides much needed access to water in schools in disadvantaged communities. A PlayPump is a merry-go-round device which offers children an opportunity to play. The children's play powers a water pump. Roundabout Water Solutions erect Playpumps in schools and provides maintenance to existing Playpumps to ensure that clean drinking water is available to communities that would otherwise not have access to water. Zutari has sponsored R42 000 for maintenance which covers 3 schools in the Eastern Cape province.



FSG @ Work

FSG @ Work is an NPO that provides training and upskilling of unemployment youth in telecommunications, financial literacy and 4IR to create sustainable jobs for the unemployed in the Kagiso and Alexandra townships. Zutari sponsored R56 000 towards the programme for the purchase of laptops. With the South African unemployment rate at an unprecedented 32.5% the y FSG@Work programmes are for the unemployed youth to become positive contributors to our economy.



Zutari Socio-Enterprise partners



Eat What You Grow

Zutari collaborated with the Bakwena Eat What You Grow (EWYG) Programme. The purpose of the programme is to lay a good foundation through Asset Based Community Development, assist the community with basic food security initiatives, community-based health and First Aid training. Champions within the community participated in a competition where they grew a garden using the ABCD principles for home consumption as well as starting a business to get an income. Zutari sponsored R50 000 for the programme which also went to the prizes for the competition.



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 NPOs that focus on the well-being and protection of women and children.



Library 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



Appendix A

GRI content index

Disclosure		Page/ URL/Comment
General Disclosures		
102-1	Name of organization	Zutari (Pty) Ltd (registration number 1977/003711/07)
102-2	Activities, brands, products and services	https://www.zutari.com/our-offering/
102-3	Location of headquarters	Riverwalk Office Park, 41 Matroosberg Road, Ashlea Gardens, Extension 6 Pretoria, 0081 South Africa
102-4	Location of operations	https://www.zutari.com/find-us/
<u>102-5</u>	Ownership and legal form	Private management-owned company
102-6	Markets served (geographic, sectors, types of customers)	Markets and Industries - Zutari
<u>106-7</u>	Scale of organization	Partially reported
<u>102-8</u>	Information on employees and other workers	Scale of Organisation
<u>102-9</u>	Supply Chain	Supply Chain
102-10	Significant changes to the organization and its supply chain	<ul style="list-style-type: none"> • Following due process, Zutari extended its operations to Dubai, Abu Dhabi and Qatar at the end of 2020. Operations in these offices will be included in future reporting. • Zutari Tshwane Office location move from Lynnwood Bridge to Riverwalk Office Park
102-11	Precautionary principle or approach	Zutari supports Principle 15 of the 1992 Rio Declaration.
<u>102-12</u>	External initiatives	Memberships
<u>102-13</u>	Memberships of associations	Memberships
<u>102-14</u>	Statement from most senior decision maker	Stakeholder address
<u>102-16</u>	Values, principles, standards and norms of behavior	Zutari Codes



Disclosure		Page/ URL/Comment
102-18	Governance structure	Leadership - Our Board and Management Committee - Zutari
102-40	List of stakeholder groups	Our stakeholders
102-41	Collective bargaining agreements	Not reported.
102-42	Identifying and selecting stakeholders	Stakeholders
102-43	Approach to stakeholder engagement	Stakeholders
102-44	Key topics and concerns raised	Stakeholders
102-45	Entities included in the consolidated financial statements	Not reported.
102-46	Defining report content and topic boundaries (Material Aspects)	As a default our reporting covers the entire organization. Due to the merger with the Middle East business, some data is not yet available for this operation. This will be included in future reports.
102-47	List of Material Topics	Materiality
102-48	Restatements of information	Addition of Middle East operations to the extent possible, e.g. carbon footprint.
102-49	Changes in reporting	Addition of Middle East operations to the extent possible.
102-50	Reporting period	1 July 2020 to 30 June 2021 (unless otherwise indicated)
102-51	Date of most recent report	This is the first sustainability report issued by Zutari. Sustainability reports were annually issued by our heritage company. A UNGC Communication on Progress was compiled in February 2021 and is available on the UNGC portal .
102-52	Reporting cycle	Annually
102-53	Contact point for questions regarding report/content:	sonja.deklerk@zutari.com Lead of Quality, Environment & Sustainability
102-54	Claims of reporting in accordance option with the GRI standards	This report is aligned to the GRI Core Option to the extent possible.



Disclosure		Page/ URL/Comment
102-55	GRI content index	Herewith.
102-56	External assurance	This report is not externally assured.
Specific Disclosures: Economic		
203-2	Indirect Economic Impacts	Our Projects - Our footprint and engineered solutions (zutari.com) Sustainability consulting Zutari Advisory Asset transformation Zutari Advisory
<u>204-1</u>	Proportion of spending on local suppliers	People & Culture Partially reported South Africa only
<u>205-2</u>	Communication and training about anti-corruption policies and procedures	Ethics and Integrity (Recent Achievements)
205-3	Confirmed incidents of corruption and actions taken	For the reporting period FY21 there have not been any confirmed incidents of corruption or legal action regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation.
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	
Specific Disclosures: Environmental		
<u>305-1</u>	Direct (Scope 1) GHG emissions	Environmental Care
<u>305-2</u>	Energy indirect (Scope 2) GHG emissions	Environmental Care
<u>305-3</u>	Other indirect (Scope 3) GHG emissions	Environmental Care
<u>305-4</u>	GHG emission intensity	Environmental Care
<u>305-5</u>	Reduction of GHG emissions	Environmental Care
<u>306-2</u>	Waste by type and disposal method	Partially Reported Environmental Care
<u>307-1</u>	Non-compliance with environmental laws and regulations	Environmental Care



Specific Disclosures: Social

401-1	New employee hires and employee turnover	Partially reported People & Culture – Voluntary Annulised Attrition
401-3	Parental Leave	People & Culture – Parental Leave
403-1	Occupational health and safety management system	Health and Safety Occupational health and Safety management systems
403-2	Hazard identification, risk assessment, and incident investigation	Health and Safety (Hazard Identification, risk assessment and incident management)
403-3	Occupational health services	Health and Safety Occupational health services
403-4	Worker participation, consultation, and communication on occupational health and safety	Health and Safety Worker participation, consultation, and communication on occupational health and safety
403-5	Worker training on occupational health and safety	Health and Safety Worker training on occupational health and safety
403-6	Promotion of worker health	Health and Safety Promotion of Worker health
403-8	Workers covered by an occupational health and safety management system	Health and Safety Occupational health and Safety management systems
403-9	Work-related injuries	Health and Safety Performance : Work-related injuries



Disclosure		Page/ URL/Comment
Specific Disclosures: Social		
404-1	Average hours of training that the organisation's employees have undertaken during the reporting period	People & Culture - Training
404-2	Type and scope of programs implemented, and assistance provided to upgrade employee skills.	People & Culture - Training
404-3	Percentage of total employees by gender and by employee category who received regular performance and career development review during the reporting period	People & Culture
405-1	Diversity of governance bodies and employees	Leadership
405-2	Ratio of basic salary and remuneration of women to men	Partially Reported People & Culture – Female Representation
413-1	Operations with local community engagement, impact assessments, and development programs	Partially Reported Zutari Socio-Enterprise partners
414-1	New suppliers that were screened using social criteria	Partially Reported Supply Chain
415-1	Political contributions	Ethics and integrity – Political donations
416-1	Assessment of the health and safety impacts of product and service categories	Partially Reported Safe Design
Standard 419: Socioeconomic Compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	For the reporting period FY21 Zutari has not received any fines or non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area.



UNGC Communication on Progress

COMMUNICATION
ON PROGRESS



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

Topic	Principle	Description	Comment	Location
Human Rights	1	Businesses should support and respect the protection of internationally proclaimed human rights	Zutari has a Social & Ethics Committee of the Board. The Committee has the following statutory duties and responsibilities: To monitor the Company’s activities, having regard to any relevant legislation, other legal requirements or prevailing codes of best practice, with regard to matters relating to – social and economic development, including the Company’s standing in terms of the goals and purposes of –	pp.65-69
	2	Business should make sure that they are not complicit in human rights abuses		pp.65-69
Labour	3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	(aa) the 10 principles set out in the United Nations Global Compact Principles; and (bb) the OECD recommendations regarding corruption (i.e. Principles for Transparency and Integrity in Lobbying (2010), Enhancing Integrity in Public Procurement (2008), Guidelines for Management Conflict of Interest in the Public Service (2003) and Improving Ethical Conduct in the Public Service including Principles for Managing Ethics in the Public Service (1998)); (cc) the Employment Equity Act; and (dd) the Broad-Based Black Economic Empowerment Act;	p. 86
	4	the elimination of all forms of forced and compulsory labour		pp. 65-69
	5	the effective abolition of child labour		pp. 65-69
	6	the elimination of discrimination in respect of employment and occupation		p. 58
Environment	7	Businesses should support a precautionary approach to environmental challenges	(bb) contribution to development of the communities in which its activities are predominantly conducted or within which its products or services are predominantly marketed; and (cc) record of sponsorship, donations and charitable giving; the environment, health and public safety, including the impact of the Company’s activities and of its products or services; consumer relationships, including the Company’s advertising, public relations and compliance with consumer protection laws; and labour and employment, including –	pp. 70-77 p. 85
	8	undertake initiatives to promote greater environmental responsibility		pp. 70-77
	9	encourage the development and diffusion of environmentally friendly technologies		pp. 24-45
Anti-corruption	10	Businesses should work against corruption in all its forms, including extortion and bribery	(aa) the Company’s standing in terms of the International Labour Organization Protocol on decent work and working conditions; and (bb) the Company’s employment relationships, and its contribution toward the educational development of its employees; to draw matters within its mandate to the attention of the Board as occasion requires; and to report, through one of its members, to the shareholders at the Company’s annual general meeting on the matters within its mandate.	pp. 65-69

Contact us

Sonja de Klerk

LEAD OF QUALITY, ENVIRONMENT AND
SUSTAINABILITY

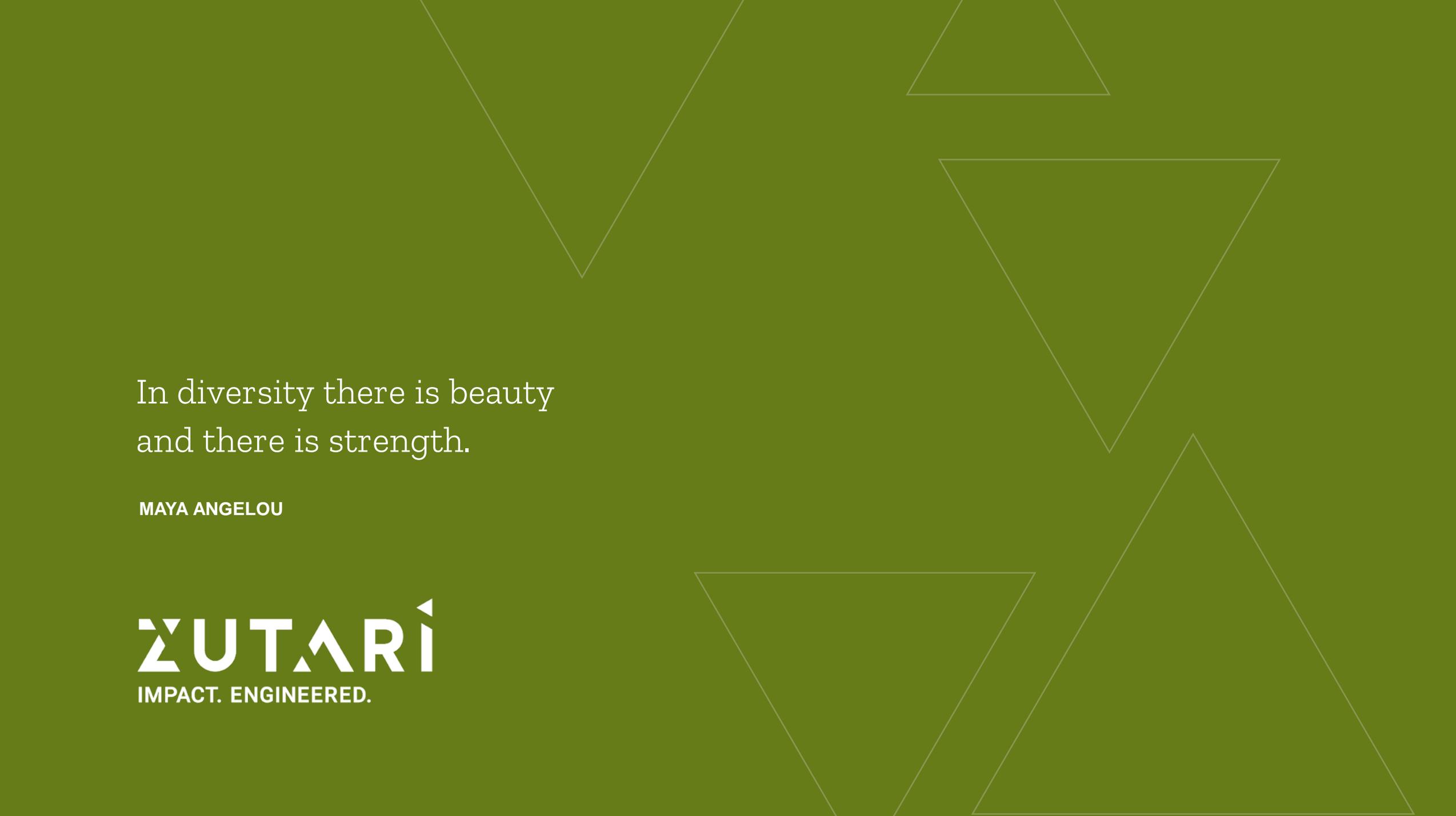
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The background is a solid green color. It features several white-outlined triangles of various sizes and orientations scattered across the space. Some are pointing up, some are pointing down, and some are pointing towards the corners. The triangles vary in size, with some being quite large and others being smaller.

In diversity there is beauty
and there is strength.

MAYA ANGELOU

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