



# United Nations Global Compact

Communications on Progress Report: January 2021 – January 2022

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**Author(s):**

RebelGroup Advisory Southern Africa Pty (Ltd)

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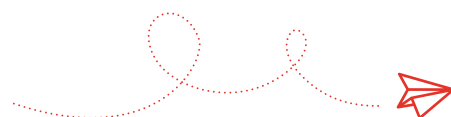
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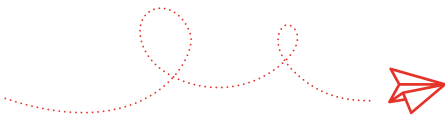
Progress Report 2021 - 2022

**RebelGroup Advisory Southern Africa (Pty) Ltd.**

Suite 21, 3rd Floor, Building 2,  
114 Oxford Road, Rosebank, 2196, Johannesburg  
South Africa  
+27 10 591 9018 / 1232  
adminsa@rebelgroup.com  
www.rebelgroup.com



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## 1. Statement of Continued Support by the Chief Executive

### To Our Stakeholders:

RebelGroup Advisory Southern Africa (Pty) Ltd confirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this annual report on progress, we propose key actions to continually improve the integration of the Global Compact and its principles into our business, projects, culture and daily operations. We also commit to sharing this information with our stakeholders using available communication channels. of communication.

Yours sincerely



**Andreas Bertoldi**

Director

*RebelGroup Advisory Southern Africa (Pty) Ltd*

## 2. About Rebel

RebelGroup Advisory Southern Africa (Pty) Ltd is the Johannesburg-based South African subsidiary of RebelGroup (Rebel), a Dutch global advisory practice. Rebel was established in 2002 as a financial, economic and strategy advisory firm. Rebel specialises in public-private partnership projects, public investment projects and public service provision in transportation and infrastructure. Besides our advisory practice, we are active in equity investment and structuring investment funding, specifically in infrastructure financing.

We operate globally out of our headquarters in Rotterdam (the Netherlands) and offices in Nairobi (Kenya), Johannesburg (South Africa), Washington, DC (USA), Manila (the Philippines), Antwerp (Belgium), and Düsseldorf (Germany). We also have representatives based in Jakarta (Indonesia) and Mumbai (India). Rebel has an extensive footprint in Sub-Saharan Africa.



Our 250+ staff have been involved in 175+ projects and transactions to date across all transportation and infrastructure sectors for a total transaction value exceeding USD 40 billion. We would like to highlight that the entire Rebel team, including our colleagues based in country offices, stand available to provide support to each project to achieve integrated, holistic results. In addition, Rebel has a global network of qualified companies and professionals. We often partner with legal and technical parties that complement our skills to deliver the best possible solution to our clients.

### 3. Executive Summary

Since joining UNGC, Rebel has intentionally integrated the UNGC Ten Principles into the Rebel business strategies, policies, and procedures. The Ten Principles are reflected in our values (entrepreneurship, integrity, substance and content, transparency, independence, open to change and value creation) and the culture we deliver by. They are part of our staff and supplier selection and induction and are some of the measures used to track how we do business.

Rebel is committed and proud to govern ourselves and our business in line with the Constitution of South Africa, as the supreme law of the Republic of South Africa. The Constitution contains the 'Bill of Rights'. Chapter two of the Bill of Rights protects the labour rights of all South Africans (Section 18 - Freedom of Association). We are also proud to comply with and align ourselves with the South African Human Rights Commission (SAHRC) Act 54 of 1994. The SAHRC is in place to monitor and act against violations of human rights. These violations are identified both pro-actively and by way of complaints. The SAHRC seeks redress for violations and educates South Africans on Human Rights and raises awareness of human rights issues.

During the COVID-19 pandemic, Rebel had to be innovative and resilient while maintaining our principled commitment to the essence that makes Rebel the unique consultancy that it is. Rebel has prioritised clients and staff safety. COVID-19 has made us examine our standard ways of working. We have implemented home and hybrid working while recognising the importance of team connection and thinking.

In 2021, Rebel spent considerable time to strengthen our internal processes and leadership abilities. We have conducted a range of coaching interventions to improve our ability to engage, problem solve and lead our staff and clients with the underlying principles of respect, fairness, honesty and courage. These skills have been led by the senior leadership and are being transferred to the staff. The Rebel plan is to transfer these skills and principles in a way that is integral and sustainable.

The Rebel vision of being pragmatic change agents that empower a better functioning society has started internally and is now making inroads into the projects that have started in late 2021 and early 2022. Our team has built on the foundation of strengthening and supporting better functioning Human Rights, Labour, Environment and Anti-Corruption as four critical pillars that support society to function better. The directors, staff, consultants, authorized representatives, and all others acting on behalf of Rebel are committed to this achievement.

## 4. Description of Actions

### 4.1 Human Rights Principles

In a country that has lived through human rights injustice, Rebel has a particular sensitivity to the importance of human rights. Rebel prioritises human rights in all dealings with staff, clients, consultants and society. Rebel is committed to role modelling human rights standards. This includes integrating respect, protection of and fulfilment of the rights of freedom of association and collective bargaining, elimination of child labour and modern slavery, elimination of racial and gender discrimination and the building of an empowering workplace that does not discriminate based on sexual orientation, physical ability or mental illness.

Rebel has taken active steps to enhance the skills and competence within so that the workplace is even more fair, equal, and respectful. Rebel explores how well it is performing in building a space where staff and consultants feel trusted, fairly treated, able to be transparent and honest with feedback. Rebel is continually monitoring that it is an organisation free from prejudice, discrimination, bias, harassment, victimisation and/or violation

#### 2021 ACTIONS:

##### Internal

- Regarding COVID-19, our priority was ensuring the safety of our employees and supporting public health measures. Rebel stopped non-essential travel and in-person interaction, and enhanced the ability to conduct online meetings, supporting our staff to work remotely. Rebel supported staff to install the required connectivity and work-tools to enable the continued delivery of work in a way that was fair and transparent.
- During COVID-19 lock down, a number of employee wellness initiatives were implemented so that staff were socially engaged, and Rebel management was able to support staff that were emotionally challenged by the restrictions they were facing.
- Once staff were vaccinated, a hybrid working structure was implemented. COVID-19 protocols were developed and implemented in the office. Rebel has become flexible and responsive to delivering the projects and deliverables required using a range of engagement and delivery methods.
- In 2021, the Rebel leadership team participated in a group coaching programme that delivered tools and insights that have further empowered the Rebel leadership to lead in a way that embraces diversity and supports fair and consistent engagement and leadership across all interactions.
- The HR and Operations policy and procedure was reviewed in line with the Human Rights principles. Rebel implemented the Protection of Personal information (POPI) compliance requirements to protect all personal information and data. This further enhanced our ability to protect the rights of our staff, clients, associates, consultants and any other entities we worked with.
- Rebel has implemented more robust recruitment processes. The recruitment is aligned with the Rebel Diversity Plan that prioritises appointment of historically disadvantaged South Africans,



women and people with disabilities. The recruitment toolkit is supporting Rebel to make equitable employment choices.

- The recruitment processes are supported by the exit interview process that has also been implemented to inform Rebel of reasons for staff leaving the organisation. The tools monitor and support Rebel to address any internal issues that may need to be addressed to maintain an environment that reflects Rebels principles and values and those of the Universal Declaration of Human Rights.
- There have been no reported human rights offences within Rebel.

## External

- Despite a large domestic pharmaceutical market in SADC, local manufacturing of many essential pharmaceuticals, medical devices and medical supplies remains at a low level. This impacts accessibility, cost and availability of products to the SADC communities and markets. The Feasibility study on Regional Manufacturing of Medicines and Health Commodities Volume 1 undertaken in 2015 by Hera, concluded that the total SADC market for all pharmaceuticals and medical supplies amounted to USD 4.7 billion, but local manufacturers accounted for as little as 24% of the regional market for the three main diseases (HIV, TB and Malaria). Rebel led a study in 2021 to follow-up on the 2015 project. The study was focussed on identifying what will be required in order to address these constraints, and to realise the objectives of the SADC Pharmaceutical Business Plan 2015-2019. The resolution of these constraints will significantly improve accessibility and affordability of critical pharmaceutical supplies across SADC. This will support SADC underprivileged communities to receive the medical supplies necessary to treat critical illnesses.

## Social

- Rebel contributed R 35,000 of financial support to the Nelson Mandela Children's Home as part of the Rebel Corporate Social Investment.
- Rebel set up the Rebel Junior Academy Trust in 2021 whose primary purpose will be to fund and deliver the South African Rebel Kids Academy in 2021. The project, which has been running in the Netherlands for over a decade, is about to be launched in South Africa in 2022. The Rebel Kids Academy is focussed on empowering underprivileged grade 11 children to close identified learning gaps including English Literacy, Numeracy, Life Skills and Critical Thinking. The project has been designed to enable the participants to sharpen their knowledge base and become critical-minded individuals that contribute positively to the growth of their communities.



## 4.2 Labour Principals

Rebel knows that its people are what allow it to achieve the impact and change that is its vision. Rebel attracts and grows idealistic, sharp, enterprising, critical thinking, intelligent, curious and authentic staff. Their high levels of skill work together as a team to achieve the outcomes that allow Rebel to be impactful.

Rebel staff, by their nature, are driven to be thought leaders. Rebel supports this with training and development programmes. Rebel further supports growth by exposing staff to a diverse range of projects where they are able to share their expertise and learn from other team members. Rebel's human resources policies, systems and processes support staff to partner with Rebel to make great changes in society. Diversity, equity, transparency and fairness are the cornerstones of Rebel's staff strategy. Rebel is committed to strengthen their team in a way that delivers great change and allows for the insights that diversity, equity, transparency and fairness build. Rebel is proud to be a team that challenges and explores different perspectives that support all our staff, associates, contractors and sub-contractors to contribute their uniqueness to the problems that we solve.

Rebel respects employees' rights to join or not to join a legally recognised trade union, or any other body representing their collective interests. Rebel conducts regular staff meetings to engage in dialogue and resolve staff employment conditions, labour relations and any other concerns that they may have, subject to the relevant legal limitations of the South African Constitution and Legal Framework.

### 2021 ACTIONS:

#### Internal

- Despite the challenges faced by COVID-19 in 2021, no staff were retrenched. Rebel committed to maintain all staff contracts despite numerous projects being delayed.
- Rebel has designed a performance management system which is in the process of being implemented and will provide all staff with clear deliverables and indicators of required performance.
- Salary benchmarking exercises are conducted for all new positions to ensure fair and equitable pay for work completed. These benchmarking processes are conducted for existing staff once every 2 years.
- Rebel has defined and communicated its diversity and equity strategy to attract diverse staff that will support delivering on the Rebel strategy.
- All staff have employment contracts which are signed and implemented once the compliant and transparent recruitment process is completed.
- All staff that choose to leave Rebel participate in the Rebel Exit Interview process which is used to critically inform and support improving the Rebel working environment for the staff that remain and new staff that are employed.
- All staff, consultants and associates are required to participate in the Rebel Induction and Onboarding where the Rebel practice and principles are shared, and the UN Global Compact Ten Principles are shared and committed to.

- Rebel has invested in leadership coaching for its leadership team to build the skills and solve leadership problems. The coaching has been both individually (for key leaders) and in a group.

## External

- The Agence Française de Développement (AFD) appointed Rebel to prepare an initial study to inform a capacity development programme to support the IDBZ. The study was conducted by Rebel on behalf of the AFD and in collaboration with the IDBZ. The main objective of the study was to analyse, identify and prioritize the structural needs and weaknesses of IDBZ, to define appropriate support for creating solid foundations for its primary activities, and to build a specific and realistic capacity building programme. Rebel worked with the IDBZ to define the long-term strategy and master plan for the bank and the country. The primary focus of the project was to build a strategy that will support Zimbabwe's financial sustainability and enable the recovery of the economy. The most prominent impact of the project will be on the improved conditions of the economically challenged communities in Zimbabwe as increased funding and investment will lead to new business opportunities and availability of jobs.
- Rebel is working on a project to introduce vanadium battery production to South Africa. The project is leading to the introduction of a new manufacturing sector into the country that will generate jobs, lead to new tier 1 and tier 2 supplier businesses being developed and the development of new skills. All participants in the project are committed to the four labour principles and are integrating these into the mandates and requirements of selected partners.
- Rebel was appointed by the National Economic Development and Labour Council (Nedlac) to provide support to the Jobs Summit with the development of a reconfigured Jobs Summit process to better coordinate and support interventions for economic recovery with a strong focus on employment. The purpose of the project was to build on the social compact already established, leverage existing institutional capacity and the initiatives supported by the Jobs Summit in a manner that supports the country's broader plans for a new economy. The overall approach to the Economic Recovery Plan was underpinned by four key areas: Immediate Job Protection; Accelerators of Economic Activity and Job Creation; Critical Enablers of Economic Activity and Job Creation and Key Conditions. Across these key areas two cross-cutting themes and support interventions were identified in respect of SMME/Co-operative and Youth support.
- Rebel is leading a FSD project that supports municipalities to secure green energy funding. Not only does this project support environmental principles but significant skills development and empowerment is being handed over within the municipalities which enables long-term sustainability at an individual and at a municipal level.

## 4.3 Environmental Principles

Rebel has taken a strategic decision to lead the environmental thinking and strategy across Africa. At a business level, Rebel meets all applicable environmental laws and policies. COVID-19 has been challenging. Its greatest blessing realised by Rebel is the change that it has enabled to how we work with digital enablement of meetings, reduced dependence on office space and resources, reduced travel and improved use of supportive technologies that improve independent performance and remote management. Most of these changes have contributed positively to the Environmental objectives.

Rebel has started to lead projects committed to protecting the environment and conserving natural resources. This is a strategic priority for Rebel and one in which the team is building their ability to participate as thought leaders and problem solvers.

### 2021 ACTIONS:

#### Internal

- There is continued focus on training and engagement with the Rebel team on the Rebel environmental sustainability policy and to identify new ideas that Rebel can implement to continually improve the environmental impact.
- Rebel continues to promote environmental awareness and care through interactions with staff, customers, suppliers, associates and other stakeholders. Rebel prioritises building awareness and providing day-to-day education through sharing information and insight.
- Rebel contributes to the global annual CO2 emissions audit coordinated across all Rebel Global offices. A committee meets regularly to discuss ways to improve environmental impact and sustainability. Some changes initiated and implemented by the committee are the use of recycled paper in all printers, change to LED lights in the Rebel Office and local sourcing of support supplies for staff in the office (catering etc) that reduced carbon footprint.
- Rebel has migrated all ICT services to cloud based solutions that save energy and are more environmentally sustainable.

#### External

- Rebel has chosen to build skill and thought leadership capacity in environmental challenges. Rebel has proactively pursued several environmentally focussed projects as this is an area that Rebel believes the organisational competence can make significant impact.
- Rebel has run the Vanadium Battery manufacturing project. Vanadium is a cleaner energy. Rebel has worked to define how the manufacture can be established in South Africa, introducing a new sector that will create jobs and build a new skill set that will have international demand. The project has long term green impact on South Africa. Once the batteries are exported, the impact will be transferred worldwide.
- Rebel participated in the Lusaka Water Security Initiative. Rebel developed the Water Security and Investment Plan for Lusaka. Rebel developed the project pipeline that can be implemented and funded. Water security allows for positive economic, social and environmental impacts in Lusaka and Zambia, as a whole.

- Hydrogen fuel is one of the potential sustainable fuel sources of the future. The Department of Science and Innovation (DSI) developed the National Hydrogen and Fuel Cell Technologies (HFCT) Research, Development and Innovation Strategy, which was approved by Cabinet in May 2007. The strategy was formally launched by the DSI in 2008 and branded Hydrogen South Africa (HySA). The vision of the HySA Strategy is to use local resources to create knowledge and human resource capacity, enabling the development of high-value commercial activities in HFCT that align with and meet environmental priorities. Rebel participated in the panel that conducted the 5-year audit on the programme to evaluate whether the impact that was projected was achieved.
- Rebel was appointed to scope the ability for digital solutions to provide the required support in waste management and transport in Sub-Saharan Africa and South and Southeast Asia. The project revealed the opportunities and barriers and evaluated the impact that improving these services would have on the low-income households in urban areas. The social and environmental impact of the project were reviewed as a key theme.

## 4.4 Anti-Corruption Principles

Rebel recognises the role corruption has played in limiting the sustainable development of organisations, communities and societies. Rebel has focussed on anti-corruption measures to protect the reputation and interests of the Rebel projects, its stakeholders and its customers.

Rebel opposes all attempts at bribery, fraudulent and corrupt activities. Rebel champions law abiding and honourable behaviour and action to counter bribery and corruption. Rebel is committed to conducting business in an ethical and honest manner. Rebel has implemented processes and procedures that prevent and take actions against bribery, fraud and corruption.

Rebel's core values of entrepreneurship, integrity, substance and content, transparency, independence, open to change and value creation are entrenched in all aspects of its business and relationships with its clients, staff, associates and consultants. Rebel required compliance with their values from all parties with which it does business. Rebels' intolerance to bribery, fraud and corruption is communicated to associates, contractors and sub-contractors at the outset and throughout any relationship that is initiated with them.

### 2021 ACTIONS:

#### Internal

- All staff, associates and consultants are trained on the Rebel anti-corruption, bribery and fraud policy and principles. In addition, Rebel reiterates these principles in staff meetings, providing the opportunity for staff to discuss any incidents they may have encountered. Guidance and advice are provided on how to respond when these expectations are faced.
- Several technologies and systems have been employed to better monitor and manage the project financials. This ensures transparency in management of all transactions and limits the capacity for fraud and bribery to take place.
- All suppliers are reviewed before being appointed. Part of the selection and appointment criteria is a verification of the commitment to adhere to the Rebel anti-bribery and corruption principles.

## 5. Measurement of Outcomes

- There have been no reports of human rights abuses or infringements during the past year.
- There have been no instances of occupational diseases, accidents or injuries at the place of work or while travelling.
- During the year, no incidents of discrimination, forced labour or compulsory labour were found to exist in the company.
- Rebel has not been involved in any legal cases, rulings or other events related to corruption and bribery.
- Rebel had positive findings in the CO2 Annual Audit.

**Coco Belgarab**

+27 10 591 1232

AdminSA@@rebelgroup.com



Suite 21, 3rd Floor, Building 2,  
114 Oxford Road, Rosebank, 2196,  
Johannesburg  
South Africa  
+27 10 591 9018 / 1232  
admins@rebelgroup.com

[www.rebelgroup.com](http://www.rebelgroup.com)