



# Sustainability Report Engineering, differently.

Financial Year 2022

**ZUTARI**  
IMPACT. ENGINEERED.





# Impact. Engineered.

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

**Teddy Daka**  
CHIEF EXECUTIVE OFFICER

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## Dear stakeholder

It is our pleasure to share with you Zutari's Sustainability Report featuring our key highlights of Financial Year 2022, 1 July 2021 to 30 June 2022. The report is aligned to the Global Reporting Initiative (GRI) Standards to the greatest extent possible. The report also serves as Zutari's annual Communication on Progress in line with the United Nations Global Compact.

Zutari's heritage company, Aurecon, started GRI-aligned sustainability reporting in 2014, making this our ninth annual sustainability report and the second report as Zutari. Following due process, Zutari extended its operations to Riyadh, Saudi Arabia. The operations of this office will be included in future reporting.

Our board and management team embrace sustainability. Zutari aims to co-create an engineered impact that enables environments, communities, and economies to thrive.

Zutari is a proud member of the GRI Community and contributes to many of the United Nations' Sustainable Development Goals through our projects, some of which are showcased 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 10 UNGC Principles in the areas of human rights, labour standards, the environment, and anti-corruption.





During FY22, we progressed our sustainability journey in various ways, including:

- Launching internal Zutari Impact Awards to celebrate projects that made a significant social and/or environmental impact
- Procuring carbon offsets to partially offset emissions caused by Zutari using the reputable Gold Standard
- Expanding sustainability related training offerings, including project sustainability for accredited project executives, carbon footprint analysis for select staff in all locations, and training for specific H&S high risk activities like working in confined spaces
- Including sustainability related modules on the environment, ethics and integrity, and health and safety in our onboarding 'basecamp'
- Firming up our ethics and integrity processes, which included establishing an integrity management committee, implementing a 'gifts and entertainment register', expanding our due diligence assessments of vendors including legal/court judgements and political exposure, and adding corruption and modern slavery related risks to our pre-proposal risk assessment process
- Continuing our focus on mental health post-COVID through a variety of campaigns and support programmes

We are confident that we will continue to co-create an engineered impact during the next financial year.



# 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 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 of Zutari. Zutari (Pty) Ltd is the ultimate operating entity of the Zutari Group, and its Directors are responsible for leading, governing and overseeing the business of Zutari in Africa and the Middle East. The Board steers and sets the business philosophy, culture and strategic direction of the Zutari Group.

**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
- 1 x Non-executive director
- 1 x Executive director

**In South Africa, the Board has formed an Audit and Risk Committee with the following composition:**

- 3 x Non-executive directors
- 2 x Executive directors

**Diversity of Governance body:**

- 6 x Race: Black 86%
- 3 x Female 43%
- 6 x Over 50 86%



Dr Lulu Gwagwa  
Chairperson



Althea Discala  
Non-executive Director



Dr Ngao Motsei  
Non-executive Director



Phil Hendricks  
Non-Executive Director



Teddy Daka  
Chief Executive Officer



Dr Gustav Rohde  
Deputy Chief Executive Officer



Joseph Ndala  
Chief Financial Officer



# 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



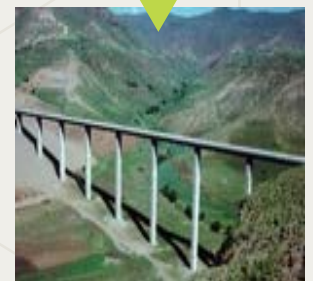
2000s

Stortemelk Hydropower Project,  
South Africa



1990s

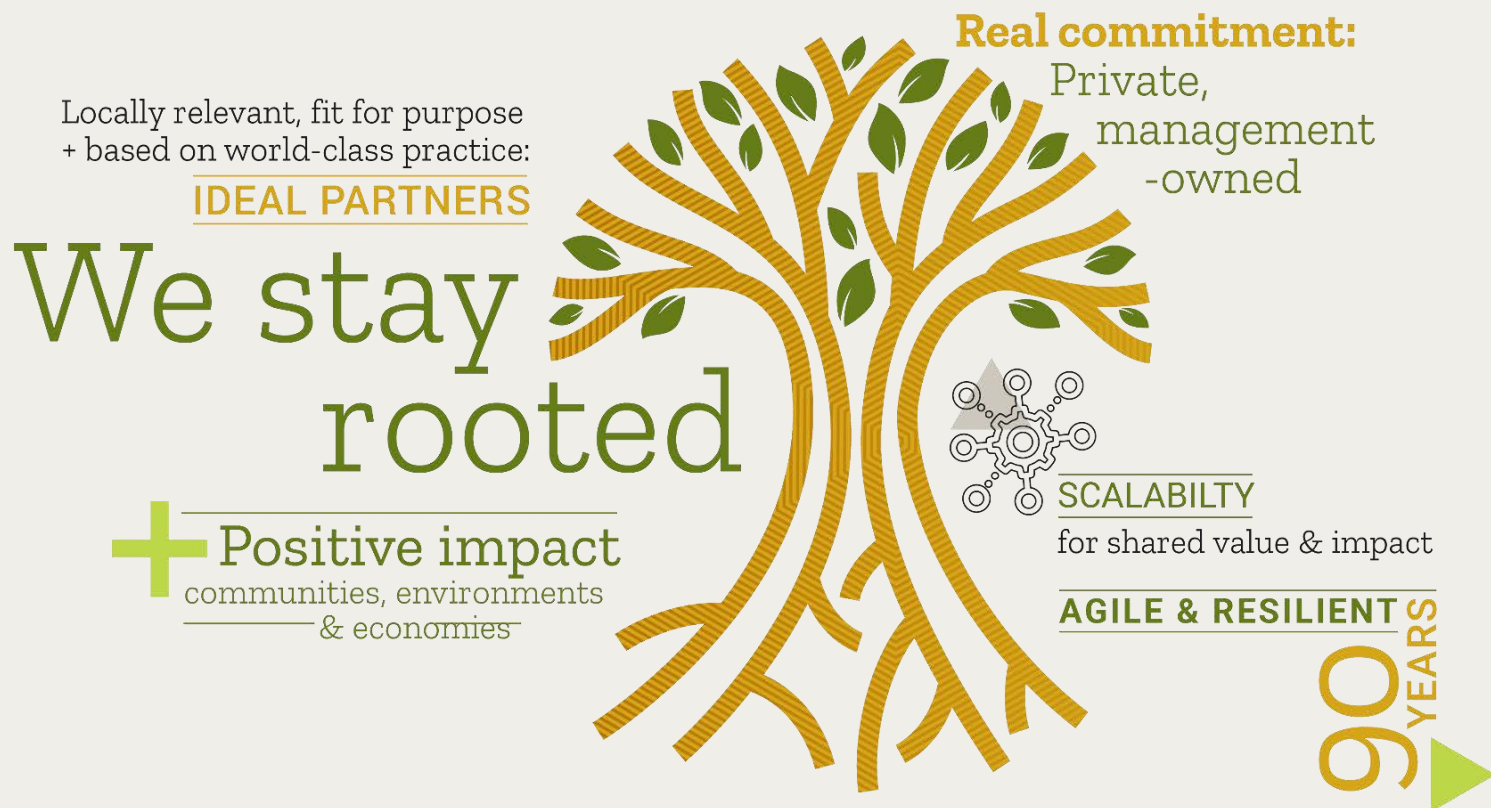
Olifantsvlei Wastewater  
Treatment Works, South  
Africa



1980s

Malibamatso River  
Bridge, Lesotho





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.

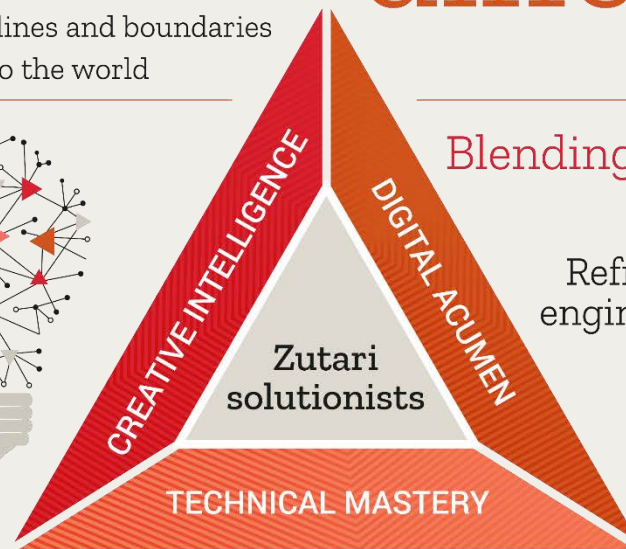
# We connect, differently

## 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 of the highest ethical 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 and services

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



## Energy

- Power generation and storage
- Renewable energy
- Power transmission and distribution
- Power systems and network modelling
- Industrial power and automation



## Water

- Water resources management
- Bulk conveyance and distribution
- Dams and hydropower
- Water, wastewater and industrial treatment



## Built environment

- Building structures
- Building services
- Land infrastructure and urban planning



## Transport

- Roads
- Transport planning and intelligent transport systems
- Bridges and civil structures
- Rail and mass transit
- Airports and aviation
- Ground and pavement engineering
- Ports and coastal



## Resources

- Resources infrastructure
- Bulk handling and industrial machines
- Petrochemical infrastructure
- Food and beverage infrastructure
- Automotive infrastructure



## Management & sustainability

- Asset management
- Asset transformation
- Programme and project management
- Communication and stakeholder engagement
- Environment and climate resilience
- Strategic infrastructure advisory
- Sustainability consulting



## Digital

- Geospatial information
- Creative technology and interactive visualisation
- Asset digitisation

# People

We are more than 2,000 people strong across Africa and the Middle East.



More than 1,700 of us are technical experts. Our multidisciplinary teams are capable of integrated delivery and give clients the unique opportunity to scale engagement to match desired outcomes.

We leverage insight and are valued for it. Our technical skills attract the best talent, and we offer careers that are meaningful and fulfilling. We are solutionists. A Zutari solutionist is both a thinker and a doer, who combines technical and creative intelligence with digital technology to deliver shared value to a wide range of industries, communities, and environments.

**Our multidisciplinary teams include consultants, 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



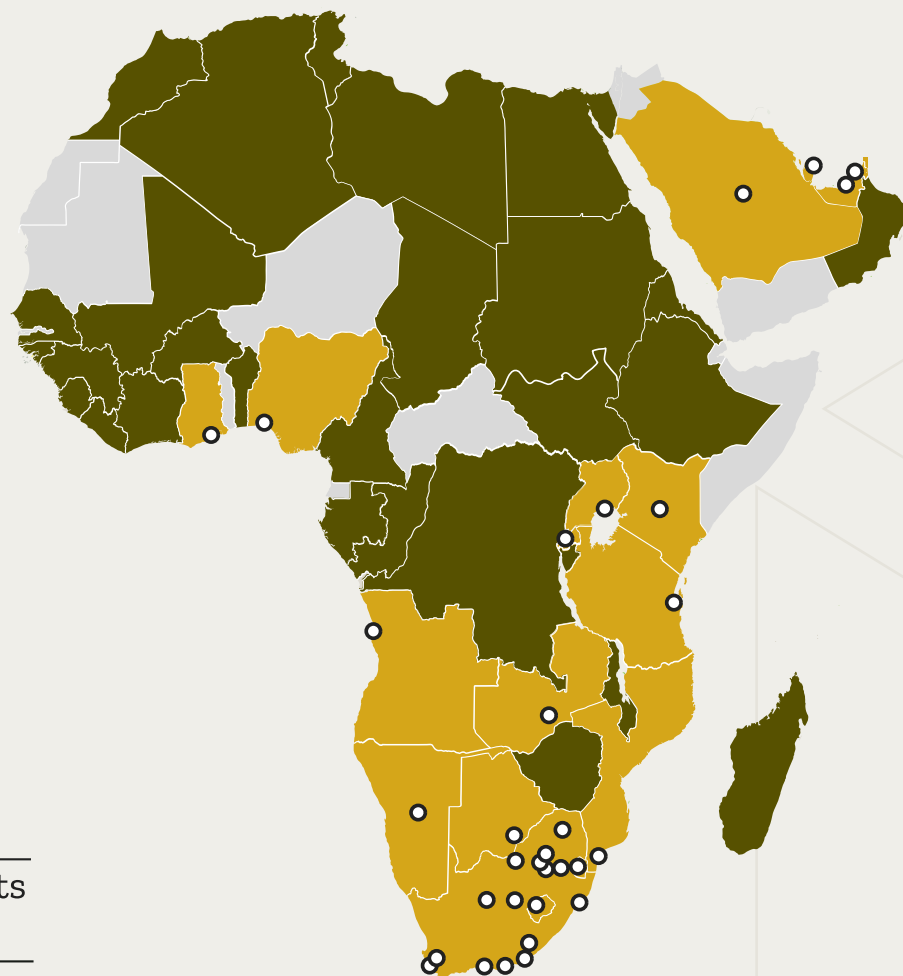


## Footprint

We understand the challenges faced to operate successfully across various regions in Africa and the Middle East.

WORKING IN **35**  
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, 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, United Arab Emirates and Saudi Arabia.

### 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, São Tomé and Príncipe, Senegal, Seychelles, Sierra Leone, Sudan, South Sudan, Sudan, The Gambia, Tunisia and Zimbabwe.

#### Middle East

Oman



# Stakeholders

We consider the following factors when choosing our stakeholders for the purpose of sustainability reporting:

- **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 years we have regularly reached out to internal and external stakeholder groups to get a balanced view on which topics we should focus on in our reporting. During FY22 we conducted stakeholder engagement specifically for the purposes of GRI sustainability reporting in the form of a detailed desktop study of client and peer sustainability reporting. We identified human rights and management of greenhouse gas emissions as strongly emerging topics.

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.



## List of stakeholders

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"> <li>Client meetings, client liaison personnel</li> <li>Regular reporting according to client/project needs</li> <li>Client satisfaction surveys</li> <li>Zutari digital platforms: www.Zutari.com , LinkedIn, and YouTube</li> <li>News coverage in print and online media, specialist and industry publications</li> <li>Workshops and conferences, exhibitions and trade fairs</li> </ul>	Partners and suppliers	<ul style="list-style-type: none"> <li>BBB EE Supplier/Enterprise Development programme</li> <li>Project specific engagement</li> </ul>
End users	<ul style="list-style-type: none"> <li>Meetings with end users as part of the design process</li> </ul>	Committees	<ul style="list-style-type: none"> <li>Corporate social investment programmes</li> <li>Project specific social and environmental impact Assessments where applicable</li> <li>Employee involvement with communities</li> </ul>
Communities in proximity to our projects	<ul style="list-style-type: none"> <li>Project stakeholder engagement</li> <li>Meetings with communities</li> </ul>	Professional associations	<ul style="list-style-type: none"> <li>Active participation in meetings and working groups with leading professional associations and networks</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Zutari intranet – available to all staff</li> <li>Shareholder annual general meetings</li> <li>Regular performance and development meetings with all staff and their line managers</li> <li>Yammer</li> <li>Skills development and mentoring programmes</li> </ul>	Non-governmental organisations	<ul style="list-style-type: none"> <li>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</li> </ul>
Graduates and bursars	<ul style="list-style-type: none"> <li>Graduate magazine and digital magazine</li> <li>Graduate recruitment programme</li> <li>Careers fairs at tertiary institutions</li> <li>Post-graduate bursary programme</li> </ul>	Landlords	<ul style="list-style-type: none"> <li>Meetings</li> </ul>
Alumni	<ul style="list-style-type: none"> <li>Social Media</li> </ul>	Peers	<ul style="list-style-type: none"> <li>Participation in peer benchmarking and reviews with via industry associations and networks</li> </ul>
		Social and Ethics Committee of the Board	<ul style="list-style-type: none"> <li>Attendance at Social &amp; Ethics committee meetings</li> <li>Regular reporting</li> </ul>
		Business support leads	<ul style="list-style-type: none"> <li>Direct engagement for the purposes of reporting</li> </ul>



# Materiality

Our materiality assessment is guided by the following questions:



## Creating shared value through projects



- Indirect Economic Impacts

## Environmental Care



- Emissions
- Waste
- Environmental compliance

## Ethics & Integrity



- Anti-Corruption
- Anti-Competitive behaviour
- Human Rights
- Modern Slavery

## People & Culture



- Employment Training & Education
- Diversity & Equal Opportunity

## Health & Safety



- Occupational Health & Safety
- Safe Design

## Corporate Social Investment



- Procurement Practices
- Training & Education







# Material topics

## Material topics: environmental

Effluents and waste

Emissions Scope 1

Emissions Scope 2

Environmental compliance

Transport Scopes 1 and 3

Water

Sustainability in projects

## Material topic: economic

Indirect economic impacts

## Material topics: social

Anti-bribery/anti-competitive behaviour/public policy

Customer health and safety

People and culture

Employment

Equal remuneration for women and men

Indigenous rights

Local communities

Non-discrimination

Occupational health and safety

Training and education

Human rights and modern slavery



## 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 Member
- United Nations Global Compact Signatory (Zutari Africa Limited)
- Green Buildings Council of South Africa (GBCSA)
- 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
- Environmental Assessment Practitioner Associations of South Africa (EAPASA)
- South African Council for Natural Scientific Professionals (SACNASP)
- International Association for Impact Assessment (IAIA) South Africa



## Supply chain

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

During financial year 2022, we introduced a supplier code of conduct and ethics which needs to be endorsed by any entity working for /or on behalf of Zutari. 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.



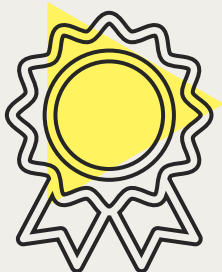


## Creating shared value through projects





# Creating shared value through projects



## FY22 achievements

- Launched internal Zutari Impact Awards to celebrate projects which made a significant social and/or environmental impact
- Multiple external awards for Zutari's projects as showcased in this report
- Launched project executive accreditation training module about sustainability
- Featured sustainable project solutions in expertise leader impact videos



## Looking forward to FY23

- 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
- Several Zutari staff act on the CESA Quality, Risk and Sustainability Committee, which inter alia implements the FIDIC Climate Charter





## 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 and 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

In a world desperate for real change, organisations are increasingly expected to integrate the needs of people and the requirements for business success within a resource-constrained world. At the same time, the world is no longer satisfied with lip service sustainability but expects meaningful contributions that result in practical change.

At Zutari, our clients manage a rich variety of infrastructure assets, including water, transport, energy, resources and built-environment infrastructure. They also fund large infrastructure projects, own physical asset portfolios, and deliver services through infrastructure. As trusted advisors, we draw on deep technical and sustainability skill sets, supporting each client throughout the full lifecycle of their infrastructure assets.

- Integrated ESG advisory
- Environmental consulting
- Circular economies and waste management
- Social and stakeholder engagement
- Asset governance, risk and assurance
- Asset and economic transformation
- Climate change advisory





# 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.



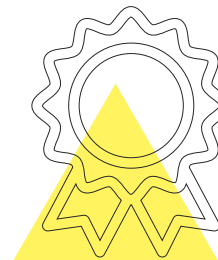


# Upgrading of Informal Settlements Programme

Life changing basic services for 6,000 households in Mossel Bay

The Upgrading of Informal Settlements Programme (UISP) is an incremental upgrading and formalisation programme for informal settlements in the Mossel Bay area.

Zutari is the implementing agent for the overall deliverables and is responsible for project planning, procurement of requisite planning and environmental permissions, and implementation oversight for approximately 28 informal settlements.



## Winner: Best community based project 2020 South African Institution of Civil Engineering (SAICE) Awards

The work included installing new toilets and water points across the settlements and connecting these to the municipal network. The project team opted for manufacturing and assembling toilet kits on site, rather than buying complete structures, which created 90 job opportunities for residents.







# Bokamoso ba Rona Agri-industrial Programme

Transforming the West Rand economy through enterprise development

In early 2020, seven partner firms comprising Zutari, Sibanye-Stillwater, the Far West Rand Dolomitic Water Association, the West Rand Development Agency (WRDA), the Gauteng Infrastructure Financing Agency (GIFA), Talmar Impact Investments & Development, and Cliffe Dekker Hofmeyr (CDH) started building a competitive, sustainable, and diversified economy for the West Rand.

The programme aims to develop 30,000 ha of land for agro-industrial and commercial purposes to achieve large-scale socio-economic empowerment in a sustainable way.

Zutari is responsible for the programme management, engineering investigations and designs, stakeholder engagement, environmental and land assessments, rezoning and town planning, and business case development.

Part of the programme involves transforming acid mine water caused by more than a century of mining into potable, raw, and agricultural water in a financially viable manner, which in turn reduces the mines' post-closure liabilities.



# Cintocare Head and Neck Hospital

First 5-Star Green Star rated hospital in Africa

Zutari provided design and construction supervision of the mechanical services as well as environmentally sustainable design (ESD) consulting for the new Cintocare Hospital in Menlyn Maine, Pretoria.

The 11,000 m<sup>2</sup> surgical hospital is the first Green Star SA Custom Healthcare Design certified hospital in South Africa, and the first Green Star rated healthcare facility on the African continent.

In a collaborative effort between Growthpoint Properties, A3 Architects, and the Zutari professional team, a design was conceived that expresses the purpose of the building as a modern, hi-tech medical care facility with sustainability features that have been artistically and seamlessly integrated.





# UCT Water Sustainability Project

Harmonious learning experiences

UCT is committed to sustainable water management and aspires to be an internationally recognised community of water-wise individuals, aiming to become a net-zero-water campus by 2050. The UCT Sustainable Water Management Strategy is evidence of this commitment and supports UCT's Vision 2030.

Further to the development of a water management strategy, the Department of Higher Education and Training funded water sustainability programme includes the detailed mapping and digitisation of underground water and sewage services on campus; installation of additional water meters for every building and tying this into the online dashboard; explorative borehole drilling; installation of water-saving fixtures to several residences; and planning of an extensive water recycling facility serving the residences on lower campus.

Other projects:

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

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



## UNIDO promotion of circular economy-Lesotho

Circular economies, waste management, climate change, environmental management, gender studies

Zutari was appointed to undertake a baseline study for the “Promotion of circular economy in the Textile and Garment (TG) sector through the sustainable management of chemicals and waste in Lesotho” with the Global Environmental Facility.

A Gender Assessment Report which comprised of a baseline study setting out the national and cultural gender context, e.g., social and cultural norms, gender segregation in different job areas, working conditions, career prospects, working conditions and safety, maternity provisions, training opportunities, decision making etc. Zutari was also responsible for proposing activities and measures to enhance gender mainstreaming in the TG sector.

### More about the project:

The objective of the assignment was to provide the desired baseline inputs on Lesotho’s textile and garment industry to UNIDO to allow drafting of a final project document to be submitted to GEF, as part of implementing phase 1 of the overall project.







# Coegakop water treatment works

## Largest biofiltration treatment works in South Africa

The Eastern Cape has been experiencing severe drought conditions for the last decade. As part of the Nelson Mandela Bay Municipalities Drought Mitigation Plan, groundwater exploration in the Coegakop area started as early as 2010 with Geophysical surveys and probe boreholes drilled.

This is the largest biofiltration water treatment works in SA designed to remove iron and manganese through a biological process, thus using minimal chemicals in the process. The process results in reduced treatment costs as well as being more environmentally friendly. The Zutari team is responsible for the design, procurement and implementation monitoring of the project. A full 3D model of the plant was created and this was used to develop a VR training experience for the plant Operators. The Operators were able to familiarise themselves with the plant layout and operations long before the WTP was constructed.



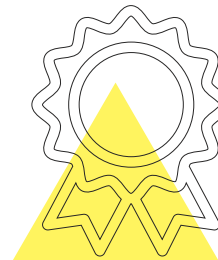


## Golomoti solar PV plant and associated infrastructure

First solar plant with a battery energy storage system (BESS) in Malawi

JCM has negotiated a power purchase agreement (PPA) with the Electricity Supply Corporation of Malawi (ESCOM) and is developing a solar photovoltaic (PV) project at two sites, one near the Salima substation and the other near the Golomoti substation.

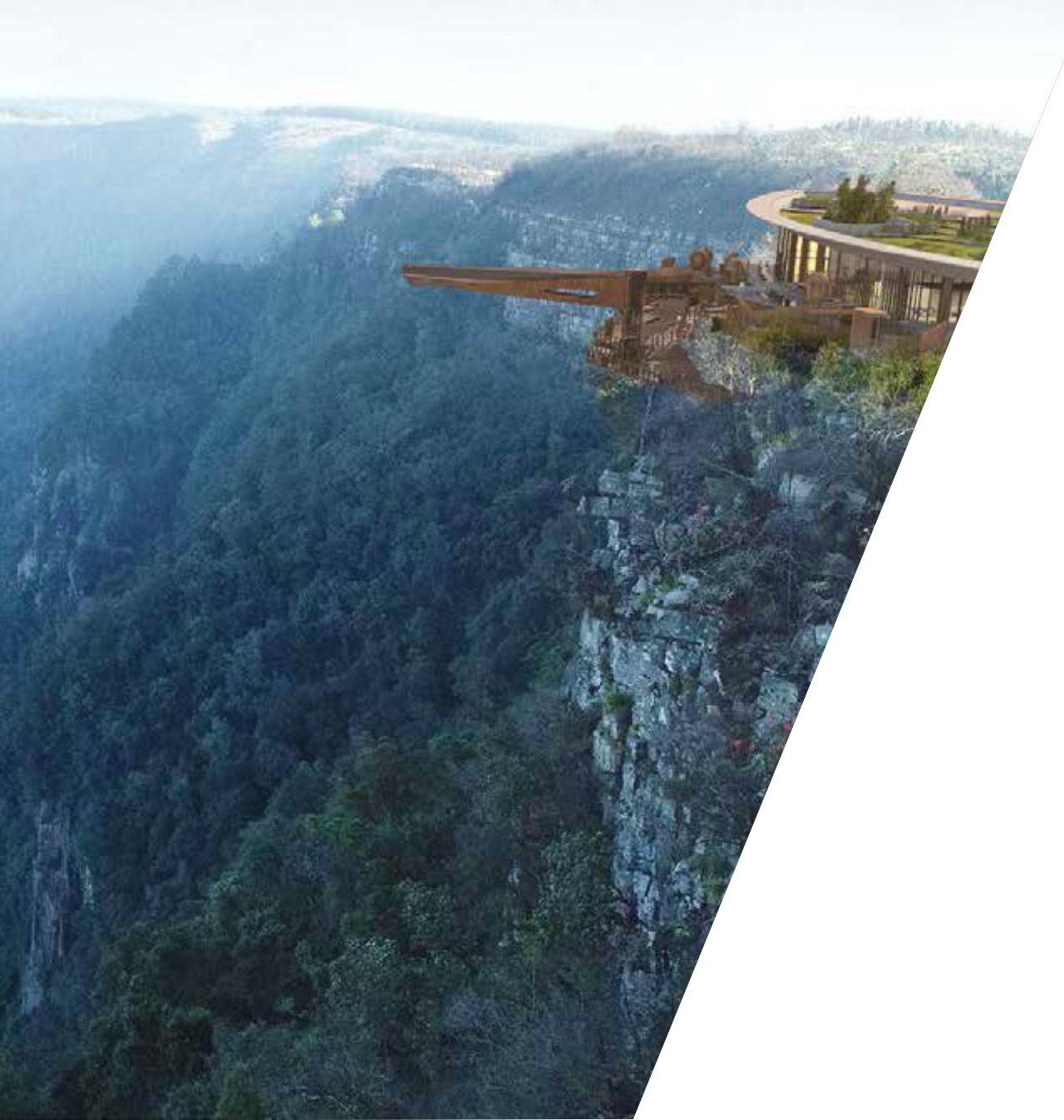
Zutari carried out detailed geotechnical investigations for the 20 MW solar PV plant at Golomoti substation and the associated structures comprising substations, overhead powerlines, and roads, as well as carried out the preliminary design and procurement. The investigations conducted were used to inform the design of the structures. Our digital services included the production of a full interactive detailed design 3D model as well as high quality stills.



## Winner: Best international project

2022 Consulting Engineers South Africa (CESA) AON Engineering Excellence Awards





## God's Window Skywalk

Economic upliftment and the quality of life for the people while respecting and ensuring the natural sanctity of God's Window.

Mapulana Canyon (Pty) Ltd, the Applicant, in partnership with the Mpumalanga Tourism and Parks Agency (MTPA) via a Public Private Partnership (PPP) agreement intends to develop a new state of the art tourist facility at God's Window. Gods Window Skywalk project is a unique project in regards of its spatial and geo-location information needs, the delivery team required more in depth gathering of existing conditions for design and BIM information delivery and planning.

Zutari gathered information using contracted surveyors who provided Reality Capture formats using drones and Lidar scanners to provide "point clouds" from the cliff faces and site, this information was then applied in the panning of the project's design and to create documents. All parties will have access to the project information on one source of truth called a common data environment. The geolocation information was also successfully used to setup the virtual models on world coordinates for the stakeholders and delivery team to make better project management and design decisions. The BIM process will deliver a coordinated design virtual model that lays the foundation for future asset uses like Facility management/asset management or even digital twins if required.





# Clairwood Logistics Park

Innovative solutions for roadworks crossing sensitive fuel/gas pipelines

Zutari was appointed to design the engineering infrastructure required for the development of a large-scale warehouse logistics park on the 76 ha site of the former Clairwood Racecourse in the Southern Basin of Durban.

The work was split into four main contracts, comprising internal road and services (water, sewer, stormwater, electrical services, fire reticulation and communications ducts), trunk sewer relocation using a large diameter structured wall high density polyethylene (HDPE) pipe, external road and bridge upgrades and wetland rehabilitation.

The key elements designed and supervised Zutari included:

- External access road upgrades
- Internal access roads and bulk services
- The relocation of a large diameter existing trunk sewer
- The development's fencing
- A container storage yard
- The protection and rehabilitation of an existing wetland



# Soweto Strategic Framework

Social inclusion, economic inclusion, spatial justice, environmental justice

Soweto is a key area in Johannesburg because it holds so much opportunity. Home to a third of Johannesburg's population. However, despite substantial investment, Soweto has yet to reach its potential as an economic hub. If Soweto is to be transformed spatially, and its latent economic potential is to be unlocked, efforts cannot continue in a business-as-usual way.

The Soweto Strategic Framework (SSAF) project is funded by the UK Foreign Commonwealth and Development Office in partnership with the City and began in early 2020 with Future Cities South Africa (FCSA) as delivery partner. It is first and foremost, a planning and development policy document, but more importantly, it is the beginning of a dialogue between the City and the community stakeholders. The project received an A+ rating from the UKFCDO.

The SSAF's key strategy to ensure financial sustainability is a programmatic approach that depends on implementation and contribution from the public and private sector and the local community. The SSAF was the first project in South Africa to be assessed by UN-Habitat against its SDG assessment tool. Together, the City and project team formulated the customised SDG profile of the project in a collaborative process led by UN-Habitat in January 2020. After defining the SDG profile (impact against SDGs), the project was then reviewed at certain stage gates. The final scoring of the project was highly aligned to the intended impact.





## 8 Merchant Place

Designed and constructed in line with Green Star SA

The need to improve the quality of its employees' work-life balance, private bank RMB vision to achieve this by integrating the need for employees to engage in various employee wellbeing offerings into one cohesive lifestyle facility building, within its existing Merchant Place Campus in Sandton, Johannesburg.



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Commendation: Projects between R50 million and R250 million

Consulting Engineers South Africa (CESA) AON Engineering Excellence Awards

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# Hydrogen Energy for SKAO

Bringing the hydrogen energy to the electricity front

SKAO is considering the use of hydrogen for energy production at their 21 SKAO telescope sites. In addition to SKAO's ground-breaking work in building the two largest telescope arrays in the world, this company is taking it further by investigating the use of renewable energy as well as hydrogen to power their Northern Cape sites. Zutari developed a hydrogen roadmap to map and forecast potential growth and changes in the hydrogen space in South Africa. Thereafter, Zutari reviewed various viable hydrogen value chain options, including a number of technologies and options for production, transport, storage, and conversion of hydrogen to electricity.

Other projects:

## First Rand Bank Water Risk Strategy Development

South Africa, a water-scarce country, depends on rainfall for most of its fresh water supply. It is predicted that due to climate change and urbanisation, water demand will outstrip its supply between 2025 – 2030. Zutari was appointed by FirstRand Bank to develop a water management program. This program identified existing infrastructure and consumption patterns, risks to water supply, and used this information to create a unified vision and concise objectives and goals. These goals were then used to create an action plan to promote resiliency and sustainable water use.



## Net Zero Strategy, Vopak

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

Our Vopak project was about the design, construction supervision and Green Star certification of the office building within the new industrial development known as Vopak Lesedi Terminal.

Zutari provided all building services for this project – structural and civil engineering, mechanical, electrical, and wet services as well as environmentally sustainable design (ESD) consulting. The building is designed for net-zero carbon performance.



# Hydrological modelling - Berg River Estuary Study

Partnering with government, conservation agencies and farmers to protect South Africa's river ecosystems

A recent study by the Berg River Improvement Project (BRIP) and Department of Environmental Affairs and Development Planning investigated the environmental flows and the health and value of the Berg River Estuary.

The study provided an updated understanding of the ecological functioning, and the intrinsic, cultural and socio-economic value of the Berg River Estuary, and the implications of these for management of the estuary and its catchment water supplies. Zutari provided specialist inputs on the hydrological and hydraulic assessment in support of the study.

The water resources team provided a more detailed understanding of the inflows to the estuary taking into consideration natural flow regimes and the influence of the recent drought, water use allocations and the potential impacts of climate change.





# National Siltation Management Strategy

## Risk identification and optimisation tool

The Department of Water and Sanitation (DWS), through the Water Research Commission (WRC), launched the National Siltation Management Strategy for Dams in South Africa (NatSilt) Programme and appointed Zutari to develop the strategy and toolbox.

Zutari developed tools to allow for a consistent decision-making process on how to manage the sedimentation of dams. It achieves this by calling for a process of collaboration between varied stakeholders, an overall consensus overview that ensures responsible production and encouraging dam designers and funders to create adaptable dams that are better able to cope with sediment. Limiting the generation of silt from a catchment is achieved via sound catchment management and related ecological infrastructure. Specific examples include wetland rehabilitation, limiting overgrazing, fire management, contour farming, silt traps, donga repairs, vegetation restoration among many others.





## City of Cape Town public housing department

Increased capacity to manage and maintain the city's public housing asset portfolio

The Department of Human Settlements in the Western Cape is in the process of unlocking its full potential, taking guidance from the need to deliver better customer service through an engaged workforce and a commitment to best practice demonstrating good stewardship of the extensive assets which have been placed in their care.

Zutari helped with the development of a co-created strategic vision that looks to de-risk the department's activities through improved asset management and planning, while also focusing on improving the lives of the indigent communities of Cape Town.

We are walking the change management journey with the department, 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.



## Support for the African urban water initiative

**Beyond mining: circular, socio-economically sustainable businesses**

By 2050, water demand across Africa is projected to triple and the urban population will more than double. To address the increasing water security risks for Africa, the World Resources Institute (WRI) initiated the formation of the African Cities Water Adaptation (ACWA) Platform.

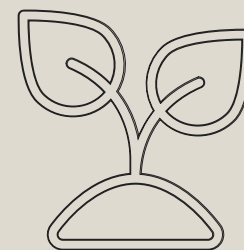
Zutari is one of the partners working with the WRI to improve water resilience for two cities in South Africa that are facing severe water crises, namely Johannesburg in Gauteng and Gqeberha in the Nelson Mandela Bay municipal area of the Eastern Cape.

The ACWA Platform is a coalition of cities and partners, including research institutes, civil society actors, development agencies, national governments, businesses, private sector investment groups, national banks, professional consultancies, and associations joining forces to advance urban water resilience in Africa. The Platform aims to coordinate, align, harmonise, and scale existing programmes, expertise, and solutions across a wide network of partners to accelerate advocacy and implementation of new solutions to build resilient water systems in cities.

Zutari is convening a diverse group of stakeholders to assess the current status of water resilience using the City Water Resilience Framework (CWRP) to identify key challenge areas and opportunities.

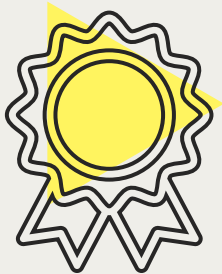


## Environmental care





# Environmental care



## FY22 achievements

- Procured carbon offsets to partially offset emissions caused by Zutari, using the reputable Goal Standard.
- Participated in United Nations World Environment Day with a variety of educational interventions
- Conducted environmental location audits at all offices
- Conducted carbon footprint analysis courses to all locational data providers



## Looking forward to FY23

- Continuing with targeted carbon offsets through Gold Standard as well as identify opportunities to prevent emissions from our facilities (e.g., solar PV)
- Further development of environmental legal registers for countries in which we operate, including developing a digital tool
- Aligning management systems to meet ISO 14001



## 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**

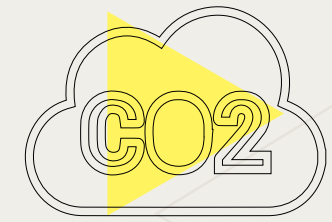
At Zutari, we recognise that environmental care in our industry has two dimensions:

- Ensuring that our own operations have responsible environmental footprints
- Minimising 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 have made significant progress in managing our greenhouse emissions. We also manage the use of water and consumables and our waste in a responsible way and regularly participate in major environmental initiatives such as the United Nations World Environment Day.

No fines or other sanctions for any infringements or incidents/cases in the environment, social, and integrity space were reported during FY22.





# Environmental care

## Greenhouse gas emissions

We have been calculating and disclosing the carbon footprint of our offices and our heritage organisation on a regular basis for over half a decade using the operational control approach. The carbon footprint of our Middle East offices was also included in the reporting period.

- Scope 1 emissions, which include the use of rental and private vehicles reduced by 60%, possibly due to remote working and the increase in fuel prices in South Africa that deter employees from commuting with private vehicles
- Scope 2 emissions: an increase in the return to office has occurred; the FY21 data excluded the Middle East air travel
- Scope 3 emissions have increased due to the ease in COVID-19 restrictions and the return to “normal” working conditions

### Direct emissions (Scope 1)

These emissions relate to activities owned or controlled by Zutari such as fuel combustion from the use of generators during times of grid power shortages, refrigerant leakage from air conditioning, and the use of fleet and private vehicles. Fuel usage was higher than in previous years due to loadshedding in South Africa necessitating the use of generators.

### Direct emissions (Scope 2)

Scope 2 emissions are associated with our consumption of purchased electricity. As we have offices in different countries, the electricity we purchase from the main grid is subject to different emission factors. These depend on the way grid electricity is generated, for example, coal-fired power stations vs renewable energy sources. Thus, the same amount of electricity usage in kWh can result in different amounts of CO<sub>2</sub>e emissions, which is out of our control.

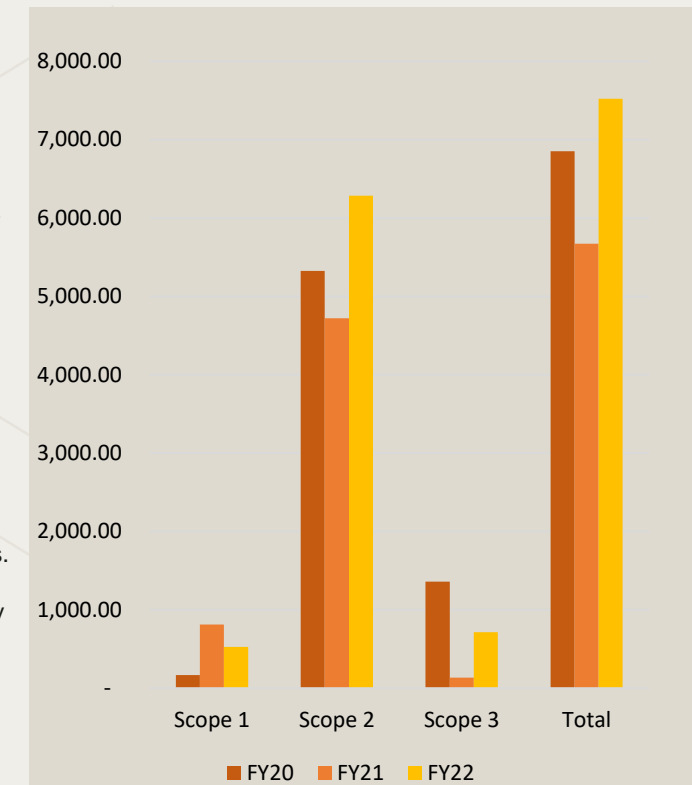
We track the actual electricity consumption for all our offices on an ongoing basis. Return to office following the relaxation of COVID measures impacted our electricity consumption, compared with the previous reporting period.

### Emissions along the value chain (Scope 3)

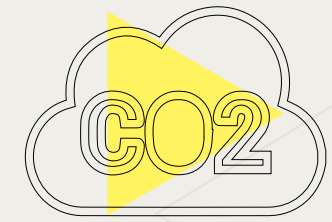
These are emissions which occur along an organisation's supply and distribution chain, e.g., business travel. At Zutari, we measure the emissions generated by our air travel and paper usage.

The largest source of our Scope 3 emissions is air travel. Normalisation of the COVID situation resulted in an increase in air travel. However, the business continues to embrace remote working practices such as video/teleconferencing and digital communication and collaboration tools. We 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 where the health and safety of staff would otherwise be compromised.







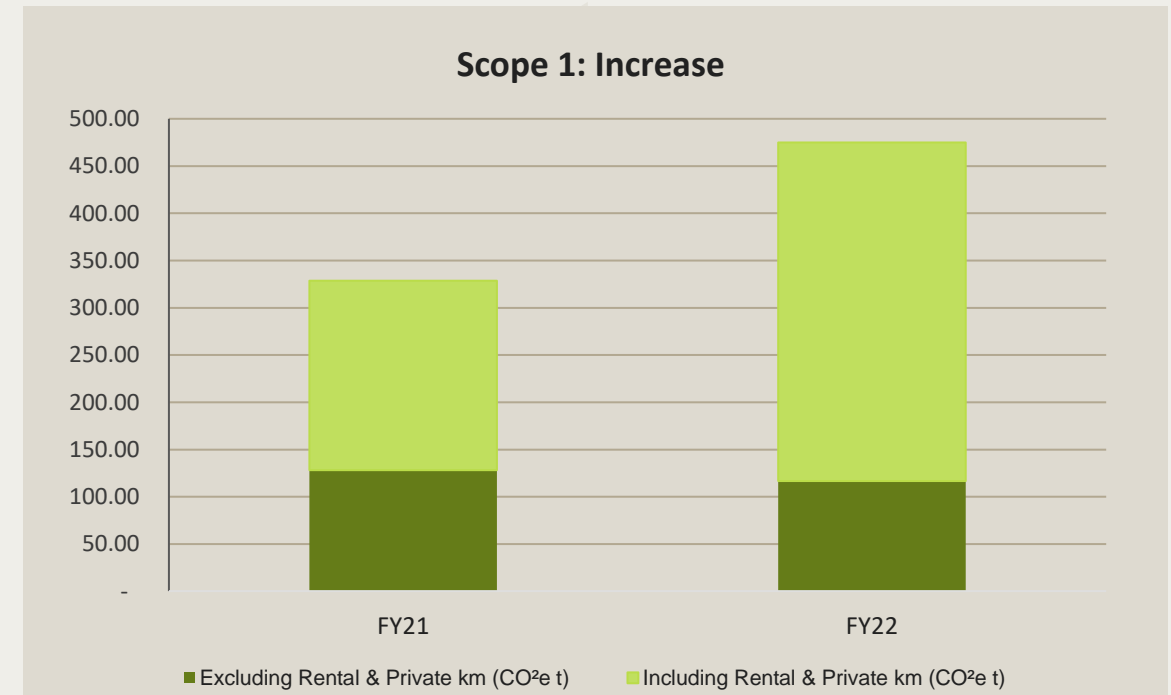
# Environmental care

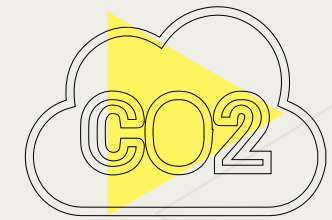
## Scope 1

Scope 1 emissions covers:

- Fuel consumption for owned vehicles (South Africa and the 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 <sup>2</sup> e t/FTE
RSA - Rental	1,154,536.00 km	656 km	0.11
RSA – Private	926,766.70 km	526 km	0.09
Total	2,081,302.70 km	1,182 km	0.2





## Environmental care

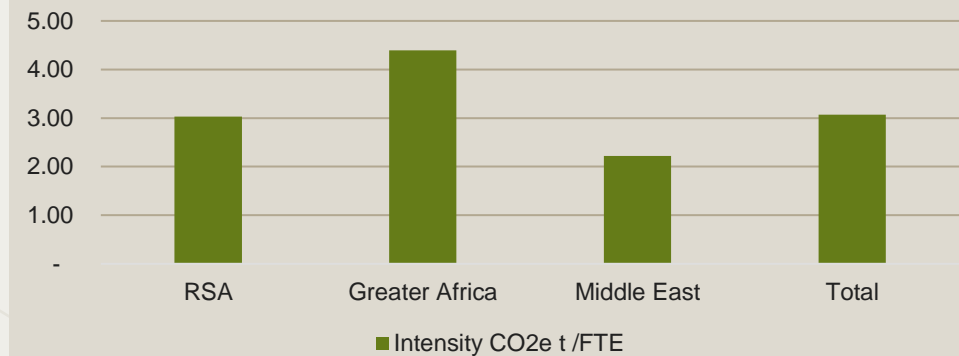
### Electricity (Scope 2)

Historically, Scope 2 emissions were reported in South Africa only, but we are in the process of including Greater Africa and the Middle East in our reporting. 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 the actual usage based on data from comparable Zutari offices. Actual usage data is available for Angola, Botswana, and Namibia.

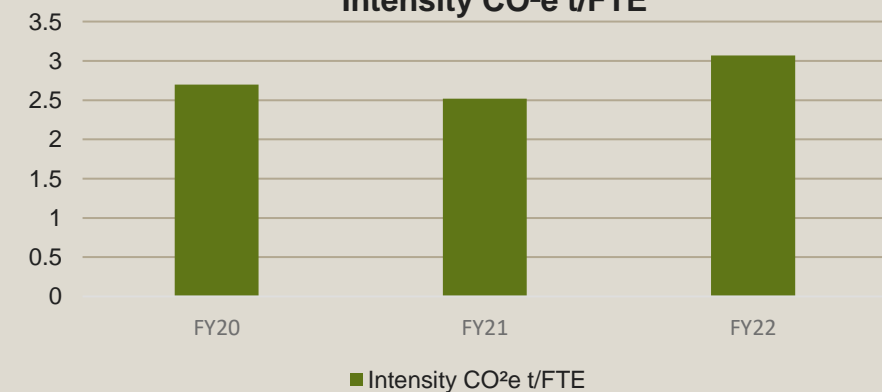
#### Electricity (Scope 2) : FY22

Region	kWh	Intensity kWh/FTE	Intensity CO <sub>2</sub> e t /FTE
RSA	5,193,881.41	2,951.07	3.03
Greater Africa	624,986.47	4,280.73	4.39
Middle East	331,512.34	2,367.95	2.22
Total	6,150,380.22	3,006.05	3.07

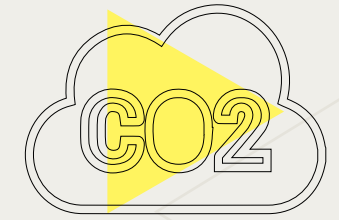
#### Scope 2 : FY22 Intensity



#### Intensity CO<sub>2</sub>e t/FTE



# Environmental care

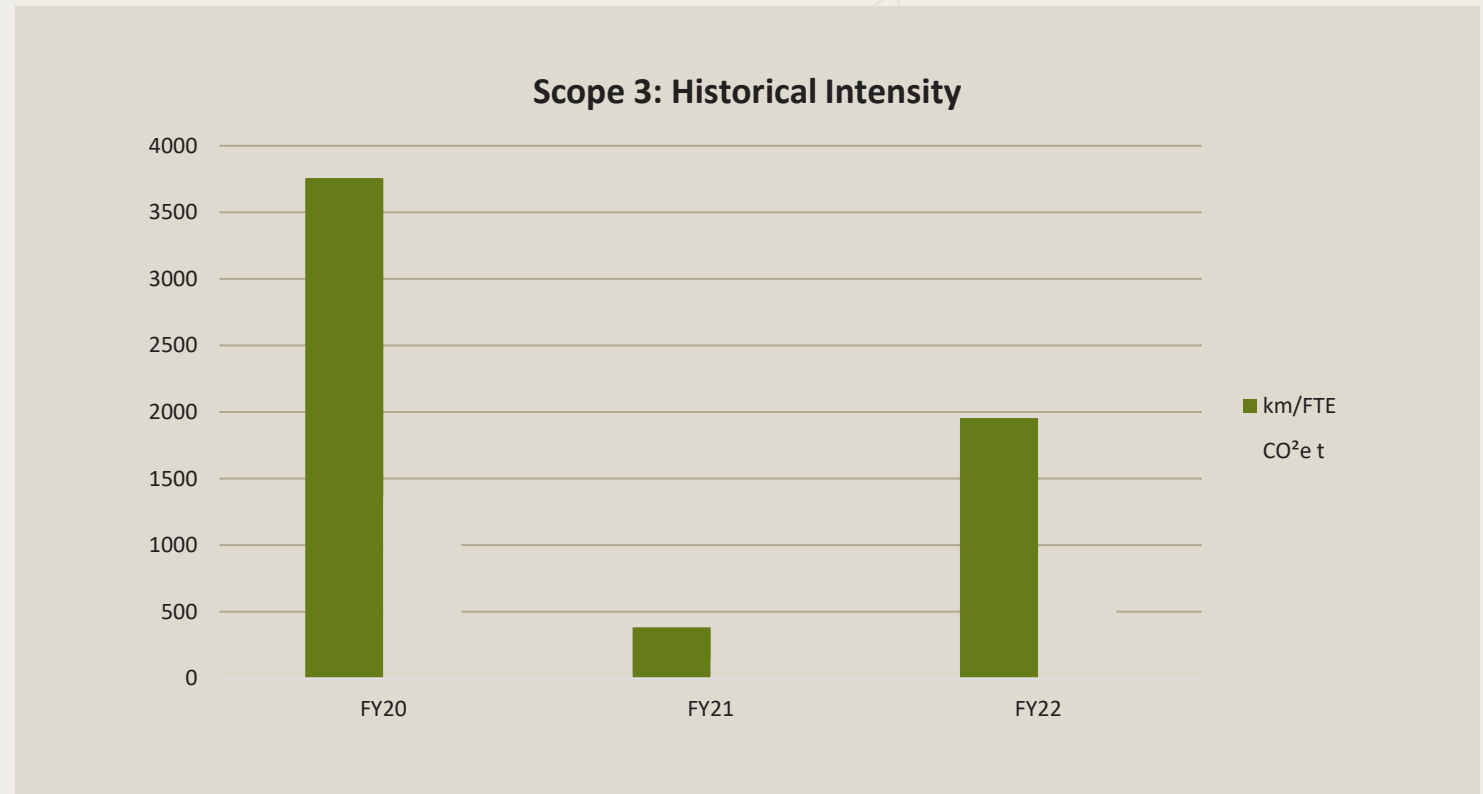


## Flights (Scope 3)

The spike in air travel is a result of COVID-19 restrictions being eased and an increase in travel due to business opportunities. The data now includes the flights from the Middle East business, which contributes to the higher reported emissions than the previous reporting period.

On average for a four-hour flight the fuel used to take the flight to its cruising altitude accounts for between 10% and 20% of total fuel consumption.

**Note: Middle East flights have now been included in the reporting.**







## Environmental care

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### War on waste

Our civilisation is often 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 recycling centre was originally launched in 2017 at our Tshwane office, and a new recycling centre has been established at our new office after Zutari Tshwane relocated to new premises in June 2020.

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### Precious water

Several African countries experienced near-catastrophic draught conditions during recent years. If the tap runs dry, you recognise how dependent 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 and water saving initiatives have been implemented in many of Zutari’s facilities. Some of these initiatives include:

- Harvesting rainwater for flushing toilets
- Providing toilets with a dual flush system
- Recapturing fire test water and water from the HVAC cooling towers to supplement rainwater for flushing toilets
- Installing water efficient fittings, taps, urinals, showers, and toilets
- Landscaping with indigenous plants to reduce their reliance on water
- Using treated effluent from wastewater facilities for landscape irrigation and cooling towers
- Irrigating landscaped areas at night, based on moistures sensor data



Ethics and integrity

**Ethics** [

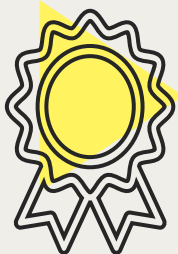
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# Ethics and integrity



## 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)
- Integrating an assessment of modern slavery risks into the opportunity management process, using the Walk Free Global Slavery Index



## Looking forward

- Identifying provider to customise anti-bribery and corruption training modules for launch in later FY23 or early FY24. 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.







## 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. This policy is supported by a Declaration of Interest Register which employees are required to complete on an annual basis.



# Ethics and integrity

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## Integrity management system

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. Zutari’s integrity management system, which includes a suite of integrity management policies, embodies the six Zutari Codes and underpins Zutari’s commitment to always do the right thing, even when it is hard. The system has been designed to set out Zutari’s standards, expectations, and approach to conducting business in a competent, fair, impartial, and efficient manner while fostering a culture of ethical behaviour and decision-making.

The Anti-bribery and Anti-corruption (ABAC) policy elaborates on Zutari’s Code of Conduct and Ethics, which expressly prohibits any form of bribery and corruption in our business dealings. The ABAC policy establishes accountability and provides guidance for employees of Zutari and its subsidiaries to ensure compliance with the Zutari Codes and applicable anti-corruption laws.

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## 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 in a personal capacity, subject to the provisions of our Code of Conduct and Ethics, including the duty to avoid conflicts of interest and provided they do not purport to represent Zutari. Employees should always remember that their personal conduct can impact on the reputation of Zutari, and they are therefore expected to act accordingly.

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## Working with governments

Zutari seeks to have collaborative and open relationships with the governments of all the countries in which we work. All employees must familiarise themselves and comply 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.

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## 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 accounting and auditing functions are required to be familiar with and abide by all laws that prohibit bribery and corruption in every country in which Zutari operates including when it is committed outside the relevant 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/charitable donations register
- Whistleblower policy
- Whistleblower initial report
- Investigation procedure

## Reporting 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.

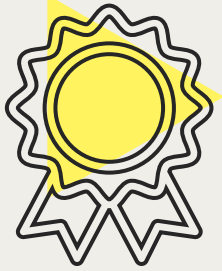




## People & Culture



# People & Culture



## FY22 achievements

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



## Looking forward to FY23

- 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.





## Scale of the organisation

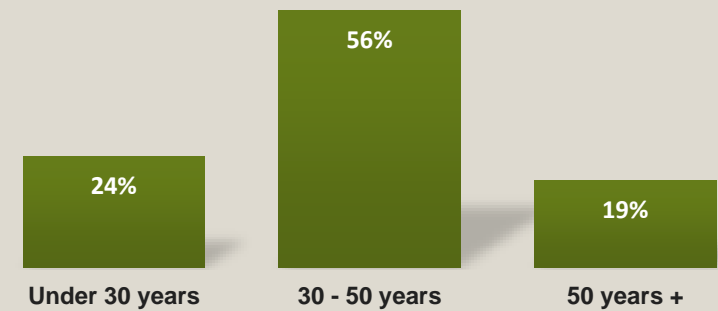
At the end of the reporting period, Zutari had 1,902 full-time employees.

For FY23 we anticipate that the numbers will remain 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 four weeks.

Collective bargaining agreements are not applicable to Zutari.

Percentage of employees per age group



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

Gender	Temporary	Permanent	Total
Female	16%	84%	697
Male	22%	78%	1,205

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

Region	Temporary	Permanent	Total
Africa	20%	80%	1,763
Middle East	22.3%	77.7%	139



# People and 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.

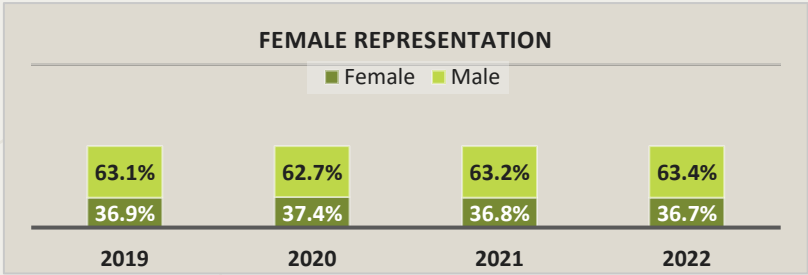
We have also implemented a grievance policy that provides a mechanism for employees, contractors and consultants to raise a grievances about workplace issues (including, but not limited to, discrimination, harassment, bullying, violence, vilification or victimisation) without fear of retribution and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

## Female representation

### Current female representation is 36.65%

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, performance, 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 98% of the internal median as a compa ratio versus males with a 103%. A further breakdown per job function and level is available on request.

Zutari always consider the market in which we operate and continuously conduct analysis to ensure equitable pay for employees doing the same or similar roles. During the period under review, Zutari was in a fortunate position to grant 2 salary adjustment and the Executive committee has approved an additional budget to address any gender disparities in pay. This makes it clear that 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%
FY22	12.54%
Average	10.63%

## 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

# Onboarding journey at Zutari

Timeline	Day 3 & 4	Week 1	Week 2	Month 1	Month 2	Month 3
<b>Induction and onboarding process</b>	Base camp	Benefits presentation (Presentation by external speaker from Retirement-on-line) ICAS Info session	Workday Workshop	L8+ first contact Priority training (for new line managers)	Check in from QES partner Fireside Chat	Blue Sky Summit
<b>Compulsory compliance training</b>		IT training; Password; Identity Theft; Privacy.		Code of conduct & ethics; Cyber security series; Anti - bribery and corruption.		
<b>Manager engagement</b>	Meeting your line manager; Introductions to the team.		Roles and expectations.	Check in conversation.	Check in conversation, feedback and goal setting discussion.	Probation period comes to an end. Probation review form is discussed and completed.
<b>Buddy support</b>	Meet and greet	Go-to person (buddy) to assist navigating Zugle and Workday, submit first timesheet on BST, office tour	Integration assistance for information and directions: how to use the printers; decide for site visits; etc.	Continued integration assistance from buddy...	Continued integration assistance from buddy...	Continued integration assistance from buddy...

# #geNext Graduate Development Programme

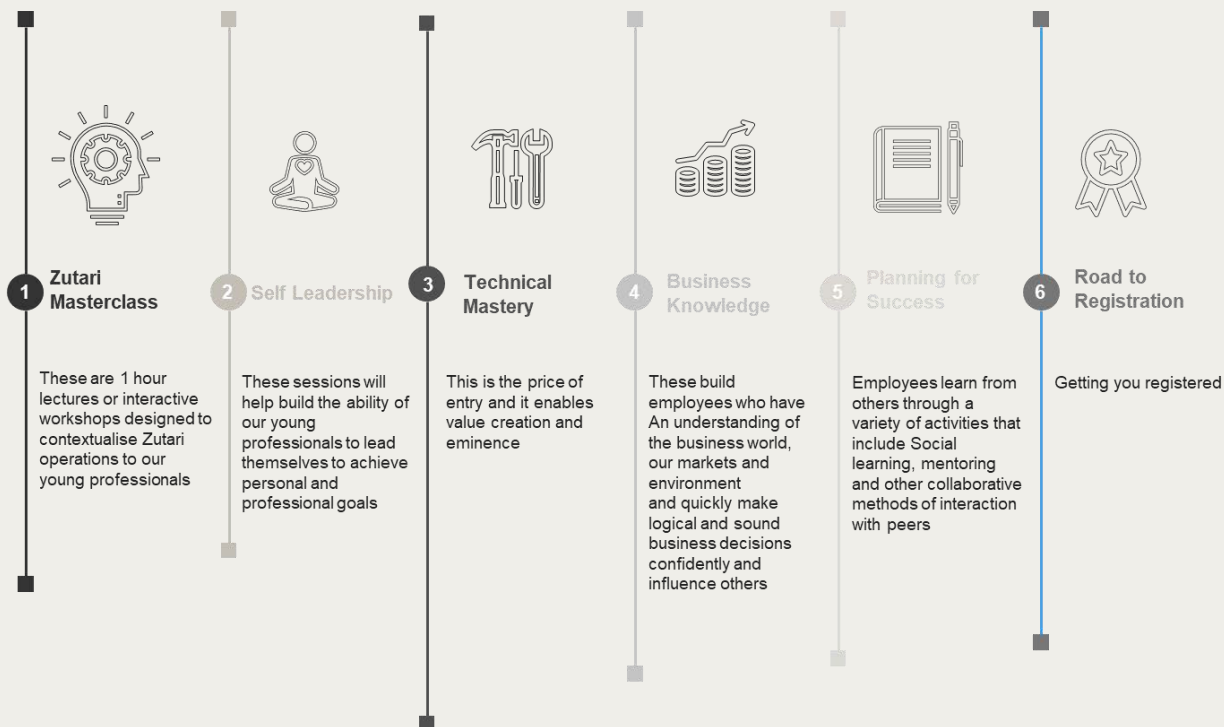
Total number of graduates by gender:

FEMALE

28

MALE

37



A three-year programme that aims to empower and support junior professionals and enable them to perform optimally through a combination of:

- A structured training programme
- On-the-job technical training
- Mentoring
- Regular coaching check-ins
- Progress reporting to the leads







# Internship programme

Total number of interns by gender:

- Internship with the GDC ERM Digital Delivery Team
- Exposure / Training in Autodesk AutoCAD, Civil 3D, Revit and Bentley Microstation / ProStructures
- Exposure to Multidiscipline such as Civil, Structural, Electrical and Piping Mechanical
- Once trained, contract can be offered to work in GDC or greater Zutari Business

FEMALE

4

MALE

13

# Undergraduate bursaries

Total number of bursars by gender:

FEMALE

17

MALE

19

# Postgraduate bursaries

Total number of postgrad employees by gender:

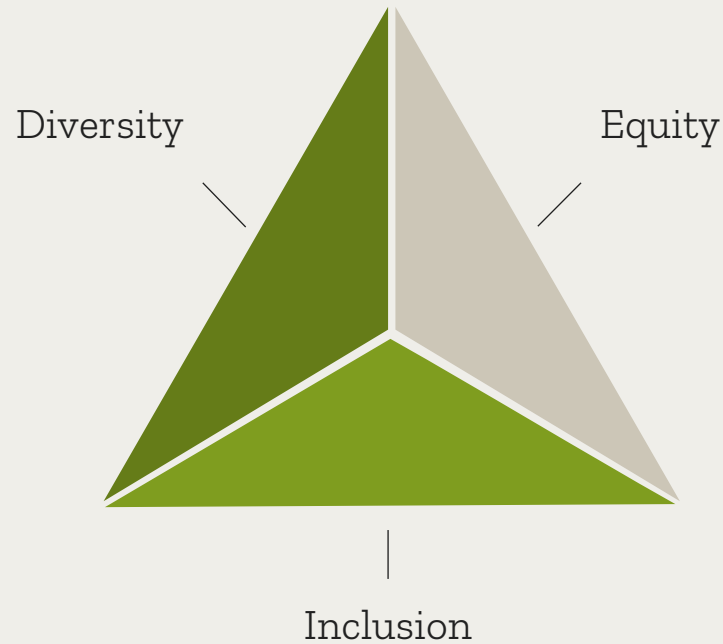
FEMALE

13

MALE

16

## 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 – Zutari Annual Performance Process (ZUPP)

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, and performance review**

The Zutari Annual Performance Process (ZUPP) 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 80% of female staff and 75% 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 2022 were excluded from the formal review.



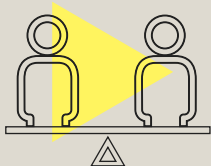
## Our noteworthy B-BBEE achievements



Level 1 rating  
**95.55**

For the past year we achieved a B-BBEE Level 1 rating.

This was increased with one B-BBEE level through the YES initiative.



Equity ownership  
**20%**

20.51% of Zutari is black-owned, of which 4.7% is owned by black women.



Management control  
**75%**

75.00% of Zutari's Board is black, of which 50% are black women.  
50.00% are black Executive directors of which 25% are black female executive directors.



Employment equity  
**43%**

43.34% of Zutari staff are black of which 19.71% are black women.  
More than 30% of Zutari staff are black youth.  
More than 19.52% of Zutari staff are professionally registered black employees and 0.45% are black employees with disabilities.



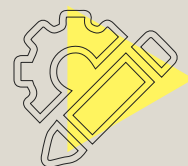
Preferential procurement  
**97%**

97.67% was spent with empowering suppliers.  
40.67% was spent on black-owned suppliers, of which 21.40% was spent on black women suppliers.  
More than 55% was spent on SMMEs.  
12.10% was spent on Designated Group suppliers that are at least 51% black owned



Supplier development  
**3%**

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



Skills development  
**R21m**

Zutari exceeded the target of 2.50% of Leviable amount by spending R21 million on training and development initiatives for black employees, of which R17 million was spent African employees.  
09.56% of skills expenditure was spent on Executives, Senior Middle Managers and 65.63% was spent on Junior Managers.  
11.80% of skills expenditure was spent on bursaries for black people. 45.95% of Zutari staff are registered as professionals in FY22.





Zutari partners with the DTIC in embracing true transformation while tackling South Africa's unemployment challenge - when you lead the youth, you lead the market.



## What is the YES4Youth Initiative?

**Youth Employment Service (YES)** is a business-led collaboration that seeks out ground-breaking ways, through innovation and technological best practice, to reignite the economy and give youth a dignified first chance. The **YES** 12-month quality work experience equips unemployed youth with a toolkit to be a beacon of hope for their families, households and communities.

The CV and reference letter that youths receive at the end of their 12-month experience give them a three times greater chance of an interview call-back.

## Overview

South Africa is one of the highest-ranking countries in the world when it comes to unemployment rates. According to the Quarterly Labour Force Survey (QLFs) by Statistics South Africa (Stats SA), the country's official unemployment rate was 33.9% in the second quarter of 2022 – a slight decrease from the previous quarter, but still an extremely high rate.

## Own it – get it done

We work, act and communicate using the Zutari code; a set of six guiding principles that maintains our authenticity and keeps us focused on what really matters. One of our codes - own it and get it done – was demonstrated through our involvement in the YES initiative.

At Zutari we strive to play our part in ensuring that the youths of South Africa are afforded the opportunity of a first job during these trying times. We are able to achieve this by acting as a **YES** sponsor for unemployed youth. This means that as Zutari, we have committed to participate and ensure that South African youths have access to skills and opportunities.

## The impact of Zutari's investment in YES

Our investment in the **YES** programme has enabled the placement of 49 youths (of which 49% were females) who were employed with four of our beneficiary companies across the country. For these youths, this opportunity was the lifeline they desperately needed to provide for themselves and their families, whilst also gaining valuable work experience. Our beneficiary companies are well positioned to offer these youths critical work skills and we are optimistic that some will be offered permanent positions at the end of their **YES** contracts.





Training

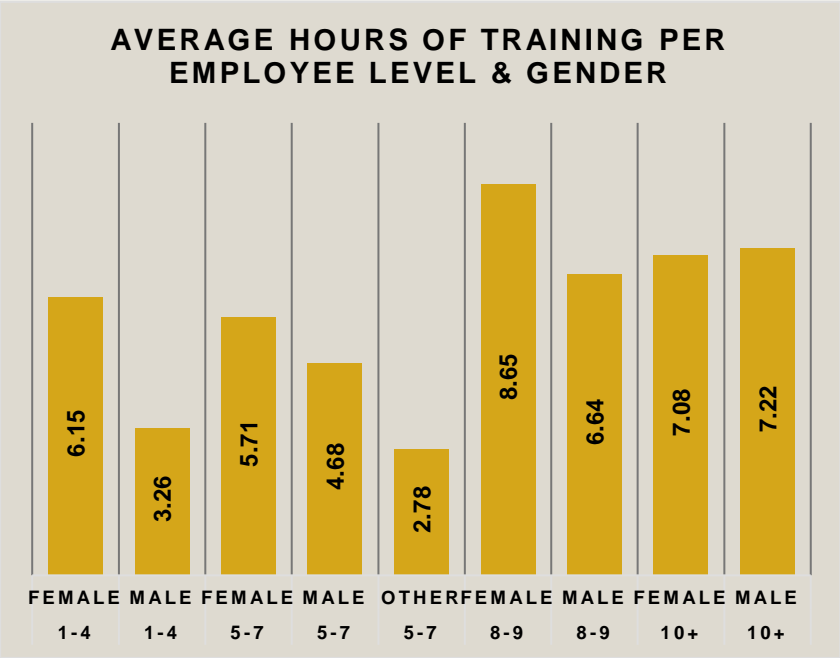
Zutari recognises that a strong, social and collaborative learning culture is key to our success as an organisation and we must entrust our staff to take control of their own unique learning journey – with expert support and guidance from the Learning eXperience team, our leaders and our learning partners.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



# Leadership Development

## Investing in our future leaders

What is the Adaptive Leader Programme?

The Adaptive Leader Programme (ALP) is a signature Zutari flagship initiative and aims to develop inclusive, agile and owner-minded leaders enabled to achieve rapid, sustained, and profitable growth by tapping into the five unlimited sources of energy of a vital organisation and pivoting around a centralized awareness of impact.

The purpose of ALP is to develop adaptive leaders equipped to embrace change, navigate ambiguity and complexity, and harness an increasingly diverse workforce across a networked organisation.

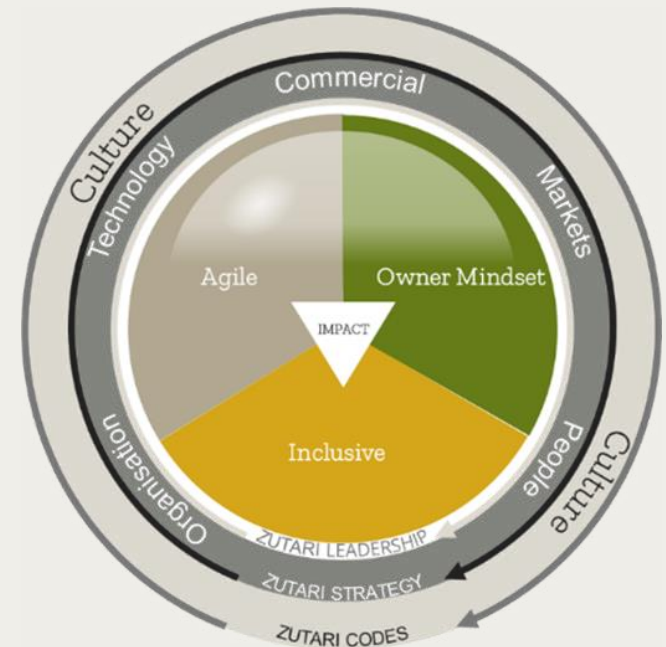
The ALP is an eighteen-month programme delivered across a blended approach of face-to-face, virtual and remote learning and includes both team and individual assignments and assessments. The ALP has been designed through a co-creation with Zutari leaders and in collaboration with a number of renowned global and local leadership development institutions, service providers and in collaboration with external facilitators.



Alice Chang  
Associate

My 'WHY' I want to be on the programme?

"I am passionate about unlocking diversity in teams by recognising differences and unique strengths and believe the ALP will enable me to lead boldly."





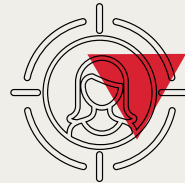
## People and culture

# 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.

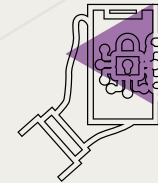
Within U.fundi, our learning content has been tagged to one or more of the below topics to simplify the search for meaningful content to upskill, at the moment of need:

### 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



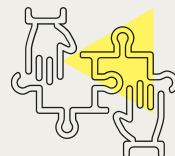
Build your business and commercial acumen. Staff can explore the competitive challenges, external drivers and internal systems that impact business performance.

### 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 after parental leave ended that were still employed 12 months after their return to work, by gender:

FEMALE	MALE
55	61



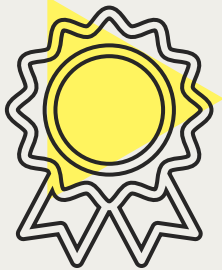


## Health and safety





# Health & Safety



## FY22 achievements

- Consistent drive towards mental health post COVID-19
- Extensive training into confined spaces
- Maintained regular H&S engagements with Markets and offices

Overall, our approach was not towards new initiatives, but to entrench existing procedures.



## Looking Forward to FY23

- Working group created to review and improve Safe Design process
- Engaging and equipping junior leaders towards H&S ownership



# Health and safety

At Zutari, a robust and responsive health and 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.

Our efforts and behaviors are aligned to support the objectives of Blueprint 2025.

The Zutari codes also shape our behaviors to ensure the health, safety and wellbeing of all staff.

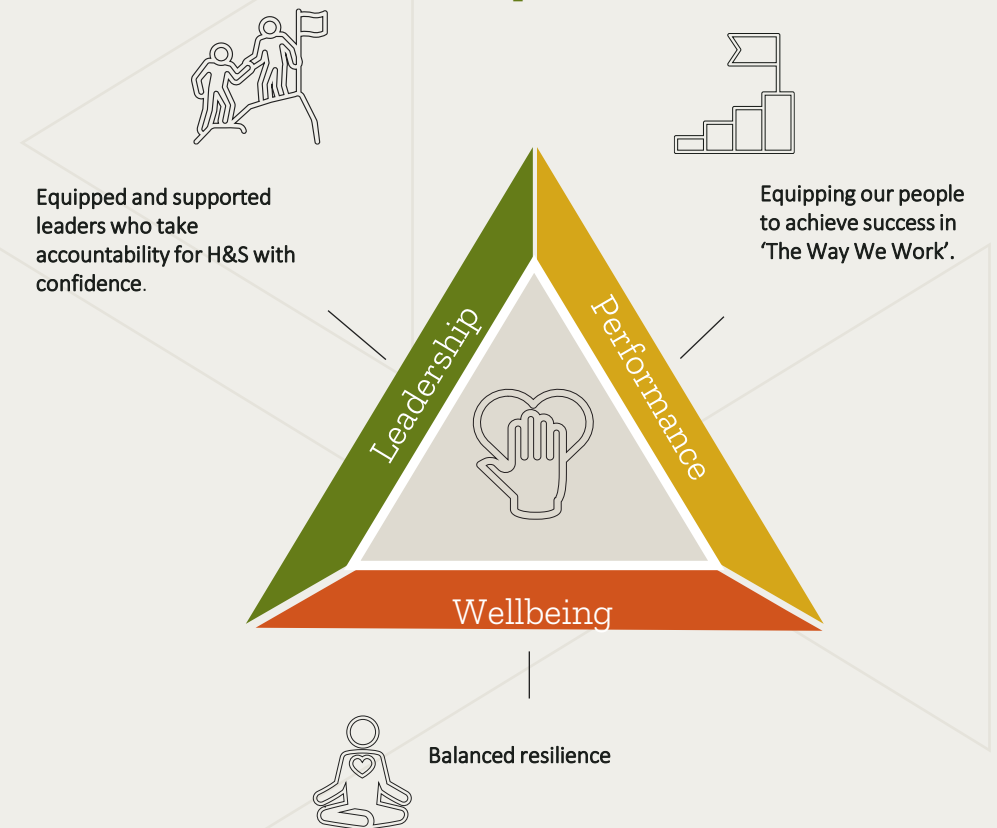
Together, the Zutari H&S strategy and framework support the delivery of projects and meet legislative and client requirements.

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
- Work in high-risk locations and personal security
- 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 and safety

## Occupational health and safety management system



Zutari has implemented a health and 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 and safety legislation and where local jurisdiction does not have specific health and safety legal requirements or those requirements do not meet the standards required by Zutari's health and safety standards, then Zutari activities will comply with the requirements of Zutari's standards and procedure.
- A legal health and safety register is compiled and maintained for each geographical location in which Zutari operates
- Zutari's health and 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.





# Health and safety

## 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 and safety

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## 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 and 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 and 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  
5  
3

= fatalities as a result of work-related injury

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

= 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

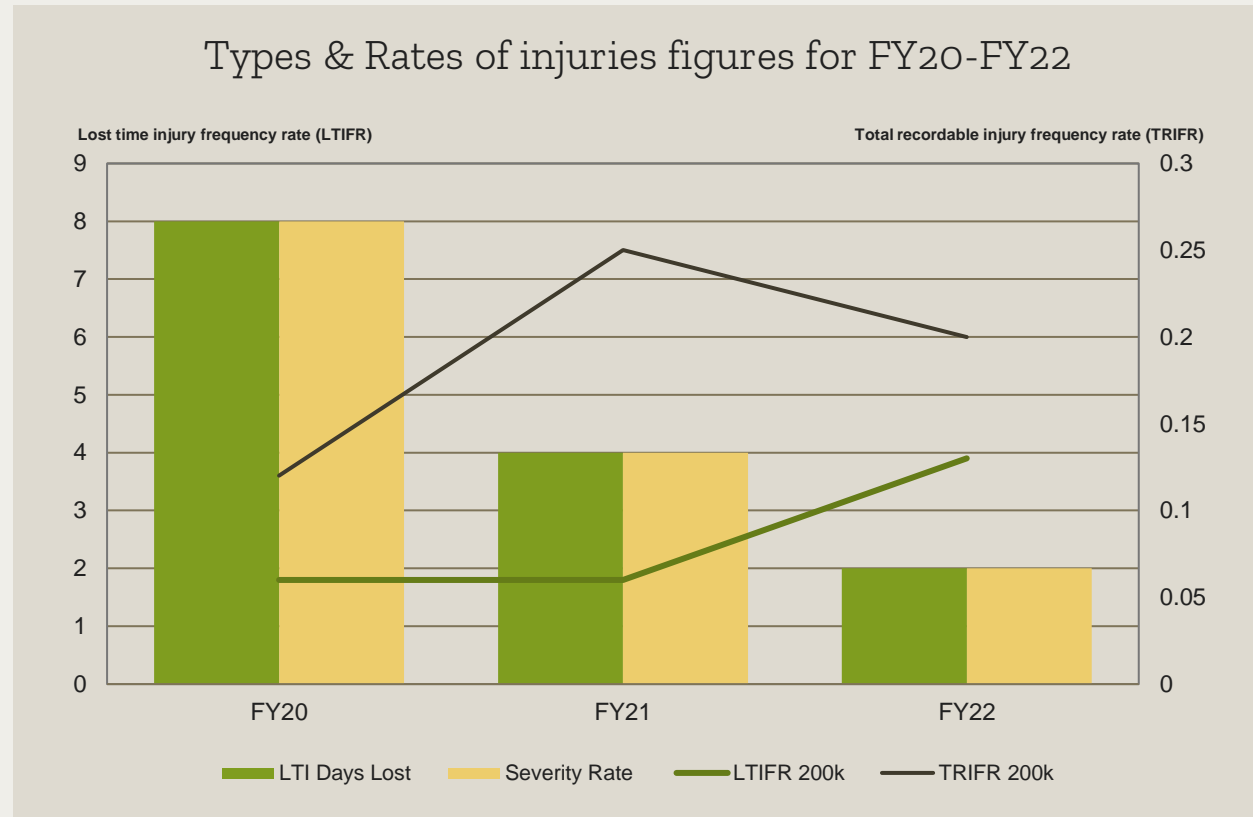
- Hazards are determined by applying risk management tools on respective projects
- In this reporting period based on 200,000 hours worked, no hazards were determined, but there was a potential for injury.
- Actions that have been to eliminate hazards and minimise risks:
  - focus on training and awareness 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.

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## Looking Forward

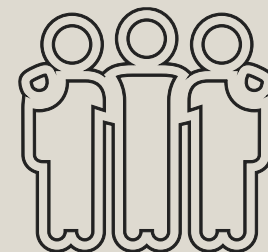
In late FY22 a working group was established by the Lead of Health & Safety. This working group will review and improve our safe design toolkit, including processes and templates.

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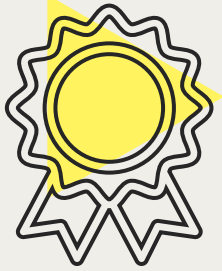




## Corporate social investment

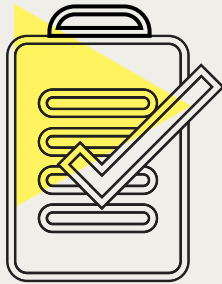


# Corporate social investment



## FY22 achievements

- Established a solid relationship with Zutari socio-enterprise partners
- In FY22, 1.25% of the net profit was spent on structured socio-enterprise impact programmes in South Africa
- Spent 30% of the budget on high impact initiatives that contribute to the transformation of communities with limited services
- Implemented impactful and sustainable CSI projects that are linked to the Zutari codes



## Looking forward to FY23

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







## Corporate social investment

At Zutari, our passion for education seeks not only to help learners perform better in schools but aims also 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.

We continuously lend our hand to the mandate of eradicating poverty in the communities that surround our business as stewards of the responsible corporate citizenship. We are committed to focusing our corporate social responsibility on sustainable initiatives that will continue to empowering even beyond our participation and that is linked to our Zutari Codes.

We believe in the importance of reducing gender inequality and empowering women not just within the business but in the communities where we operate as well.

### **Senzekile Mdluli, BB-BEE and 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

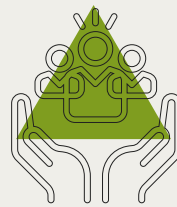
At Zutari we are conscience of who we agree to sponsor and support to ensure we remain true to our brand and philosophy of giving back to the communities in which we operate.

Therefore, assessing the need for and the sustainability of our CSI contributions or partnerships are paramount. In South Africa, over R1 million was spent on structured programmes, of which 30% went towards the upliftment of communities with limited services.

In FY21, more than 1.25% of our NPAT in South Africa was spent on 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:



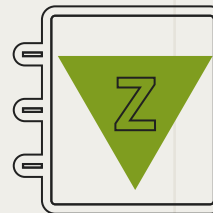
**Poverty alleviation**  
We lend our hands to the mandate of eradicating poverty in the communities that surround our business as stewards of the responsible corporate citizenship.



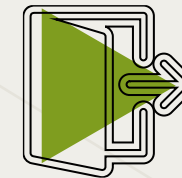
**Eradicating inequality**  
Provide opportunities to under-resourced communities to reach their potential and empower women in areas where they are under-represented.



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



**Promoting education**  
Help learners perform better in school to broaden their career opportunities and choices. We ensure that the educational gap is reduced as an extension of poverty eradication.



**Skills transfer**  
Identify talent and take active steps in initiating mentoring programmes where critical skills development/transfer can support job creation.



## Socio-enterprise impact

Our contribution to society is shaped by our Zutari Codes. Our intent is to taking the principle of entrepreneurship to find sustainable solutions to social problems in our communities.

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. In FY22, we spent more than 1.25% of the net profit after tax on structured programmes (of this amount, 30% went towards) communities with limited services, **RSA only**.



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In FY22, more than 1.25% of our NPAT was spent towards structured programmes.

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## Zutari socio-enterprise partners

### South Africa



#### Primestars eduCate Matric Maths and Science

eduCate Matric Maths and Science is one of the leading national youth education programmes. Established 2010. The duration of the programme is 3 - 6 months (annual) held all around 9 provinces (45% of beneficiaries in Gauteng, biggest provincial footprint) which targeted Grade 12 students from under-resourced public High Schools to covers the full CAPS curriculum in Maths and Science. Zutari contributed R250,000 to assist with the "eduCate" matric math and science revision programme.

The programme uses an Innovative model reaching youth through cinema, rural schools and online to schools nationally. Compressing of maths and science revision videos, dedicated maths and science textbooks, access to teacher network, access to free WhatsApp support with digital content, free access to online lessons on Primestars Digital.



#### Primestars Step Up to A Green Start Up

Primestars Step Up 2 A Green Start Up initiative is a programme which aims to make the youth aware of climate change, encouraging them to accept environmental responsibility and teaching them how to identify entrepreneurial opportunities in the green economy. This forms part of Zutari's codes doing the right thing with a commitment to lead boldly for sustainable job creation, youth empowerment and building a sustainable economic growth for the future. Zutari contributed R230,000 toward the Step Up 2 A Green Start Up Initiative in FY22.

This means that the programme will get global recognition going forward and we will be developing the scope of the collaboration as time unfolds. This initiative has reached 10,077 beneficiaries in cinema nationally, and 2,920 beneficiaries at rural schools.



#### Gift of the Givers Foundation

The Gift of the Givers Foundation is the largest disaster response a non-governmental organisation of African origin on the African continent. Their essence of presence is to bring hope and restore dignity to the most vulnerable. Zutari has prioritised restoring dignity in KwaZulu-Natal Floods affected communities with the perishable good which the donation in kind to the value of R10,426.70 (ten thousand four hundred and twenty-six rand and seventy cents) to the Socio-Economic Development Beneficiary.

Every life deserves a certain amount of dignity, no matter how poor or damaged the shell that carries it and that was the message which Zutari was sending to the world out there.



#### Natural Disaster North-West Deelpan Floods - Waterboots Donation

Zutari closed the gap in a natural disaster experienced in the north-west of region of South Africa. There was a huge need of gumboots to assist Ngaka Modiri Molema District Municipality with the floods experienced in Deelpan. Zutari contributed 100 pairs of boots, which amounted to R10,000. The humanity motion encouragement here was when things go wrong, don't go with them and look away but try to be a rainbow in someone's cloud..



## Zutari socio-enterprise partners

### South Africa



#### Sefako Makgatho Health Sciences University – golf day for students

Tiger Woods once said:

*"Achievements on the golf course are not what matters, decency and honesty are what matter."*

On 18 November 2021 at Blue Valley Country and Golf Club Zutari continued to be honest and committed to our codes by sponsoring the Sefako Makgatho Health Sciences University (SMU) with a donation of R8,200 for the its annual fundraising golf day.

The R8,200 assisted SMU in giving R800 food vouchers to 10 SMU registered students who come from disadvantaged backgrounds.



#### The Dignity Campaign

Zutari proudly donated R50,347.00 to the Dignity Campaign to make sure the girl child's dignity is being restored. The Dignity Campaign is a non-profit organisation that aims help young people find their identity, belonging, and purpose. Their mission is to impact lives and restore dignity by equipping people through training, awareness, and life skills programmes.

After a very successful collaboration this is what The Dignity Campaign has to say: "Thank you to Zutari, a local engineering company who sponsored 253 boxes of washable pads! Our team presented the Dignity Day sessions of Identity and Purpose during this event at Beautiful Gate in Philippi. We are so thankful to have sponsors who value sustainable solutions to keep girls healthy and empowered!"



#### Setsoto Local Municipality student laptops

Setsoto Local Municipality is an administrative area in the Thabo Mofutsanyane District of the Free State in South Africa. The municipality's mission is to enhance the quality of life in Setsoto by serving the needs and aspiration of all people through a responsible, economic, efficient, sustainable, accountable and developmental system of local government"

Setsoto Local Municipality and Zutari have signed a professional service level agreement for the upgrading of bulk water supply in Senekal. In this business journey of line Zutari managed to give back to the top learners of Setsoto a donation of two brand new laptops of the value of R29,861.00 to support the municipality on its vision and mission.



#### WomEng Fellowship Programme

Letter to the Women of the World – "Above all, be the heroine of your life, not the victim. A girl should be two things: who and what she wants."

Zutari partners with WomEng to support female talent in engineering.

"Zutari believes that to create a diverse workforce, we must invest in providing structures and networks outside of our organisation that support female engineers from when they register at tertiary intuitions to the time, they enter the workplace.

WomEng is an organisation which works hard to develop a more gender diverse engineering workforce.

## Zutari socio-enterprise partners

### South Africa



#### SAICE School Competition Sponsorship

We have a powerful potential in our youth, and we must have the courage to change old ideas and practices so that we may direct their power toward good ends for a brighter future. Zutari have contributed R8,695.65 toward the WC Bridge SAICE School's Competition to expose the young mind into our bridge making engineering field.

The competition's Mandate was to teach the future generation of Engineering experts: How do model bridges fail? The SAICE-WC Bridge Building competition was held on 14 August 2021. 22 teams of learners were issued with model bridge building kits and built their own designs over a few weeks. These were then loaded at the Zutari Offices in Century City to failure.



#### Men's Foundation Charity raising funds and awareness.

Health is wealth. Without health, a man can not live a proper life. That's why being healthy is important with this words – We happy to say "We have shown grit and participating in shaping the future health of men in our present.

Zutari has donated R 13,000 to Men's Foundation charity awareness campaign to further assist the Men's Foundation to enable them continue with improving the lives of men dealing with prostate and testicular cancer as well as the South African men who are challenged with mental health. There are three most vital things one shouldn't undermine in life – your health, your mission, and the people around you.



#### Mandela Day Monday, 18 July 2022

On this day, we remember these words: "There can be no greater gift than that of giving one's time and energy to helping others without expecting anything in return."

As we celebrate Nelson Mandela International Day with the theme 'we do what we can, with what we have, where we are', we have supported Manger Care Centre Bakery with R30,000 for their supplies they need to continue providing for 12 schools and 37 shops around Brentwood Park, Rynfield, Petit and Benoni Central, with bread, rolls, and biscuits.

#### The beneficiaries they support are:

- Eden Home for 150 destitute, abused women and recovering addicts
- Robmen House – home to 20 physically disabled people
- Manger Marine – senior facility accommodating 78 people
- Manna soup kitchen – a feeding scheme providing food ingredients for daily meals to 40 daycares, with 2,170 children

## Zutari socio-enterprise partners

### Greater Africa and Middle East



**Celebrating Mandela month with an orphanage, Lar de Nazaré in – Angola**

In commemoration with Mandela month, Zutari Angola sponsored an orphanage. Zutari's commitment and involvement demonstrates, that as a collective we can work together, in changing the lives of the most vulnerable people of society. The smiles and appreciation of the children at Lar Nazare were testimony to that.



**University of Namibia – Annual Students Awards Sponsorship – Namibia**

Zutari Namibia was requested to sponsor the engineering student award event by the University of Namibia. Each year the university hosts an annual award ceremony for students with outstanding academic achievements. This year Zutari Namibia sponsored a total of N\$10,000.00 towards this event.



**FIRST Global Challenge – Namibia**

FIRST Global Challenge is an Olympics-style, international robotics competition that takes place in a different country each year. The event is organised to ignite a passion for Science, Technology, Engineering, and Mathematics (STEM). Each year, FIRST Global invites one team from every nation to participate in this event that builds bridges between high school students with different backgrounds, languages, religions, and customs. Zutari Namibia sponsored N\$10,000.00 towards this initiative



**PINKtober 2021 – Middle East**

Our Middle East offices donated AED1,770 towards breast cancer awareness which was raised in conjunction with activities arranged in the offices.



## Appendix A

# GRI content index



**COMMUNITY MEMBER**

**2022**

Disclosure		Page/ URL/Comment
<b>GRI 1: Foundation 2021</b>		
Requirement 1	Apply the reporting principles	<ul style="list-style-type: none"> <li>• Accuracy</li> <li>• Balance</li> <li>• Clarity</li> <li>• Comparability</li> <li>• Completeness</li> <li>• Sustainability context</li> <li>• Timeliness</li> <li>• Verifiability</li> </ul>
Requirement 2	Report the disclosures in GRI 2: General Disclosures 2021	Done
Requirement 3	Determine material topics	Done
Requirement 4	Report the disclosures in GRI 3: Material Topics 2021	Done
Requirement 5	Report disclosures from the GRI Topic Standards for each material topic	Done
Requirement 6	Provide reasons for omission for disclosures and requirements that the organisation cannot comply with	Done
Requirement 7	Publish a GRI content index	Herewith
Requirement 8	Provide a statement of use	This report is aligned to the GRI Core Option to the extent possible.
Requirement 9	Notify GRI	Published report onto GRI database – 29 November 2022



Disclosure		Page/ URL/Comment
<b>GRI 2: General Disclosures 2021</b>		
2-1	Name of organisation	Zutari (Pty) Ltd (registration number 1977/003711/07) Riverwalk Office Park, 41 Matroosberg Road, Ashlea Gardens, Extension 6 Pretoria, 0081 South Africa <a href="https://www.zutari.com/find-us/">https://www.zutari.com/find-us/</a> Private management-owned company
2-2	Entities included in the consolidated financial statements	Not reported, privately owned company
2-3	Reporting period Reporting cycle Contact point for questions regarding report/content	1 July 2021 to 30 June 2022 (unless otherwise indicated) Annually <a href="mailto:sonja.deklerk@zutari.com">sonja.deklerk@zutari.com</a> Lead of Quality, Environment & Sustainability
2-4	Restatements of information	N/A
2-5	External assurance	This report is not externally assured
2-6	Activities, brands, products and services Markets served (geographics, sectors, and types of customers) Scale of organisation Supply chain Significant changes to the organisation and its supply chain	<a href="https://www.zutari.com/our-offering/Markets and Industries - Zutari">https://www.zutari.com/our-offering/Markets and Industries - Zutari</a> Partially reported Supply Chain <ul style="list-style-type: none"> <li>Following due process, Zutari extended its operations to Riyadh during 2022. Operations of this offices will be included in future reporting.</li> <li>Polokwane office moved to new premises</li> </ul>
2-7	Employees	Partially reported Scale of Organisation
2-8	Workers who are not employees	Scale of Organisation
2-9	Governance structure and composition	<a href="https://www.zutari.com/why-zutari/we-stay-rooted/leadership">https://www.zutari.com/why-zutari/we-stay-rooted/leadership</a>
2-10	Nomination and selection of the highest governance body	Leadership
2-11	Chair of the highest governance body	<a href="#"><u>Dr Lulu Gwagwa is a non-executive Chair of Board Lulu Gwagwa</u></a>





Disclosure		Page/ URL/Comment
2-12	Role of the highest governance body in overseeing the management of impacts	Purpose, strategies, and codes are submitted to the Board for approval. Oversight happens through the S&E committee, who has a statutory mandate to provide oversight.
2-13	Delegation of responsibility for managing impacts	Sustainability is an integral part of Zutari's brand and strategy. We have assigned a C-Suite sponsor to monitor the advancement of our sustainability journey and we have a dedicated, independent quality, environment, and sustainability team.
2-14	Role of the highest governance body in sustainability reporting	The Social and Ethics Committee of the Board is involved in the definition of material topics as well as the review of the report prior to approval by the Board.
2-15	Conflicts of interest	Directors complete Declaration of Interest forms and are obliged to disclose any interest in a transaction in accordance with the Companies Act and the process prescribed in the Companies Act will be followed to deal with a conflict of interest. There are no cross-board memberships, and no controlling shareholder sits on the board.
2-16	Communication of critical concerns	No critical concerns to report. When critical concerns occur such as H&S incidents, breaches of privacy data, or negative media, reporting is escalated to the CEO, who will raise it with the chair of the Board if necessary.
2-17	Collective knowledge of the highest governance body	The selection of Board members was conducted in such a way that they collectively have broad expertise in the industry and topics such as sustainability, diversity and inclusion.
2-18	Evaluation of the performance of the highest governance body	Evaluation of the performance of the Board was done post demerger. Performance to be evaluated in accordance with process currently being approved by the Board.
2-19	Remuneration policies	The Remuneration Policy is currently being finalised for approval by the Board. The S&E Committee has been tasked by the Board to oversee remuneration in Zutari.
2-20	Process to determine remuneration	
2-21	Annual total compensation ratio	Zutari has processes in place to promote fair and equitable remuneration in line with the market. We prevent unconscious bias in remuneration reviews.
2-22	Statement on sustainable development strategy	Sustainability policy can be accessed in the Annexure section.
2-23	Policy commitments	Zutari supports Principle 15 of the 1992 Rio Declaration. Zutari Codes
2-24	Embedding policy commitments	The Board approves strategy and annual strategic objectives. This gets translated into annual objectives, key priorities and KPIs with accountability assigned. It gets cascaded through performance contracts. Also, we have systems, policies, training programmes and practices, processes and practices which embed these commitments e.g., Integrity Management System, Onboarding of new staff, Supplier registration and code of ethics, risk assessments at project level.



Disclosure		Page/ URL/Comment
2-25	Processes to remediate negative impacts	Specific departments in Zutari including Quality, Environment and Sustainability, Health & Safety, People, Corporate Social Investment are tasked with promoting specific areas of sustainability. An analysis of risks and opportunities forms part of the business planning process.
2-26	Mechanisms for seeking advice and raising concerns	Zutari has a Grievance Procedure, Whistleblower Policy and Investigation Procedure.
2-27	Compliance with laws and regulations	Environmental care For the reporting period FY22 Zutari has not received any fines or non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area.
2-28	Membership associations	Memberships
2-29	Approach to stakeholder engagement	Our stakeholders
2-30	Collective bargaining agreements	Not reported



Disclosure		Page/ URL/Comment
<b>GRI 3: Material Topics 2021</b>		
3-1	Process to determine material topics	As a default our reporting covers the entire organisation
3-2	List of material topics	Materiality
3-3	Management of material topics	Zutari supports Principle 15 of the 1992 Rio Declaration. The management of material topics is described in individual chapters in this report.
<b>Specific Disclosures: Economic</b>		
203-2	Indirect economic impacts	<a href="#">Our Projects - Our footprint and engineered solutions (zutari.com)</a> <a href="#">Sustainability consulting   Zutari   Advisory</a> <a href="#">Asset transformation   Zutari   Advisory</a>
<u>204-1</u>	Proportion of spending on local suppliers	People and 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 FY22 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		
<a href="#">305-1</a>	Direct (Scope 1) GHG emissions	Environmental care
<a href="#">305-2</a>	Energy indirect (Scope 2) GHG emissions	Environmental care
<a href="#">305-3</a>	Other indirect (Scope 3) GHG emissions	Environmental care
<a href="#">305-4</a>	GHG emission intensity	Environmental care
<a href="#">305-5</a>	Reduction of GHG emissions	Environmental care
<a href="#">306-2</a>	Waste by type and disposal method	Partially reported Environmental care
<a href="#">307-1</a>	Non-compliance with environmental laws and regulations	Environmental care
Disclosure		Page/ URL/Comment
Specific Disclosures: Social		
<a href="#">401-1</a>	New employee hires and employee turnover	Partially reported People & Culture – Voluntary Annulised Attrition
<a href="#">401-3</a>	Parental leave taken	People & Culture – Parental Leave
<a href="#">403-1</a>	Occupational health and safety management system	Health and Safety Occupational health and Safety management systems
<a href="#">403-2</a>	Hazard identification, risk assessment, and incident investigation	Health and Safety (Hazard Identification, risk assessment and incident management)
<a href="#">403-3</a>	Occupational health services	Health and Safety Occupational health services
<a href="#">403-4</a>	Worker participation, consultation, and communication on occupational health and safety	Health and Safety Worker participation, consultation, and communication on occupational health and safety
<a href="#">403-5</a>	Worker training on occupational health and safety	Health and Safety Worker training on occupational health and safety
<a href="#">403-6</a>	Promotion of worker health	Health and Safety Promotion of Worker health
<a href="#">403-8</a>	Workers covered by an occupational health and safety management system	Health and Safety Occupational health and Safety management systems
<a href="#">403-9</a>	Work-related injuries	Health and Safety Performance : Work-related injuries



Disclosure		Page/ URL/Comment
<b>Specific Disclosures: Social</b>		
<u>404-1</u>	Average hours of training undertaken by the organisation's employees during the reporting period	People and culture - training
<u>404-2</u>	Type and scope of programmes implemented, and assistance provided to upgrade employee skills	People and culture - training
<u>404-3</u>	Percentage of total employees by gender and employee, who received regular performance and career development reviews during the reporting period	People and culture
<u>405-1</u>	Diversity of governance bodies and employees	Leadership
<u>405-2</u>	Ratio of basic salary and remuneration of women versus that of men	Partially reported People and culture – female representation
<u>413-1</u>	Operations with local community engagement, impact assessments, and development programmes	Partially reported Zutari socio-enterprise partners
<u>414-1</u>	New suppliers who were screened using social criteria	Partially reported Supply chain
<u>415-1</u>	Political contributions	Ethics and integrity – political donations
<u>416-1</u>	Assessment of the health and safety impacts of product and service categories	Partially reported Safe design
<b>Standard 419: Socio-economic Compliance</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	Zutari has not received any fines or non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area for the reporting period FY22



## UNGC 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.

## Appendix C

# Sustainability and Resilience Policy



Zutari provides engineering, management, specialist technical and advisory services for government and private sector clients globally. We recognise the need to balance economic growth including the financial viability of our organisation with social development and the protection of the environment, while furthering the capacity of Zutari and our stakeholders to survive, adapt and grow in a changing world.

We integrate the principles of sustainability and resilience into our culture by:

- ▶ Helping our clients, partners and stakeholders to meet their sustainability commitments and advising them on increasing their resilience and crisis preparedness with foresight.
- ▶ Incorporating sustainability and resilience considerations into our skills, services and project deliverables.
- ▶ Encouraging innovation and supporting sound scientific and engineering research into enhanced energy, building, water and infrastructure solutions that meet community needs now and in future.
- ▶ Engaging our Stakeholders on matters of sustainability including the definition of material topics.
- ▶ Establishing, measuring and reporting on indicators of our sustainability performance for our material topics in line with recognized sustainability reporting frameworks: Health & Safety, Environment, Corporate Social Responsibility incl. SEBEE, Ethics & Integrity, Diversity & Inclusion, Project Sustainability & Resilience.
- ▶ Reviewing on a regular basis how we can improve our performance.
- ▶ Responding to the reasonable expectations and interests of our stakeholders, including those rights defined by national law and recognized international standards and norms.

Zutari's management is committed to the application, regular review and continual improvement of our sustainability and resilience approach and to fostering the understanding by our staff that implementation of this approach is everyone's business.

  
**Teddy Daka**  
CHIEF EXECUTIVE OFFICER

Date:  
23 March 2022





Topic	Principle	Description	Comment	Location
Human Rights	1	Businesses should support and respect the protection of internationally proclaimed human rights	The Zutari Board has formed a Social & Ethics Committee which is responsible for monitoring 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 – (i) social and economic development, including the Company's standing in terms of the goals and purposes of – (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));	<a href="#">p.54-58</a>
	2	Business should make sure that they are not complicit in human rights abuses		<a href="#">p.59-72</a>
Labour	3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	(cc) the Employment Equity Act; and (dd) the Broad-Based Black Economic Empowerment Act; (ii) good corporate citizenship, including the Company's – (aa) promotion of equality, prevention of unfair discrimination, and reduction of corruption; (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; (iii) the environment, health and public safety, including the impact of the Company's activities and of its products or services; (iv) consumer relationships, including the Company's advertising, public relations and compliance with consumer protection laws; and (v) labour and employment, including – (aa) the Company's standing in terms of the International Labour Organisation Protocol on decent work and working conditions; and (bb) the Company's employment relationships, and its contribution toward the educational development of its employees;	<a href="#">p.59-72</a>
	4	The elimination of all forms of forced and compulsory labour		<a href="#">p.59-72</a>
	5	The effective abolition of child labour		<a href="#">p.59-72</a>
	6	The elimination of discrimination in respect of employment and occupation		<a href="#">p. 62</a>
Environment	7	Businesses should support a precautionary approach to environmental challenges	The Social & Ethics Committee is required to report on these matters to the Zutari Board as occasion requires and to the shareholders at the Company's annual general meeting.	<a href="#">p. 83-91</a>
	8	Undertake initiatives to promote greater environmental responsibility		<a href="#">p. 83-91</a>
	9	Encourage the development and diffusion of environmentally friendly technologies		<a href="#">p. 24-45</a>
Anti-corruption	10	Businesses should work against corruption in all its forms, including extortion and bribery		<a href="#">p. 54-58</a>



# Contact us

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zutari.com

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It always seems impossible  
until it's done.

NELSON MANDELA

**ZUTARI**  
IMPACT. ENGINEERED.

