

SUSTAINABILITY GOVERNANCE FRAMEWORK - continued


**SOCIAL AND
RELATIONSHIP
CAPITAL**
KEY PERFORMANCE INDICATORS

- Drive the CSI strategy across the Group by investing in social services in our communities and creating value through social investment
- Paying our taxes and royalties to government
- Drive B-BBEE targets in the Group
- Drive diversity and transformation throughout the Group
- Adhere to ethical standards and prevent corruption
- Support local business and promote social and economic development
- Provide employment opportunities and skills development
- Training and development through our internship programme

MATERIAL MATTER

- Sustained confidence of investors in our business
- Ethical and transparent leadership
- Compliance with laws, codes, standards and regulations
- Corporate social investment (CSI) development
- Collaborative stakeholder engagement
- Support independent SMMEs
- Social community and economic development

2019 PROGRESS

- Continued to prioritise our social investment projects in skills development, community development and the environment through our strategy across the Group and created value through socio-economic investment
- Continued to drive diversity and transformation in our businesses
- Focused on improving educational outcomes in the Western Cape and Overberg regions through training and development, and investment into our youth
- Education - supporting early childhood development (ECD) facility in an impoverished community
- Continued to pay the salaries for ECD teachers in an impoverished community
- Ensured closer working relationships with regulators
- Fostered positive employee and union relationships
- Focused on managing risk in terms of the Group's risk appetite and tolerance
- Supported local businesses and promoted social and economic development
- Provided employment opportunities, learnerships and skills development
- Ensured consistent and effective engagement with investors and stakeholders with the objective of aligning shareholder expectations with our strategy and targets
- Continued to create awareness of the Code of Ethics and Code of Conduct, including the whistle-blowing facility
- Continued to create awareness of The Way We Work Policy
- No breach of ethical standards or corruption reported
- Effectively monitored risk management and compliance
- Paid our taxes and royalties to government
- Maintained constructive relationships with our partners, business peers and sector organisations
- Internship programme
- Mentorship programme

WHAT ARE THE RISKS RELATED TO OUR MATERIAL MATTERS

- Compliance with regulatory and legislative requirements requires the Group to keep abreast of changes, failing which could have a reputational impact and result in a fine
- Investor and stakeholder confidence in our businesses
- Negative reputation
- Industry regulations can impact the business performance