



SUSTAINABILITY REPORT

2021/2022 FINANCIAL YEAR



“ When we inspire people by explaining why the destination is important, they develop the motivation to see the race through. ”

– Unknown

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Corporate Social Responsibility

Senwes' CSI-vision is to be a responsible corporate citizen that contributes to the sustainable development of communities and society as a whole.

Committed to the National Development Plan (NDP), the Senwes Group aligns its initiatives with government's development priorities. We are passionate about contributing to the sustainable development of rural areas, especially in the areas where the Senwes Group conducts business.

Senwes is committed to the creation of shareholder value, the sustainability of which is based on how we conduct our business, how we support our customers with integrated solutions, how we treat our employees, the environment and the communities in which we operate.

Senwes relies on various forms of capital to achieve set targets and goals. These capitals, as identified by the International Integrated Reporting Council (IIRC), can be seen as inputs to the company's business model and increase, decrease or transform according to the activities of the company. Reporting against these capitals will be replaced during the course of the coming year with a more focused Environmental, Social and Governance ("ESG") framework for reporting and disclosure.

Strategic Corporate Social Investment

Senwes' strategy places emphasis on forward-looking, integrated and strategic interventions, based on a well-researched understanding of current and anticipated future problems, designing long-term solutions thereto. It seeks to:

- initiate and support innovative, ground-breaking initiatives and practical solutions to community problems and needs;
- work with communities at grassroots level;
- support community interventions that are viable and have a wider, broader, sustainable impact in the long term;
- leverage the resources, potential and opportunities of communities, so as to ensure that they can take ownership and responsibility for their own development;
- provide its employees with opportunities and support to contribute to the well-being and development of communities in which they live and in which they operate;
- work in partnership with the community, government, non-governmental organisations and other businesses and in a consultative manner.

Ethics,
Employment
Equity, Talent
and Education

Economic and
Enterprise
Development

Sports

Food
Security

Social
Responsibility

Energy and
Environment

KEY FOCUS AREAS

Senwes seeks to develop people continuously and equip them with technical and life skills that will enable them to create and take advantage of opportunities, thereby improving their standard of living and ensuring that they are ensured of a better future.

CHAPTER 1

ACKNOWLEDGING AND RECOGNISING EMPLOYEES

Our goal at Senwes is to create a positive and meaningful impact in the careers and lives of all employees throughout the employee lifecycle so that they can contribute to their respective communities and workplaces.

KEY INPUTS

- Employee value proposition reflecting our employer of choice brand
- Growth opportunities offered to all employees
- Market related remuneration and recognition practices
- Fair and equitable remuneration practices
- Employee forums ensuring a positive relationship between employees and management
- An ethical leadership team
- Safe and healthy working environment
- Enabling environment that ensures workforce diversity
- Learnerships and apprenticeship programmes
- Leadership programmes
- Focused management and supervisory programmes
- Performance objectives aligned with business strategy
- Fully integrated employee management system that includes the entire employee lifecycle from engagement to termination

OUTCOMES

Description	Indication	Apr 2022*	Apr 2021*
Total employees (including temp)	Number	3 438	3 544
Total employee cost (cumulative annual CTC)	R'm	721 939 891	717 384 946
Average cost per employee	R'000	209 988	202 422
Employee turnover rate	%	19,2%	23,1%

* (Excluding KLK, JDI and Protek)

GOVERNANCE REASSURANCE IN HUMAN CAPITAL

- Remuneration Committee
- Job Grading Committee
- Social and Ethics Committee
- Employment Equity Committees
- Senwes Retirement Fund Membership Forum

FUTURE CHALLENGES IN HUMAN CAPITAL

- Diversity
- Retention of key individuals and scarce skills
- Recruitment of employees with scarce skills
- Alignment of processes and practices to the future world of work
- Teams and teamwork, as the future of the work environment
- Data and analytical ability
- Establishment of a culture of meaningful work – creating a work-life balance that suits individual needs and accommodates the company's requirements for output delivery.
- Establishment of work practices to empower and engage employees



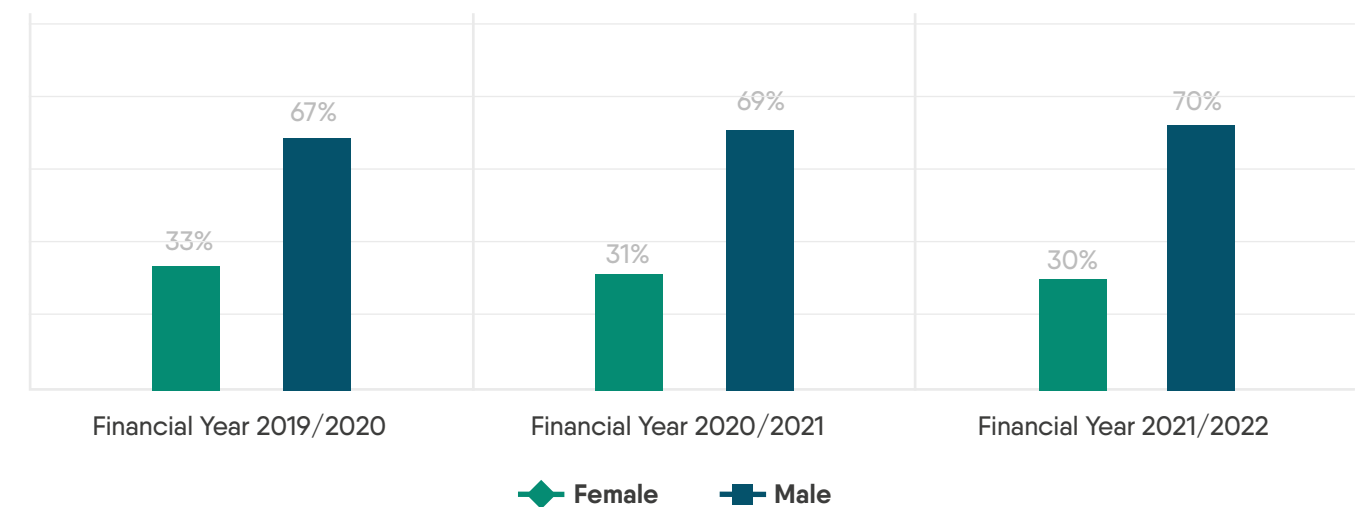
LABOUR AND PAY GAP EQUITABILITY

GENDER DISTRIBUTION AS % OF TOTAL WORKFORCE

The contribution of females in Senwes to total workforce currently stands at 30.3% and males at 69.7% as the end of April 2022.

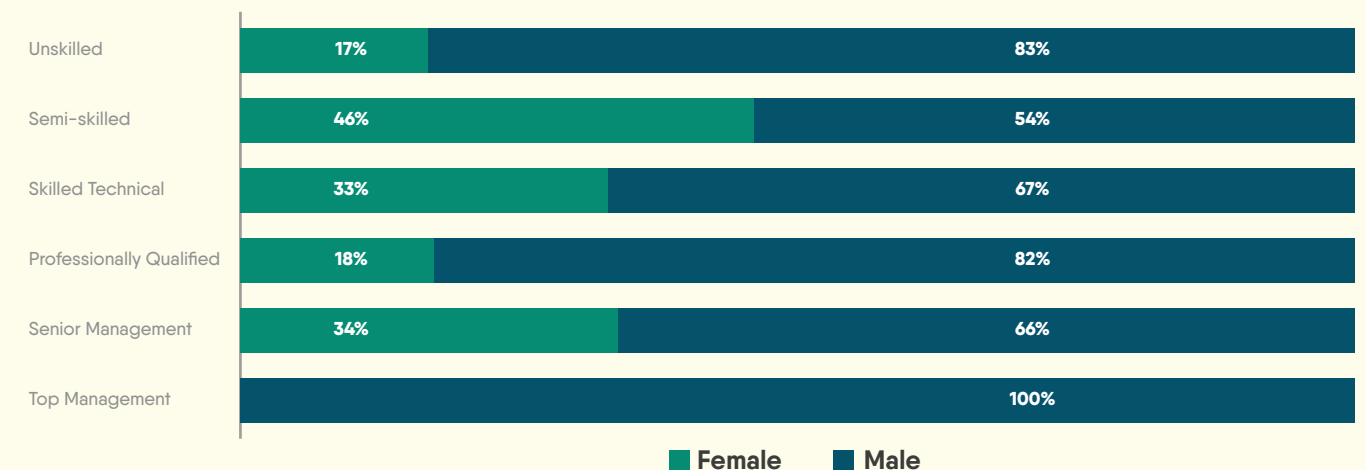
The graph below reflects the female and male contribution as % of total workforce over the past three years:

GENDER DISTRIBUTION AS % OF TOTAL WORKFORCE APRIL 2022



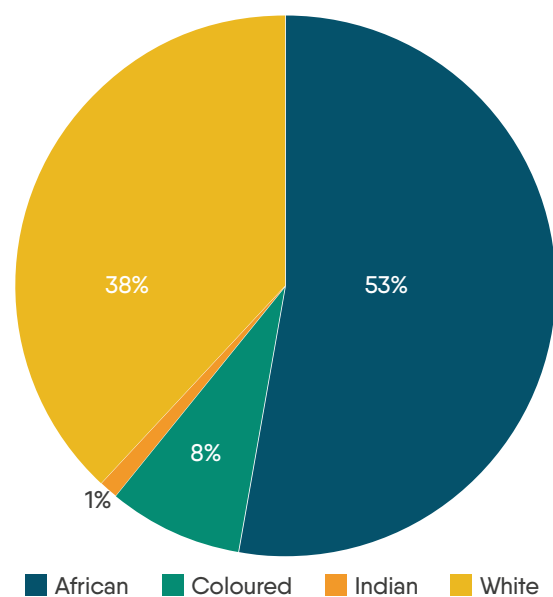
PAY DISTRIBUTION BY GENDER

GENDER PAY DISTRIBUTION ACROSS OCCUPATIONAL LEVELS

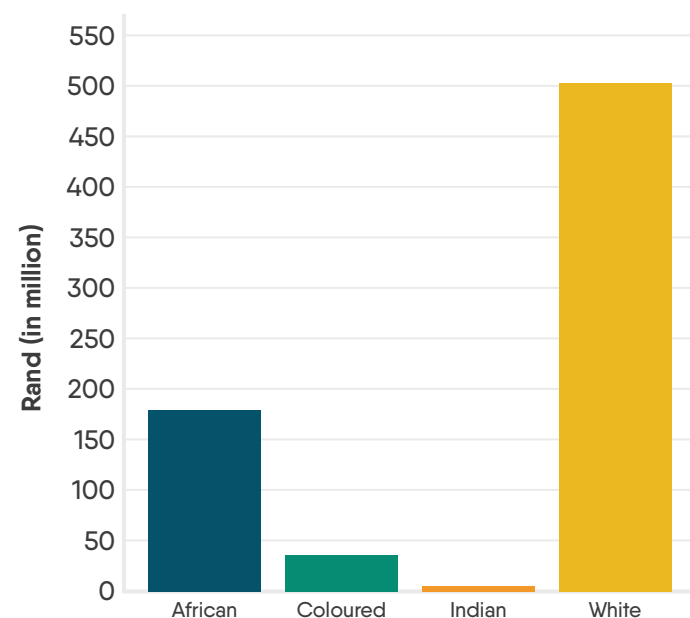


Female contribution to total cost to company amounts to 42.7%.

RACE DISTRIBUTION AS % OF TOTAL WORKFORCE APRIL 2022



PAY DISTRIBUTION BY RACE



REMUNERATION PRACTICES

The objective of our remuneration practices:

- Assist in creating an enabling high performance culture across all levels in the organisation where sufficient differentiation is made between performers, supported by a robust performance management system.
- Provide a competitive reward offering to strengthen our ability to attract, retain and reward talent that enables the execution of our business strategy
- Align annual and long-term performance to the delivery of the strategy
- Build a strong foundation for fair and responsible remuneration
- Ensure that reward mechanisms are simple and open to all employees

- Promote an ethical culture and responsible corporate citizenship

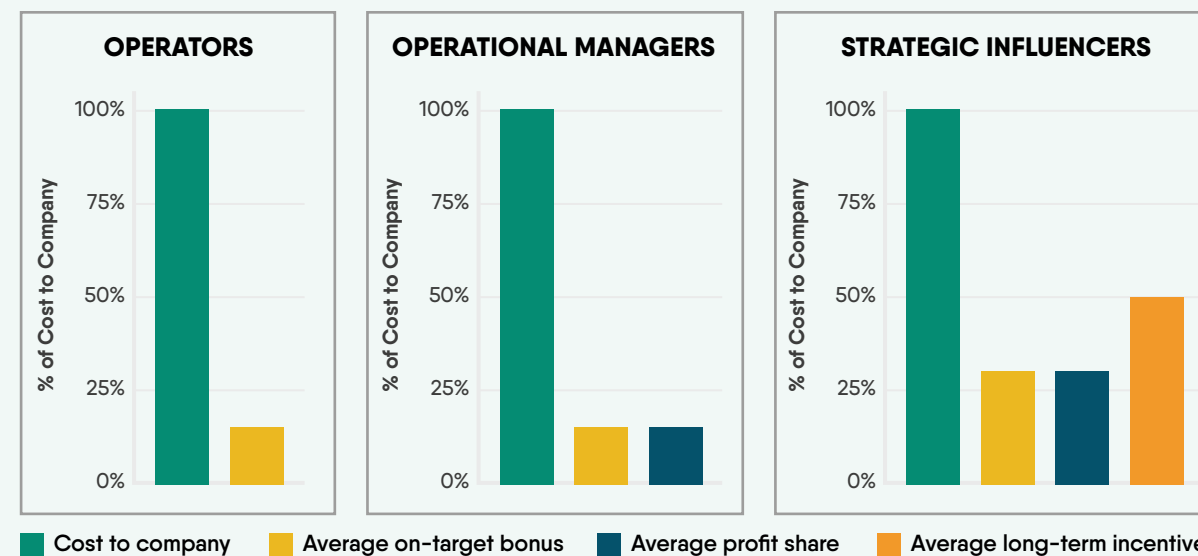
We acknowledge that people work for more than monetary rewards.

The Senwes Group remuneration strategy is based on a total reward approach, which includes financial and non-financial, direct and indirect, intrinsic and extrinsic rewards, based on and in support of the employee value proposition.

Financial rewards (monetary) include guaranteed pay and variable pay which consist of short-term incentives, recognition schemes as well as long-term incentives.

PAY MIX PER OCCUPATIONAL BAND

REMUNERATION PHILOSOPHY AND INCENTIVES



OPERATORS
Employees from job grade 1-11.

OPERATIONAL MANAGERS
Employees from job grade 12-16.

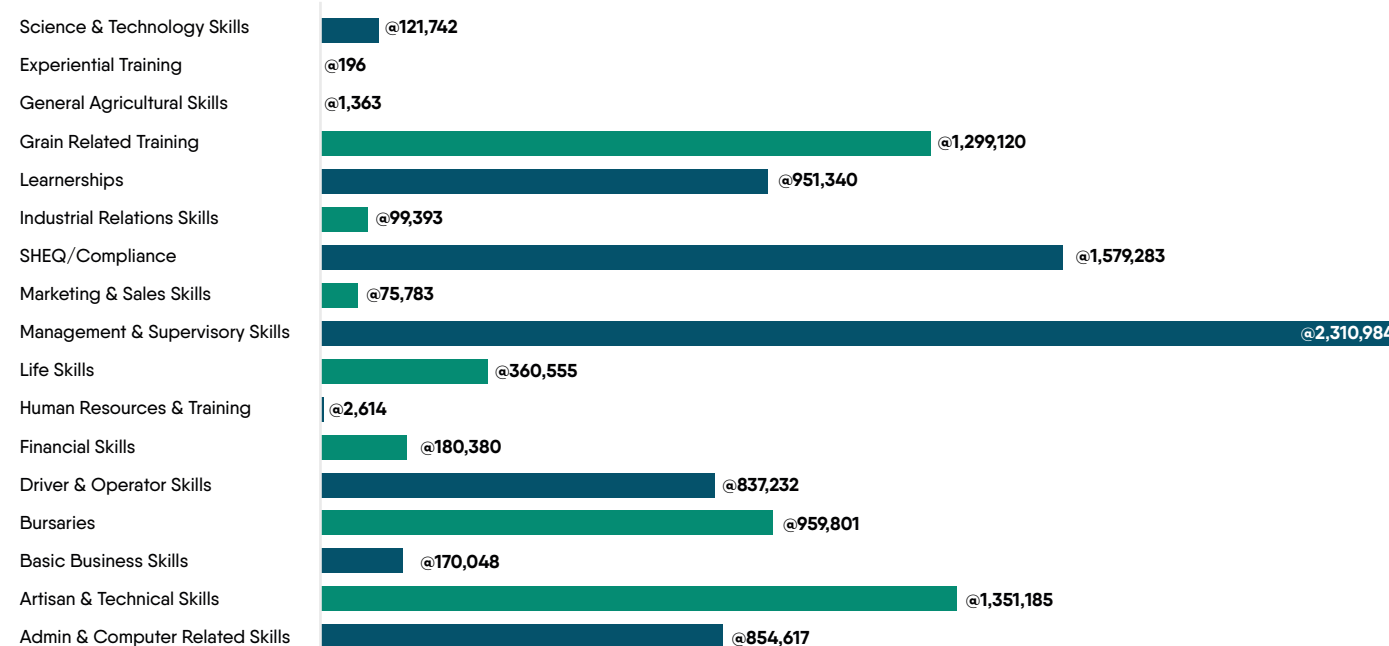
STRATEGIC INFLUENCERS
Employees from job grade 17-25.

SKILLS DEVELOPMENT

Skills development dashboard for April 2022

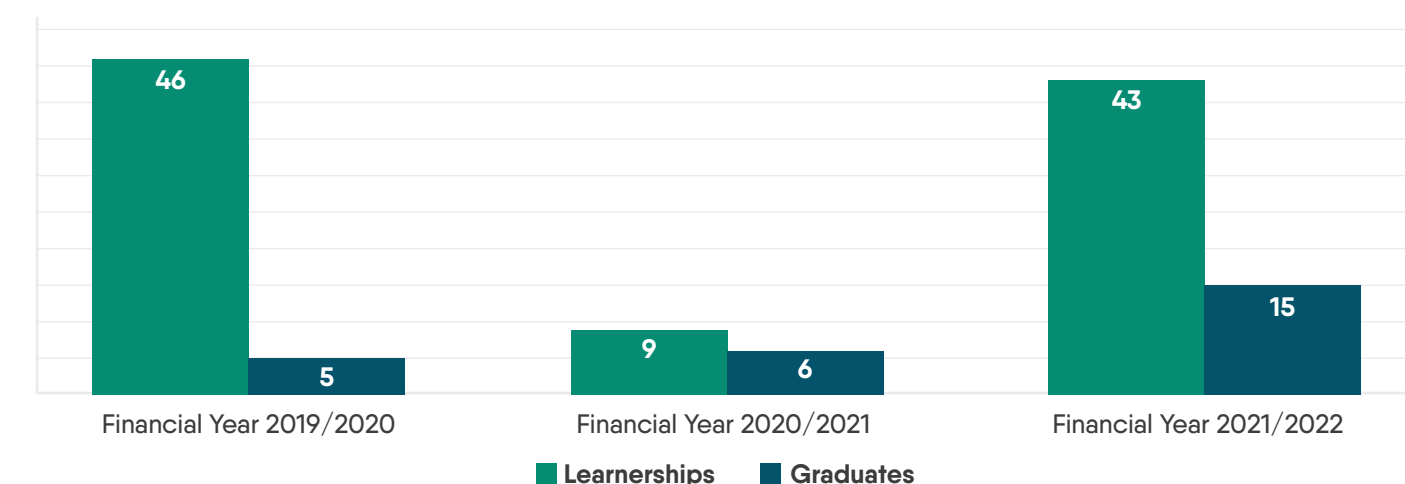
Training Dashboard Indicators	Previous Year to Date	Current Year to Date	Variance
Total training course attendance captured	9 698	11 203	1 505
Total training man-days	14 616	14 632	16
Average no. of training days per employee	4.54	4.38	-0.16
Total training costs captured (R)	10 235 081	11 155 636	920 555.17
Training costs of BBBEE-candidates (% of total training)	43.95%	37.87%	-6.08%
Training costs of EE-candidates (% of total training)	61.55%	55.54%	-6.01%
Total training costs as % of payroll cost	1.49%	1.33%	-0.16%

COST INVESTMENT PER CATEGORY



Skills Investment per Category	2020/2021		2021/2022	
Admin & Computer Related Skills	1 177	R 489 509	1 494	R 854 617
Artisan & Technical Skills	303	R 3 220 659	227	R 1 351 185
Basic Business Skills	255	R 87 323	185	R 170 048
Bursaries	53	R 731 009	60	R 959 801
Driver & Operator Skills	248	R 1 026 462	248	R 837 232
Financial Skills	129	R 259 289	89	R 180 380
Human Resources & Training	945	R 273 648	1 227	R 2 614
Life Skills	3 205	R 739 188	673	R 36 0555
Management & Supervisory Skills	78	R 1 062 429	656	R 2 310 984
Marketing & Sales Skills	804	R 77 753	905	R 75 783
SHEQ/Compliance	1 233	R 517 169	2 193	R 1 579 283
Industrial Relations Skills	291	R 79 266	1 778	R 99 393
Learnerships	233	R 532 110	383	R 951 340
Grain Related Training	659	R 1 137 133	685	R 1 299 120
General Agricultural Skills	85	R 2 134	45	R 1 363
Experiential Training	0	R 0	98	R 196
Science & Technology Skills	0	R 0	257	R 121 742
Total	9 698	10 235 081	11 203	R 11 155 636

COST INVESTMENT % PER BAND



There has been an increase of 67% in the Senwes Graduate programme from financial year 2019/20 to financial year 2021/22. There has been an 80% decrease in learnership programmes from financial year 2019/20 to financial year

2020/21, which can be attributed to the global Covid-19 pandemic. It then increased again to 86% during the financial year 2021/22.

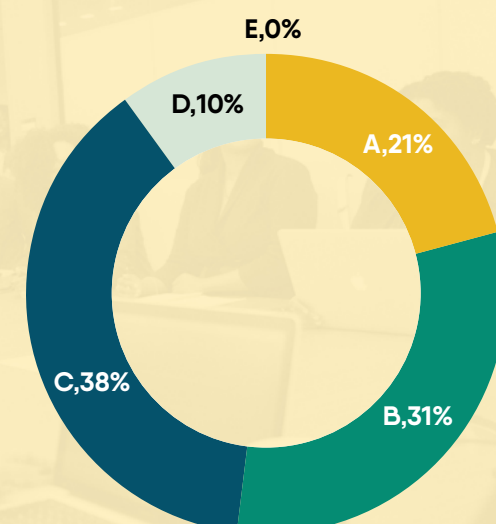
“ Integrity is doing the right thing, even when no one is watching. ”

– C.S. Lewis

COST INVESTMENT % PER BAND

Most training costs fall within the Management and Supervisory Skills category, which reflects the Game Changers/Players programmes and other Management Development Programmes such the MDP modules, Project Management and Difficult Conversations.

The next chart indicates that 38% of skills expenditure captured for the year to date was in the C Band, followed by 31% in the B Band, 21% in the A Band and 10% in the D Band. Employees within the C Band were mostly branch and silo managers who attended the various management development programmes.



CHAPTER 2

ECONOMIC AND ENTERPRISE DEVELOPMENT

SENWES ONCE AGAIN REAFFIRMS COMMITMENT TO FINANCE BLACK FARMERS

After the successful approval of the merger between the Senwes and the Suidwes Groups during 2020, Senwes is currently in the second year of three years emanating from the merger approval conditions in terms of which Senwes is required to extend material financial assistance to black farmers.

In terms of this condition, Senwes has to extend production loans to black farmers. Senwes is committed to provide production loans for, but not limited to, grain and cattle farming to qualifying black farmers in terms of, and subject to, the group's credit policy and accompanying qualifying criteria.

DESCRIPTION	INFORMATION
Total clients	29
Credit amount extended	R24,718m
Balance of clients at year-end	R15,563m
Territory	Northwest, Gauteng and Free State



GOVERNMENT AND REGULATORY ENGAGEMENT

The Agricultural Business Chamber (Agbiz) is a voluntary, dynamic and influential association of agri-businesses operating in Southern Africa. Its mission is to negotiate and position its members – of which the Senwes Group is one – favourably in the agri-business environment so that they can operate competitively and profitably, and prosper as a result.

This is achieved through the facilitation of ongoing effective communication between agri-business and government through a variety of activities on a wide range of disciplines, advocating for policies, legislation, regulations and programmes that it believes are in the best interest of South Africa, its members and the agricultural sector as a whole.

Senwes' Group Chief Executive Officer, Francois Strydom, serves as the Chairperson of Agbiz.

To achieve its challenging and varied goals, Agbiz has established critical affiliations with national and international organisations and associations including: Business Unity South Africa (BUSA), International Food and Agribusiness Management Association (IFAMA), Business and Industry Advisory Committee to the Organisation for Economic Co-operation and Development (BIAC OECD), United States Agency for International Development (USAID), Food and Agriculture Organisation of the United Nations (FAO), United Nations Development Programme (UNDP) and the United Nations Economic Commission for Africa (UNECA).

GOVERNANCE, COMPLIANCE AND APPOINTMENT PROCESSES OF DIRECTORS

GOVERNANCE		SOURCE
Describe the board's oversight of sustainability-related impacts, risks and opportunities, and its process for integrating sustainability issues into the overall governance processes.	The Senwes Group attends to sustainability issues at various levels throughout the organisation. These are mainly: <ul style="list-style-type: none">» By annually reviewing the risk-based rolling strategy, the board considers the group's sustainability at the:<ul style="list-style-type: none">• Board Risk Committee;• Social and Ethics Committee;• Audit Committee, which considers the reasons for the group being a going concern.» The Chairmen of these board committees report to the board and the risk management function drives the strategic process on an annual basis. Refer to the Corporate Governance Report for the mandates and functions of these committees.	Corporate Governance Report
	The board ensures that material sustainability considerations are integrated by: <ul style="list-style-type: none">• The risk management function, which conducts regular risk and opportunity assessments, evaluations and responses.• The monthly monitoring of strategy implementation, through budgets, business plans and performance targets at leadership level.• Setting targets prior to the commencement of the annual financial year and cascading these targets downwards to each business and corporate unit in the Senwes Group with detailed performance metrics on material sustainability issues such as concentration risks in respect of one area or commodity;• Continuous stakeholder engagement, disclosure and combined assurance and monitoring of risk trigger responses. Refer to the Risk Report in the Integrated Report 2022 where the responsibilities for assessing and managing sustainability-related impacts, risks and opportunities are expanded in more detail.	Risk Report

BOARD COMPOSITION		SOURCE
Board independence and competence	The board comprises a mix of independent, non-executive and executive directors and the skillsets and experience of members are diverse. Board members contribute significantly to the strategic directions of the Senwes Group. A strong lead independent non-executive director as vice-chair contributes significantly to board independence. The Nomination Committee evaluates the skills, competencies and performance of the board annually. It ensures that the correct skills and competencies are available to oversee strategies designed to respond to sustainability-related risks and opportunities.	Corporate Governance Report
ETHICAL BEHAVIOUR		
Ethics and Anti-Corruption	The ethics reporting structure and policy were changed during the year under review.	Ethics Policy
	During the year under review no incidents of corruption were reported.	Risk Report
	During the year, an interactive Ethics Playbook was published that contains ethics plays, the Ethics Code, the Declaration of Conflicts Policy and whistleblowing policies to create continuous awareness of appropriate conduct.	Ethics Playbook
	An internal ethics office was established and ethics and compliance officers have been appointed at each business and corporate unit throughout the group. The Ethics Office provides advice on ethical and lawful behaviour. Reports are provided to the Ethics and Compliance Committee and in terms of the Conflict of Interests Policy, the declaration of gifts and conflicting interests is done on an electronic platform.	Ethics Playbook
	The Senwes Group does not involve itself directly in public policy development and lobbying, but prefers to participate with the sector via Agbiz in government affairs, legislative or economic or social development. The focus for the year under review was supply chain challenges, infrastructure support and maintenance and the expropriation without compensation debate.	CEO Report

Incidents	There were no incidents of significant environmental, social and/or governance, legal non-compliance (directives, compliance notices, warnings or investigations), and no public controversies.	Reports to the Compliance & Ethics Committee as well as the Board Risk Committee
Fines	There were no fines, settlements and penalties paid in relation to ESG incidents or breaches.	
TAX TRANSPARENCY		
Tax paid and estimated	<p>The aggregate tax borne by the Senwes Group, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes amounted to R195m.</p> <p>Senwes is currently not exposed to countries and jurisdictions recognised for their corporate tax rate, tax transparency and tax haven status; estimated tax gap (gap between estimated effective tax rate and estimated statutory tax rate).</p>	Tax returns and reports to the Tax Committee that reports to the Audit Committee
HUMAN RIGHTS		
	The Senwes Group has not been subject to human rights reviews or human rights impact assessments and no grievances were reported with associated impacts related to a salient human rights issue in the reporting period.	Reports to the Social and Ethics Committee

CYBER SECURITY



RISK EVENTS:

- There are continuous threats against publicly accessible infrastructure. These include automated scanners and botnets looking for vulnerabilities or misconfigured systems as well as phishing campaigns launched against employee email addresses.
- Technology changes in infrastructure and IT assets.

MITIGATION AND CONTROLS:

- Senwes IT employs various technologies to mitigate these attacks and constantly re-evaluates the landscape to ensure that we adapt to new trends, attack vectors and minimise the attack footprint. These steps are managed within the governance structures for change, project and integration management. We focus on maturing governance, controls and systems in order to utilise technology as effectively as possible.
- Senwes IT manages the lifecycle of IT assets and infrastructure to ensure optimal efficiency and reduce risk, while increasing capacity and availability. This is achieved by adopting newer technologies that enable new use cases and improve efficiency. Consolidation of tools and applications is done in order to simplify management and reduce support.

“ You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete. ”

- R. Buckminster Fuller

ECONOMIC & ENTERPRISE DEVELOPMENT

CHAPTER 3

SPORTS

SENWES DRAGONS WOMEN

Senwes has extended its corporate partnership with North West Cricket – and more so with the Senwes Dragons Women's cricket team, for the 2021/2022 season.

At an event held at the Senwes Head Office in Klerksdorp, Senwes welcomed the Senwes Dragons Women's team to hand over the 2021/2022 season's kit. This event officially launched the new season for the team.

Senwes: proud sponsor

The partnership between North West Cricket and the Senwes Group goes back several years, covering team, home ground and development programmes. The continued and dynamic partnership also allows the partners to venture into new and exciting programmes to further enhance and impact the sport and the broader community.



SENWES AND AGRI SECURITAS TEE OFF FOR RURAL SAFETY

The annual Agri Securitas Golf Day took place on Tuesday, 23 November 2021, with Senwes as the main sponsor of the event. The course was sold out for this year's golf day. It was held at the picturesque Pecanwood Golf Course and Country Club in Hartbeespoort.

The purpose of the day was to raise funds for the Agri Securitas Trust Fund. This fund provides financial support to security projects at district level across South Africa by mobilising and channelling resources.



“ Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand. ”

– Nelson Mandela

CHAPTER 4

FOOD SECURITY

AGRI VALUE CHAIN RELIEF UMBRELLA

Delivery number 418688 open for donations

Disasters and episodes of adversity give way to collective social and economic suffering, more so when it impacts the activities of the agricultural value chain.

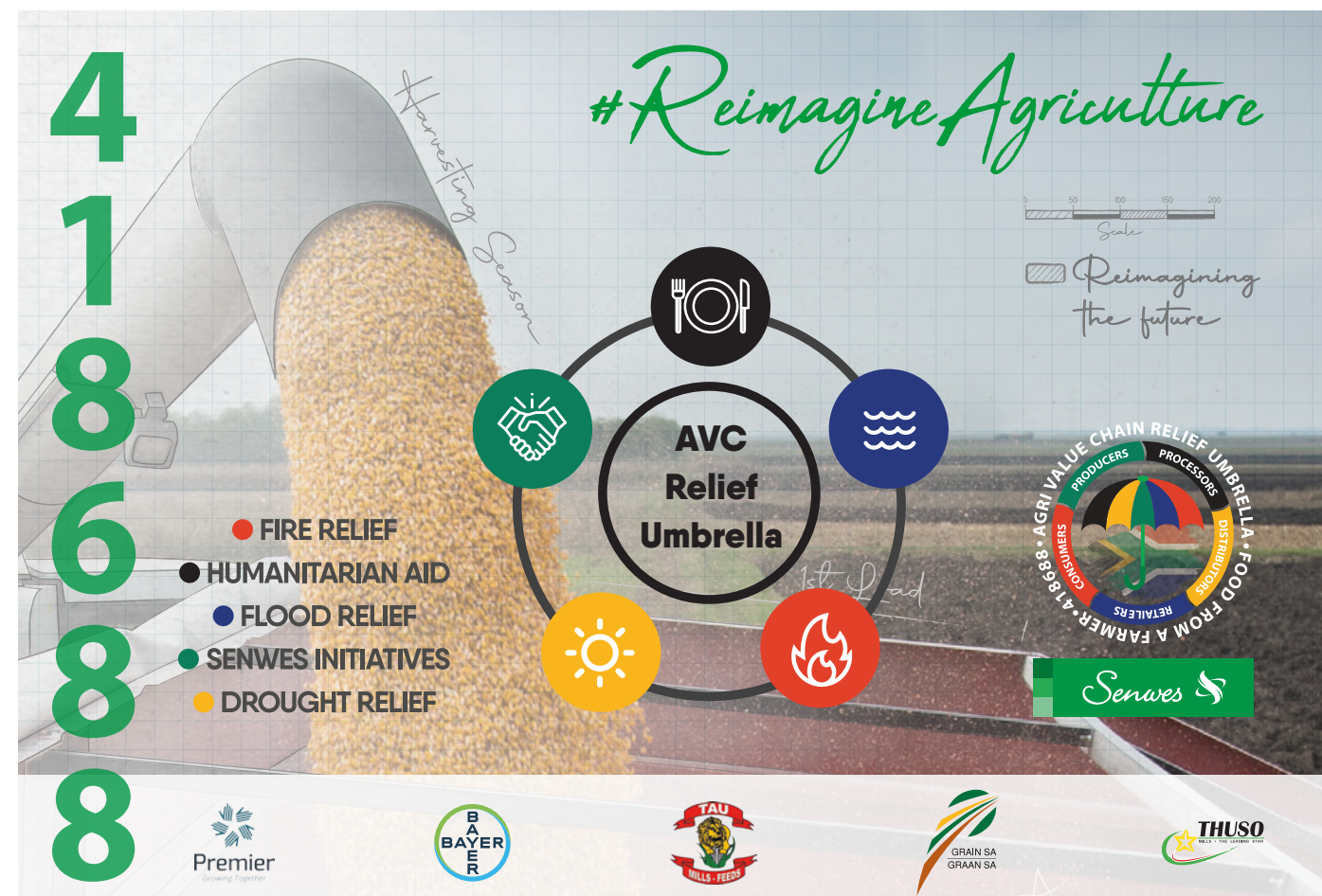
With this reality in mind, the Senwes Group of companies is uniting the agricultural value chain in a concerted effort to provide emergency relief to communities affected by disruptive events. As the name suggests, the project was developed in such a way as to allow for multiple relief initiatives to reside under the relief banner.

These disruptive events may vary in nature, from humanitarian crises such as the Covid-19 pandemic, to natural disasters, animal disease outbreaks and acts of unrest and instability.

Born out of the need to help ensure food security amidst the disrupted economic activities due to the lockdown as a result of the outbreak of the Covid-19 pandemic in 2020, the initiative has grown to include:

- Humanitarian relief
- Flood relief
- Fire relief
- Drought relief

** The different colours in the AVC Relief Umbrella logo represent the multiple relief initiatives, namely humanitarian relief (black), flood relief (blue), fire relief (red), drought relief (yellow) and Senwes-specific initiatives (green).*



AVC RELIEF UMBRELLA PROJECT | PARTNERSHIP PLANTS SEEDS OF SUSTAINABILITY



In the 19 months since the inception of the Senwes Group's relief initiative, the AVC (Agricultural Value Chain) Relief Umbrella project, the basic food needs of more than 379 000 vulnerable individuals across the country have been met.

This impact footprint is now significantly increased through a renewed co-operation agreement with the African Seed Group (ASG).



FOOD SECURITY

CHAPTER 5

SOCIAL RESPONSIBILITY

SENWES CHRISTMAS TREE PROJECT

VELLIES ON THE TAR FOR CHRISTMAS JOY

This year, Senwesters hit the road for charity wearing their vellies and hosted a Christmas Tree project without equal! Yes, that's right: no pothole ridden road or muddy dirt road could stop Senwesters from conveying the message of togetherness and generosity.

The theme of this year's celebrations was 'Farm Christmas' and from 9 November to 1 December 2021, staff celebrated a sunny summer Christmas with the residents and learners of various charities and non-profit organisations.

And what would a farm Christmas be without a John Deere tractor and a decorated wagon for Santa and his many Senwes helpers? Add to this traditional sports activities such as tug-of-war, wheelbarrow races and three-legged sprints, with bouncy castles and water worms and you have a sure recipe for hours of fun and enjoyment.

As was the case in 2021, Senwes did not host one big party at its head office in Klerksdorp, but rather several smaller parties in the vicinity of Klerksdorp and Viljoenskroon. In this way all the Covid-19 measures could be complied with and Senwesters were able to make sure they spent enough time with each of the different beneficiaries.

GIFTS, SWEETS AND DELICACIES

This year's project offered Christmas cheer to more than 500 beneficiaries, and Santa Claus made sure that everyone received a sports bag full of treats.

In addition to a delicious lunch, candy packets provided a sticky smile on every face, while traditional delicacies such as watermelon and popcorn also contributed to the festivities.

FARM CHRISTMAS FESTIVAL PROGRAMME

The Senwes Christmas Tree project tractor and wagon stopped at the following institutions:

- SAVF Retabile Children's Home
- Daphne Lee Community Organisation
- Janie Schneider School
- Manu Dei School
- Khaya Tshepo House of Hope
- Triest Training Centre
- Viljoenskroon Youth Care Centre
- Atamelang Child and Youth Care Centre

PROJECT TESTIFIES TO COMPASSION AND NEIGHBOURLY LOVE

According to Elmarie Joynt, Executive Manager: Corporate Social Responsibility, the success of this project lies in the hearts and positive attitudes of each participating staff member. Staff members not only spend time with the children and caregivers, but also act as supervisors and helpers, thus conveying the message of compassion and neighbourly love. "It is my hope that this year, as in the past, we will impact lives for the good," says Elmarie.

Elmarie also lifts her (Christmas) hat to the project's steering committee led by Jaco Steyn. This year's committee consisted of Sanmarie Schlebusch, Mariëtte Hugo, Mariska Malan, Jacques Hugo, Charne Pretorius, Coretta Sago, Edward Adendorff, Hannetjie Burger, Liane Nel, Linie van Staden, Marlize Venter, Marlene Kennedy, Wilska Zwanepoel, Annelie Wolmarans and Yolanda Steenkamp.

*** Senwes would like to thank all the sponsors who contributed to the success of this project.**



AGRINET CSI

During the financial year Agrinet made donations to the following institutions:

- Won Life and Jicama 89 (Mandela Day – 67 minutes): sanitising products to the value of R13,404.00 were donated to these organisations.



- Flip Flop Day – On 18 February 2022, Agrinet's staff gave back to the CHOC Foundation by wearing their flip flops and donating R10 each to children and teenagers with cancer. The staff donated R1,020.00 to this cause.



- Metswalle Outreach: R22,662.00 – School shoes



- 3 September 2021: Casual Day – Tales of Courage and Kindness – Staff contributed R10 each towards persons with disabilities. A total of R3,140.00 was raised.



NELSON MANDELA DAY

It is #MandelaMonth, and although we at Senwes believe that every day is an opportunity to show kindness to others, extra effort is made at this time of year to make a difference in the lives of vulnerable children.

This year Senwes visited the Viljoenskroon Youth Care Centre, the SAVF Rethabile Klerksdorp CYCC and the SAVF Atamelang Children's Home & Youth Care Centre - CYCC Klerksdorp. Each of the organisations received a water purifier and the children were spoiled with delicious food from Nebraska Spur Steak Ranch in Klerksdorp. This initiative was made possible by Senwes' socio-economic development partner, Thobo Trust #Senwes #BreakingNewGround #ThoboTrust



SENWES GRAINLINK AND SENWES EQUIPMENT YELLOW MACHINE IMPROVES ROADS FOR PRODUCERS

The decay of rural infrastructure, coupled with the failure of basic services, not only leads to large-scale deterioration, but also presents a real challenge to producers everywhere.

With this reality in mind, Senwes Grainlink, in collaboration with Senwes Equipment, recently launched a new initiative aimed at upgrading road infrastructure, with specific reference to the silo access roads.



During the launch of the initiative in Bultfontein, Pieter Malan, executive manager: Grainlink Silo operations, stated unequivocally that Senwes is committed to ploughing back into the various communities in which the agri-business conducts business, while also emphasising the value of partnerships. The latter refers to the mutual relationship that exists between the local farmers' associations and Senwes.

Malan explained that Senwes Grainlink in partnership with Senwes Equipment, acquired a 'yellow machine' (as John Deere construction vehicles are referred to) to ensure that producers can now deliver their grain at Senwes Grainlink silos without difficulty.

In addition, the services of an experienced grater operator were obtained to assist with this maintenance project.

"We ask farmers' associations within the Senwes area of operation to contact us to see how we can join hands to improve the road infrastructure," says Malan, adding that co-operation is the key to success.

For more information on this initiative, contact your nearest Senwes Grainlink silo manager.



“ Goodness is the only investment that never fails. ”

– Henry David Thoreau

SO-CIAL-RES-PO-NS-IB-IL-IT-Y

CHAPTER 6

THOBO TRUST INITIATIVES

MOBILE KITCHEN LAUNCH



Senwes, together with various corporate and private partners, continue to touch the lives of young children in rural communities across the country through their Farm School Developmental Hub Programme. Recently Thobo Trust donated a mobile kitchen to the Itokisetseng Combined School in Wesselsbron. During a previous round, the Department of Education donated a similar kitchen to the Rabana Primary School in the Ventersdorp area. #Senwes #ThoboTrust #FarmSchoolDevelopmentalHub



SENWES LAUNCHES DEVELOPMENTAL SPORTS HUB



Sixteen years after the inception of the Senwes Spinners Farm School Programme, Senwes together with various corporate and private partners, continue to touch the lives of young children in rural communities across the country.

Most recently, Senwes teamed up with Cricket South Africa (CSA), the Free State Cricket Union, Perfect Bounce and Thobo Trust to install cricket nets and a mobile kitchen at the Itokisetseng Combined Farm School in the Wesselsbron area. The school is in close proximity to Senwes' Losdoorns silo.

This development is aligned with a bigger overarching drive by CSA and the Department of Basic Education (DBE) to establish development hubs across the country to fast-track the growth of development sports in schools.



Itokisetseng is the second farm school to benefit in this way from the Senwes Spinners programme, after Rabana Primary School in Ventersdorp also received a cricket facility and a mobile kitchen during 2019.

Francois Strydom, Senwes Group Chief Executive Officer, applauded the various project partners for the work done and said that the local community is at the heart of this initiative. By taking ownership and custodianship of these hubs, they are empowered to play an integral role in enabling the future."

PARTNERSHIPS GIVE FLIGHT TO THE FUTURE

According to Sanmarie Schlebusch, Manager: Corporate Marketing at Senwes, meaningful partnerships form the heartbeat of the Senwes Spinners programme.

"All partners involved, be it corporate or private, have a shared vision and passion for the holistic development of young South Africans, and by joining forces we are not only advocating for a better tomorrow, but are also stepping up as corporate citizens during a time in which communities are desperate for assistance and hope," says Schlebusch.

Senwes would like to extend its appreciation to the following partners:

- Cricket South Africa for its sponsorship and continued support of rural school development projects.
- Free State Cricket Union for their backing and administrative support.
- Perfect Bounce for their technical inputs and the construction of the cricket facility. Thank you for also fixing the school's jungle gym and sponsoring branded cricket shirts for the youngsters.
- Thobo Trust for sponsoring the mobile kitchen.
- Mr Thabo van Zyl, a Senwes director, and his wife, Mrs Ninette van Zyl, for their continued involvement with the school.
- Mr Frans Boneni, Principal of Itokisetseng Combined Farm School



SHEQ

HEALTH & SAFETY

Senwes acknowledges and understands that an organisation cannot be sustainable without promoting the safety, health and welfare of its employees. Senwes realises that in order for it to be profitable, employees need to work in a safe, healthy and supportive working environment. Creating a workplace that fosters care and well-being is essential to the success of the company. Senwes has a dedicated SHEQ (Safety, Health, Environment and Quality) unit that guides the company to comply with all laws, regulations and rules governing employees' occupational health and safety. The SHEQ integrated system supports the standardisation of the corporate and SHEQ management process.

The health and safety strategy rests on six pillars, namely:

- An effective and up to date safety management system;
- Identifying and mitigating hazards and risks associated with employees, contractors, equipment, material and the environment;
- Education, training and awareness;
- Building a positive health and safety culture;
- Prevention of incidents and accidents by following a proactive approach; and
- Continuous monitoring of effectiveness.

Indicators	2021/2022
Section 24	8
Disabling injuries	64
Disabling frequency rate	2.11
Lost man-days	589
Non-disabling injuries	25



“ There’s no better policy in a society then pursuing health and safety of its people. ”

– Ralph Nader

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FRAUD AND CORRUPTION

The Senwes Group has no tolerance for fraud and corruption. The board and management of Senwes are aware of the threat of commercial crime for the organisation and wish to send an unequivocal message to all employees, shareholders, clients and suppliers regarding Senwes' point of view in this regard.

An official Senwes Group Crime Prevention and Whistle Blowing Policy has been implemented to prevent and combat any form of crime or irregular activities.

The methodology followed when irregularities are reported include:

- The investigation into the alleged offence
- Internal disciplinary investigations if applicable
- Recovery of losses
- Implementation of internal controls to mitigate risks; and
- Reporting of incidents to prosecuting authorities if applicable

Two toll-free hotlines are available for customers, staff, suppliers and other stakeholders who wish to report irregularities and/or any unethical behaviour. One hotline is managed inhouse by Senwes and one is managed by an external service provider, Whistle Blowers SA. The lines are marketed on the Senwes Website, Intranet Homepage, Crime Prevention Policy, Senwes App and Info Screens.

Regular communication is also sent to business units to inform them of these hotlines.

Since May 2021 eleven incidents were reported on the hotlines, which represent 15% of the total cases reported. The 2019 Global Business Ethics Survey found that only 6% of reports on in-house misconduct is reported through hotlines, which put the Senwes statistics into perspective.

There were no monetary losses as a result of legal proceedings (including fines) associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice or violations of other related industry laws or regulations.

The toll-free crime reporting numbers are:

Senwes: 080 464 7800
(managed by the Senwes Internal Audit Division)

“Whistle Blowers”: 080 055 5775
or SMS: 33490

CHAPTER 8

RESPONSE TO COVID-19

COVID-19 STATS

Since the first case of COVID-19 reported by Senwes on 15 June 2020, a total of 699 cases have been reported to date. Of the 699 cases, four deaths due to COVID-19 associated complications have occurred.

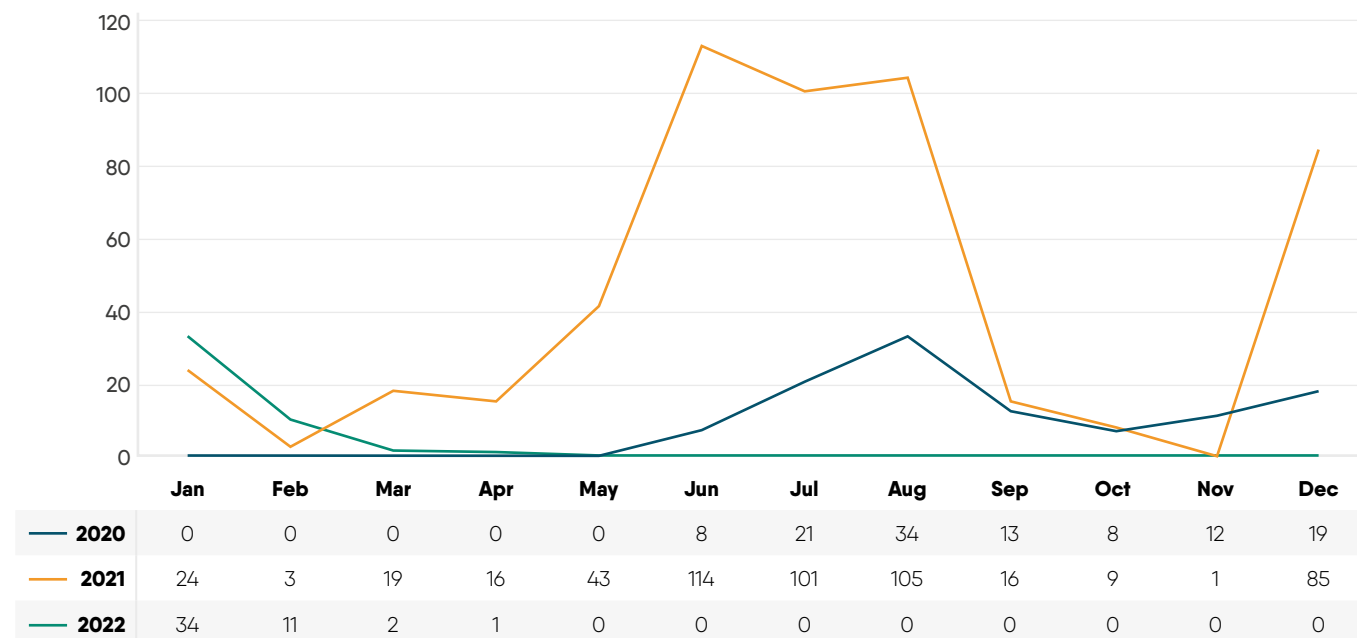
The first wave of 2020 was evident within Senwes from July and reached a peak during August. The number of cases subsided until the second wave impacted Senwes in 2021 as the number of COVID-19 cases increased

from 16 in April to 43 in May, with the second wave continuing until September. The wave peaked during June, with 114 cases reported in this month alone.

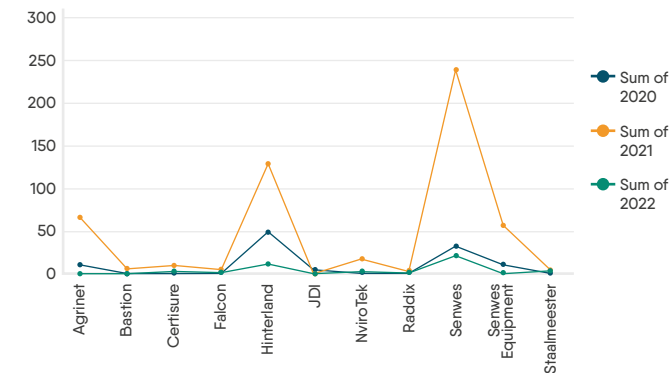
The third wave was experienced in Senwes from November to December 2021, and subsided during January 2022. For the 2022 period the number of cases reported was low and it has been stable with no cases reported in certain months.

THE TABLE BELOW SUMMARISES THE NUMBER OF COVID-19 CASES WHICH OCCURRED IN SENWES SINCE THE OUTBREAK OF THE VIRUS

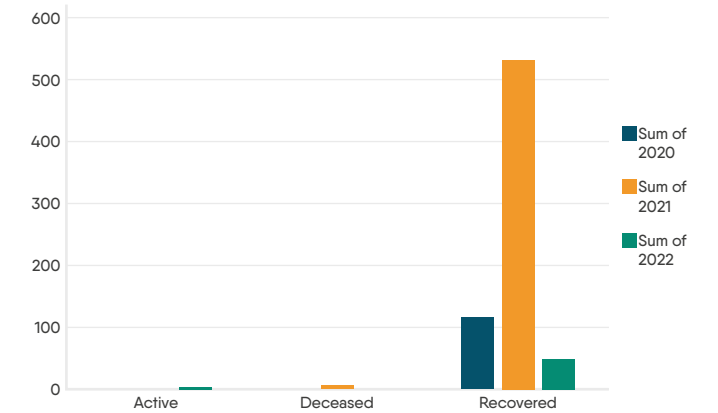
Years and Months



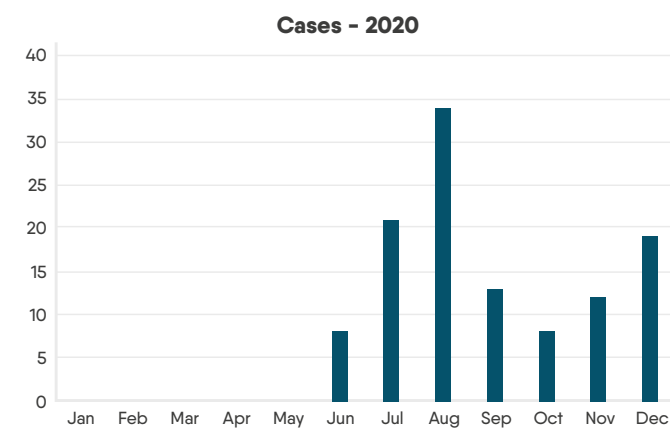
THE BREAKDOWN BELOW INDICATES THE CASES REPORTED PER BUSINESS UNIT WITHIN THE SENWES GROUP



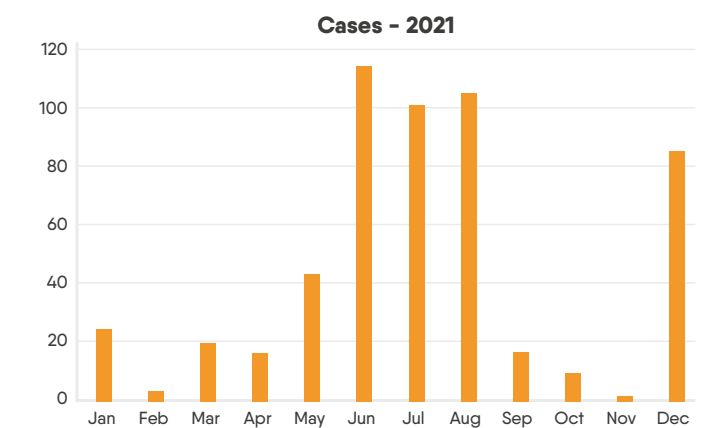
THE BREAKDOWN OF THE STATUS OF CASES REPORTED



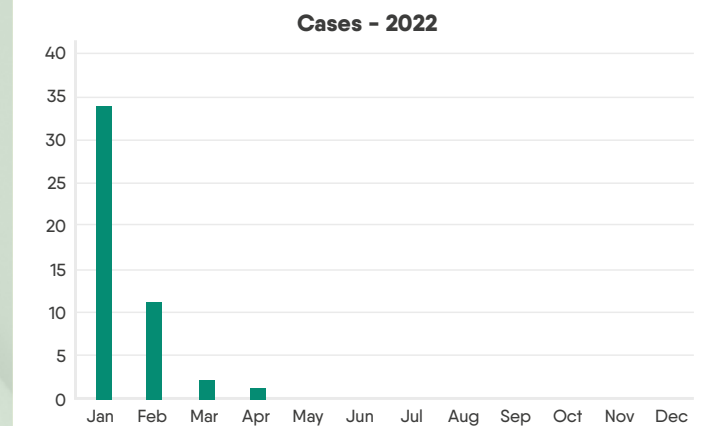
THE CASES REPORTED FOR 2020 WITH A BREAKDOWN FOR EACH MONTH



THE CASES REPORTED FOR 2021 WITH A BREAKDOWN FOR EACH MONTH



THE CASES REPORTED FOR 2022 WITH A BREAKDOWN FOR EACH MONTH

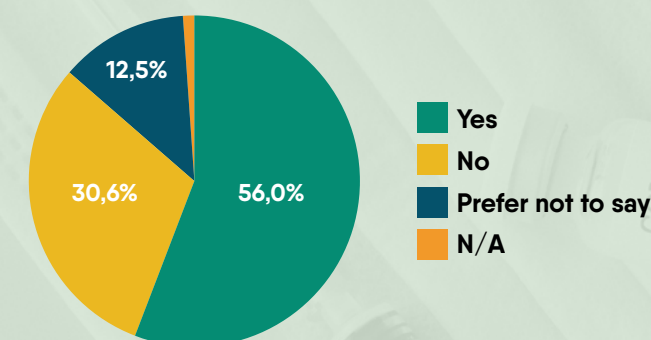


Vaccination of personnel within the Senwes Group

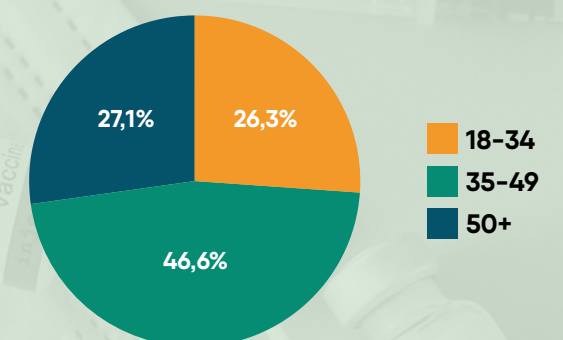
There has been various vaccination campaigns for personnel, their family members and friends, which presented opportunities to be vaccinated at the Hartbeesfontein Silo and Senwes Head Office.

Senwes was also involved with the vaccination site created at Jade Square in Klerksdorp

VACCINATION STATUS



VACCINATION STATUS BY AGE GROUP



CHAPTER 9

ENERGY AND ENVIRONMENT

OUR STRATEGIC FOCUS:

Our energy and environmental strategy is based on the following three objectives:

- Affordability;
- Reliability and;
- Sustainability.

In order to achieve success in these objectives, various initiatives are executed in line with our focus areas of metering, energy efficiency, process optimisation and energy generation.

“The Earth is a fine place and worth fighting for.”
– Ernest Hemingway

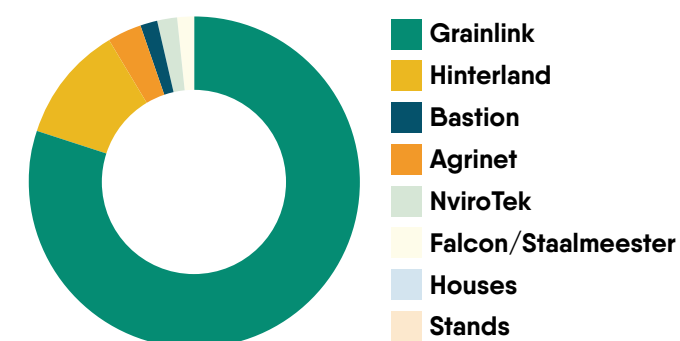
UNDERSTANDING OUR FOOTPRINT:

It is important to be aware of the Senwes footprint in order to understand how to manage and limit the impact on the environment. The approximate footprint for energy and water consumption as well as land usage for the financial year is given below.

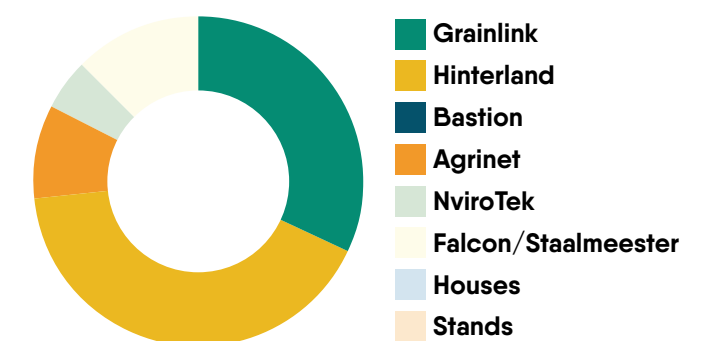
Company/Department	Electricity Usage (kWh)	Water Usage (KL)	Land Usage (HA)
Head Office	1,382,842	5,334	8
Grainlink	28,874,697	35,821	5479
Hinterland	4,005,214	45,822	847
Bastion	553,242	0	983
Agrinet	1,292,387	10,244	20
NviroTek	715,287	5,666	1
Falcon/Staalmeester	533,626	13,684	1
Houses	n/a	0	21
Stands	n/a	0	25
Total	37,357,295	116,571	7,386

* Information attained from supply authority accounts and adjusted where necessary.

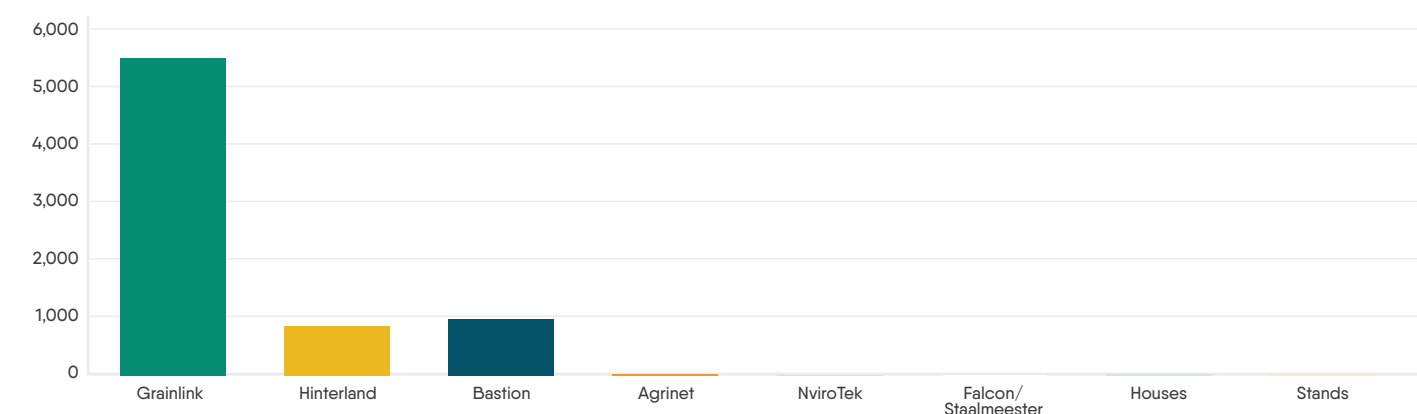
ELECTRICITY USAGE (KWH)



WATER USAGE (KL)



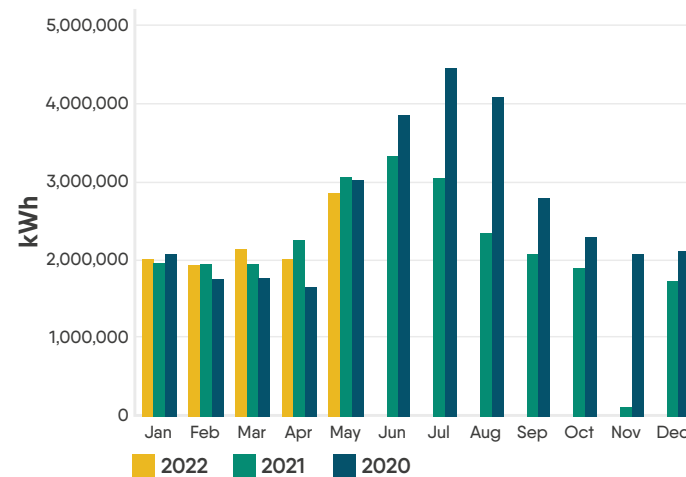
LAND USAGE (HA)



MANAGING OUR FOOTPRINT:

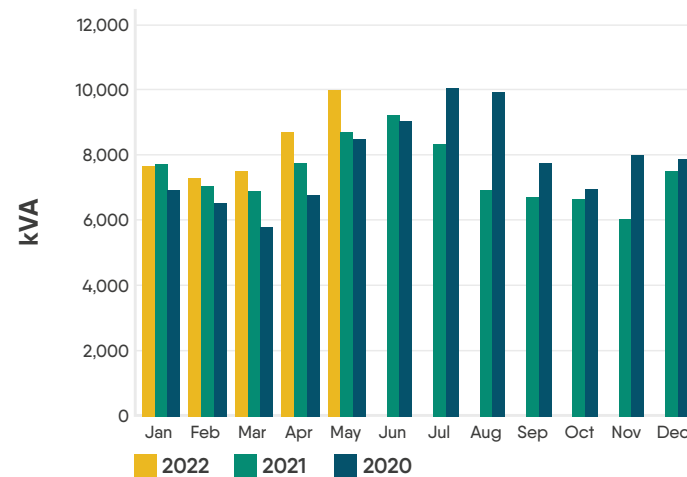
The largest energy demand & consumption contributor portfolios are metered and managed to ensure awareness and verify the outcome of any initiatives.

MONTHLY USAGE (kWh)

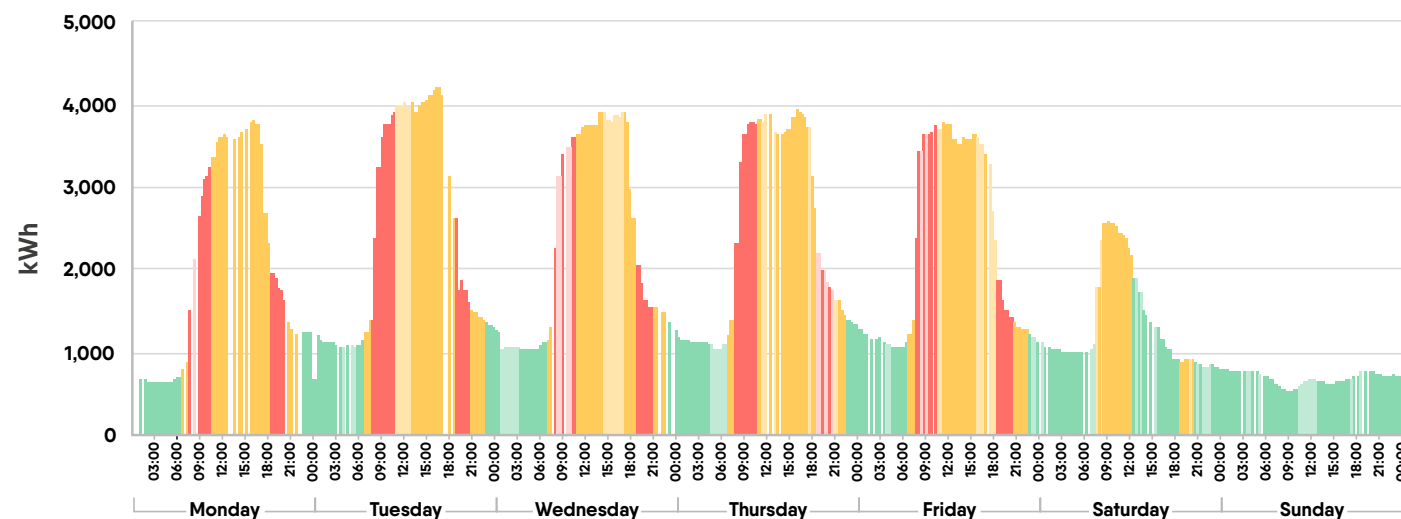


As an example, the energy demand & consumption of the grain silo portfolio are detailed in the figures below.

MONTHLY DEMAND (kVA)



TYPICAL WEEKDAY - CONSUMPTION AVERAGE (kWh)



ENSURING BUSINESS CONTINUITY:

Continuous supply of electricity as well as water is vital for Senwes' operations. The standby generator portfolio is being expanded and optimised as well as boreholes are utilised at critical sites to ensure business continuity. Furthermore, the effectiveness of the generator installations are ensured through maintenance programmes.

Given the unavoidable load shedding and business interruption, Senwes cannot currently escape the unfortunate higher carbon footprint due to standby generators.

However, where possible, solar is used as alternative and investigations are in process for the development and implementation of microgrid solutions.

REDUCING OUR FOOTPRINT:

Senwes has taken strides in reducing its environmental impact and have managed to implement initiatives within the group. Plans are in place to ensure that high

energy consumption systems are phased out through a combination of design, maintenance and replacement strategies while waste, rodent and fumigation management systems are put in place. In order to reduce the energy footprint, the following initiatives have been put in place:

- Monitor and evaluate performance levels at Senwes operations with our own check meters;
- Energy audits that include data collection and cost/benefit analyses;
- Power factor correction to reduce electrical demand (kVA) and improve electrical capacity;
- Establish a monitoring and target-setting system and provide regular reports on costs and consumption;
- Implementation of Solar-PV infrastructure, deriving energy from natural and available resources which reduce the operating costs and importantly produce little or no waste products such as carbon dioxide or other chemical pollutants;

- Maintaining equipment correctly and safely disposing of fluorescent lights;
- Increased awareness of energy issues among staff and using energy more efficiently;
- Emergency water supply (water tanks with boreholes) to reduce the risk of operations without water supply and the measurement of water usage to manage leakages;

A consolidated approach to waste management is followed, where Agrinet's and NviroTek's waste management and recycling initiatives are reaping rewards.

Agrinet is recycling waste in the form of boxes (53 585 tonnes), paper (10 330 tonnes), plastic (11 990 tonnes) and wood (8 225 tonnes). These initiatives are realising an environmental contribution of saved trees (1 570), water (2 036 kL), energy (653 kWh) and landfill (1 798 m²).

Nvirotek has systems in place for discharge management in the form of bin collections of all types of waste including soil (100 kl) and wetland discharge (309 kl/daily). Furthermore, NviroTek successfully manages hazardous material in the form of acid tanks (8 kl deposited every 20 months) and microbiological biohazard waste (645 l).

Within the group there are between 300 and 350 rodent bait stations that are serviced monthly and Grainlink uses tamperproof bait stations to prevent spillage or unauthorised access to poison which is set out for bait. The bait used is enviro-friendly and is a multiple feed anti-coagulant rodenticide of which the active Ingredient decreases the levels of residues in dead rodents by 75%, therefore reduces the risk of secondary poisoning of predatory birds and mammals.

Grain fumigation and bulk treatment make use of prevention treatment and post-treatment in order to control insects in silos.

Grainlink utilises fumigation with the safe management of grain, making use of fumigation cans (14 777), Phosphine Sachets (542 304) and fumigation ingredients (2 637 kg/9 kl).

The gas is a slow-release mode of action and has a half-life span of more or less 6 hours, meaning that after 6 hours, the amount of gas released is reduced (breaks down) by 50%.

This ensures that no residue is left. Only after a 10-14 day withholding period after fumigation, grain is safe for outloading and has no environmental impact.



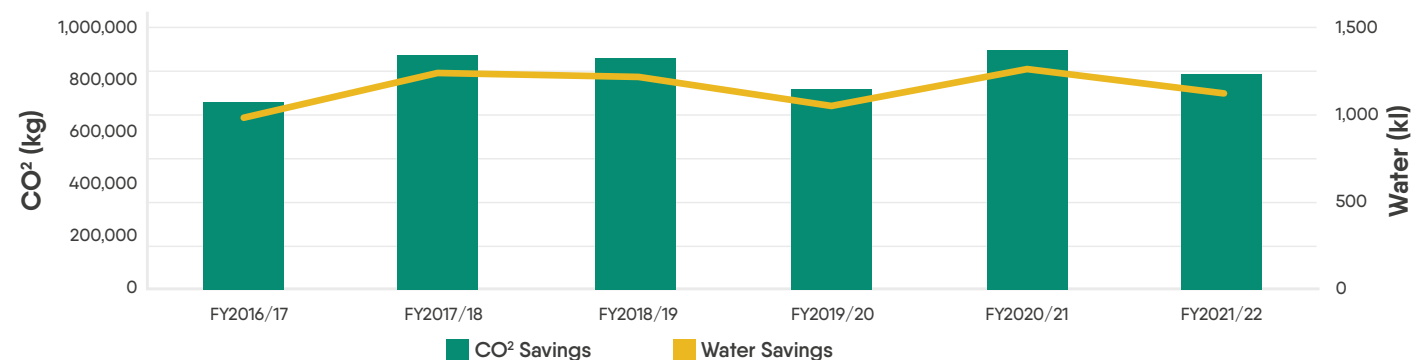
ENERGY AND ENVIRONMENT

Solar PV grid-tied 753kWp system has been installed at the Senwes Head Office in Klerksdorp, generating approximately 45% of the total energy requirements of the facility.

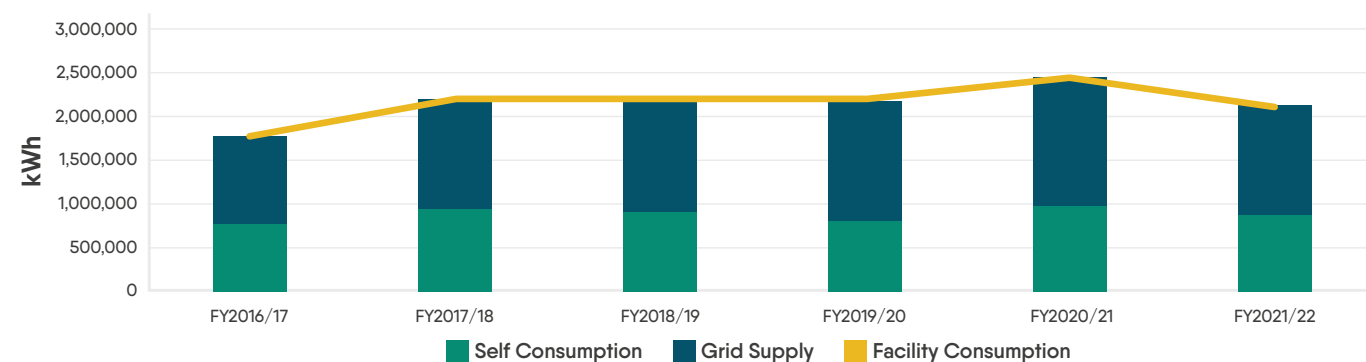
The performance of the system and corresponding environment impact to date are given below:

- Total energy consumption avoided : 5 277 MWh
- Total CO² avoided : 5 101 ton
- Total water consumption avoided : 7 037 kl

ENVIRONMENTAL BENEFIT



ENERGY GENERATION & CONSUMPTION



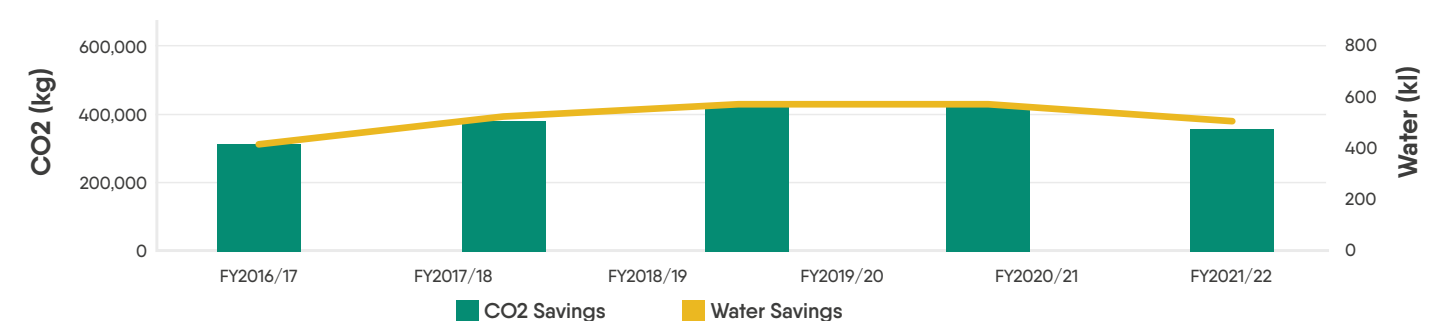
Solar PV grid-tied 358kWp system has been installed at the Senwes Henneman Silo, generating approximately 50% of the total energy requirements of the facility.



The performance of the system and corresponding environment impact to date are given below:

- Total energy consumption avoided : 1 952 MWh
- Total CO² avoided : 1 868 ton
- Total water consumption avoided : 2 577 kl

ENVIRONMENTAL BENEFIT



ENERGY GENERATION & CONSUMPTION

