

2022

Sustainability Report



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We are Red Rocket

A fully integrated African Independent Power Producer, we provide integrated solutions from **design and development to energy production, operation and maintenance, and asset management** in South Africa and beyond.

The sky
is not the *limit*



We have **985MW** of plants currently in operation, under construction or awarded preferred bidder and ready to reach financial close with **\$1,9 billion** invested in various projects and a pipeline in excess of **4.0 GW** in wind, hydro, and solar developments across the continent.

Red Rocket's growth strategy is based on pursuing a balanced portfolio of renewable assets, market maturity, as well as currency exposure (ZAR, USD, and EUR).

Our Vision

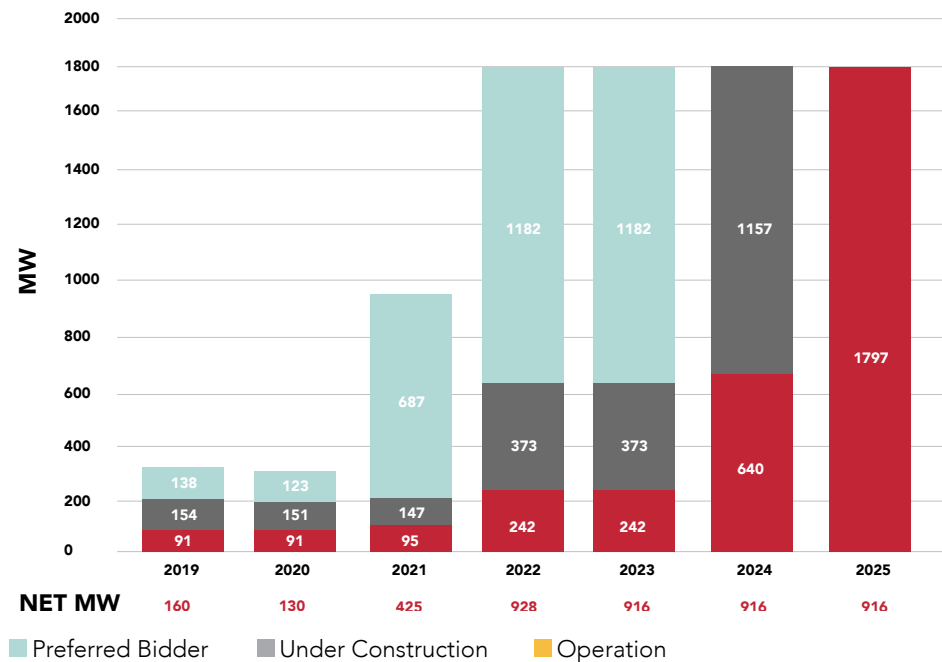
We dream of a world moved by the energy that nature can create.

Our Mission

**Design, develop and
distribute clean energy**

With the Mothership located in Cape Town, we provide integrated solutions, from design and development to energy production, operation and maintenance, and asset management in South Africa.

Lookthrough to 2025



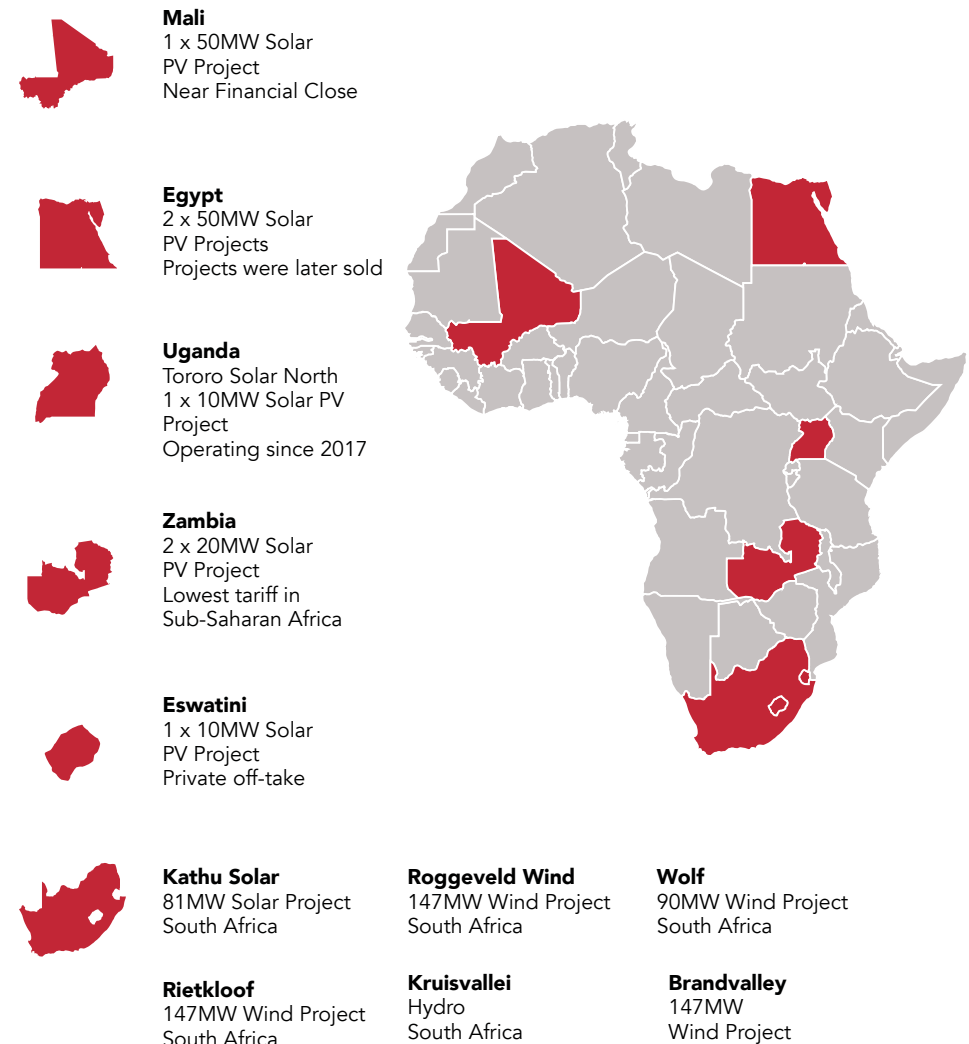
We're a fully integrated African Independent Power Producer and we're on a mission to create clean energy across the continent by harnessing the power of nature's technologies – sun, water, wind and earth.

In 2021: We had 89MW built capacity with 140MW entering commissioning phase. We were awarded preferred bidder of 364MW. Our portfolio included wind, solar, and hydro projects.

Our Footprint

In 2021/2022: Red Rocket more than doubled the megawatts aimed at supplying the national grid, to an impressive 985MW.

In Bid Window 5 of the REIPPPP, 3 of Red Rocket's wind energy projects totalling a contracted capacity of 364MW were announced preferred bidder. The new projects that will reach financial close in 2023 are Brandvalley and Rietkloof in the Western Cape and Wolf in the Eastern Cape.



A letter to all our stakeholders

Dear Stakeholders,

I am delighted to present Red Rocket's annual Sustainability Report, highlighting our commitment and progress towards building a sustainable future. As the CEO of Red Rocket, it is my great privilege to introduce this report and share our dedication to creating a positive environmental and social impact.

At Red Rocket, we firmly believe that a successful business must not only focus on financial growth but also embrace its responsibilities towards the planet and society.

We recognise that sustainability is not merely an option but an imperative for businesses operating in today's world. Through this report, we aim to demonstrate our unwavering commitment to sustainable practices and transparently showcase our efforts and achievements.

Our sustainability journey has been guided by our core values, which prioritise environmental stewardship, social responsibility, and ethical practices. We have strived to embed sustainable practices into our organisational culture, fostering a mindset that drives innovation and continuous improvement.

In this report, you will find a comprehensive overview of our sustainability initiatives, progress against our goals, and the challenges we have faced. We aim to provide you with a holistic understanding of our sustainability journey.

Our key focus areas include optimising resource efficiency, promoting renewable energy adoption, championing diversity and inclusion, and supporting the communities in which we operate.

We are proud to share our achievements in these areas, along with the strategies and targets we have set for the future. We believe that setting ambitious goals is essential for driving meaningful change and creating a positive impact on our planet and society.

We understand that sustainability is a collaborative effort, requiring partnerships and engagement with various stakeholders. We value your feedback, suggestions, and ideas as we continue to evolve and improve our sustainability practices. Together, we can build a future that balances economic prosperity with environmental stewardship and social well-being.

I would like to express my gratitude to the entire Red Rocket team for their dedication and passion in driving our sustainability agenda. Our employees have been instrumental in implementing sustainable practices throughout the organisation, and their commitment inspires us every day.

Thank you for your continued support.

Sincerely,
CEO, Red Rocket





Roggeveld Wind Farm. A Red Rocket Project.

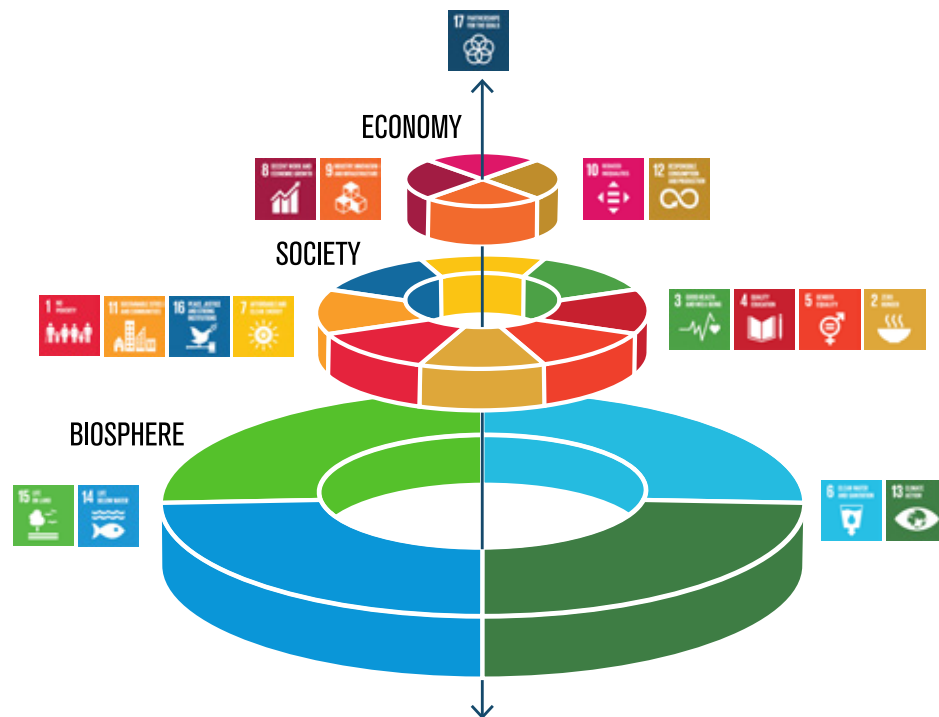
Sustainability

Red Rocket is not just in the business of developing sustainable power generation, we take sustainable development to heart, and strive for sustainability in all aspects of our projects.

Our fully integrated management system (IMS) is designed to drive quality environmental, and health and safety performance. We have incorporated the Equator Principles and International Finance Corporation (IFC) Performance Standards into the IMS at a corporate level.

The result is international best practice Environmental and Social Management Systems (ESMSs) across all of our projects, considering the entire lifecycle and area of influence.

We have a long-term, global view, and have aligned our objectives and targets to the United Nations Sustainable Development Goals (UN SDGs). Our aim, through a carefully considered, strategic approach, is to maximise our net positive contribution to our shareholders, internal and external stakeholders, and to the ecosystems in which we operate.



Sustainable Development Goals

We have 5-year strategic objectives linked to the following SDGs

and we work towards achieving our targets at a corporate and project level, where we have control or influence:



A portrait of Maggie Logan, a woman with long brown hair and glasses, wearing a white button-down shirt with the Red Rocket logo on the collar. She is smiling and looking towards the camera.

Maggie Logan

Head of Sustainable Investments

We
live &
breathe
energy

As the Head of Sustainable Investments at Red Rocket, it is my privilege to introduce this report and share our dedication to integrating sustainability into our investment strategies.

At Red Rocket, we firmly believe that sustainable investing is not only the right thing to do but also an essential component of long-term value creation. We recognise that our investment decisions have far-reaching implications for the environment, society, and the overall well-being of our stakeholders. Through this report, we aim to demonstrate our commitment to responsible investing and transparently showcase our efforts and outcomes.

Our approach to sustainable investments is grounded in rigorous analysis, engagement, and active ownership. We seek to identify companies that align with our values and demonstrate a strong commitment to ESG factors. By integrating sustainability into our investment processes, we aim to deliver sustainable financial returns while contributing to a more sustainable and equitable world.

We recognise that the journey towards sustainable investing is an ongoing one, and we remain dedicated to advancing our efforts. We will continue to refine our investment practices, deepen our understanding of ESG risks and opportunities, and collaborate with like-minded partners to create a more sustainable investment ecosystem.

I invite you to explore this report and join us on our journey towards a cleaner and more sustainable energy future. Together, we can make a lasting impact and create a world powered by renewable energy.

Thank you for your continued support.

A Fully Integrated Management System

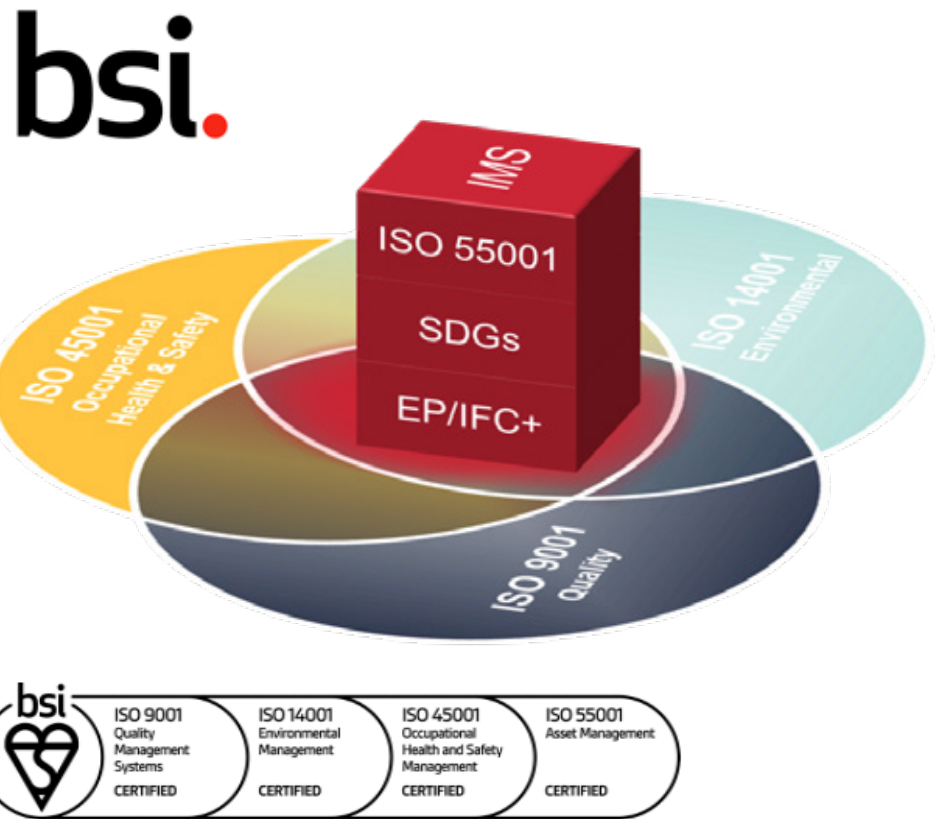
Our fully integrated management system (IMS) is designed to drive quality, environmental and health and safety performance.

The Red Rocket integrated management system is certified to ISO 9001, ISO 14001, and ISO 45001.

ISO 55001 for Asset Management has been integrated with our current IMS.

A key component of the IMS, is the corporate Environmental Social Management System – the framework with which Red Rocket ensures all of its assets are designed, developed and operated in compliance with:

- Equator Principles.
- IFC Performance Standards.
- Good International Industry Practices.



Environmental and Social Management Systems

Driven by an Integrated Management System (IMS)

Red Rocket has seamlessly integrated the Equator Principles, IFC Performance Standards and the UN Sustainable Development Goals into the environmental, and health and safety aspects of the IMS.

As a result, project ESMSs are managed and reviewed with consistency. Decisions are based on objective evidence with a view of iterative continual improvement.

EHS MS: ISO 14001 / ISO 45001 / Equator Principles / IFC Performance Standards						
PLAN			DO		CHECK	ACT
4 Context of the Organisation	5 Leadership	6 Planning	7 Support	8 Operation	9 Performance Evaluation	10 Improvement
4.1 Understanding the Organisation	5.1 Leadership & Commitment	6.1 Risk Assessment	7.1 Resources	8.1 Operational Planning & Control	9.1 Monitoring, Measurement & Evaluation	10.1 General
4.2 Needs & Expectations of Interested Parties	5.2 Policy	6.2 Objectives & Targets	7.2 Competence	8.2 Emergency Preparedness & Response	9.2 Internal Audit	10.2 Incidents, NC & A
4.3 Scope	5.3 Roles, Responsibilities & Authorities	Equator Principles	7.3 Awareness	IFC Performance Standards	9.3 Management Review	10.3 Continual Improvement
4.4 Management System		Sustainable Development Goals	7.4 Communication	IFC EHS Guidelines		
			7.5 Documentation	IFC Sector Guidelines		
ISO 14001 & ISO 45001, and in IMS Scope				Good International Industry Practice		
Equator Principles & IFC Performance Standards						
Sustainable Development Goals						

IFC Performance Standards

For 2022, our Board-approved corporate ESMS achieved 100% compliance with the requirements of the IFC Performance Standards.

This system is the sustainability framework within which all of our projects are developed, constructed and operated.



Green Energy



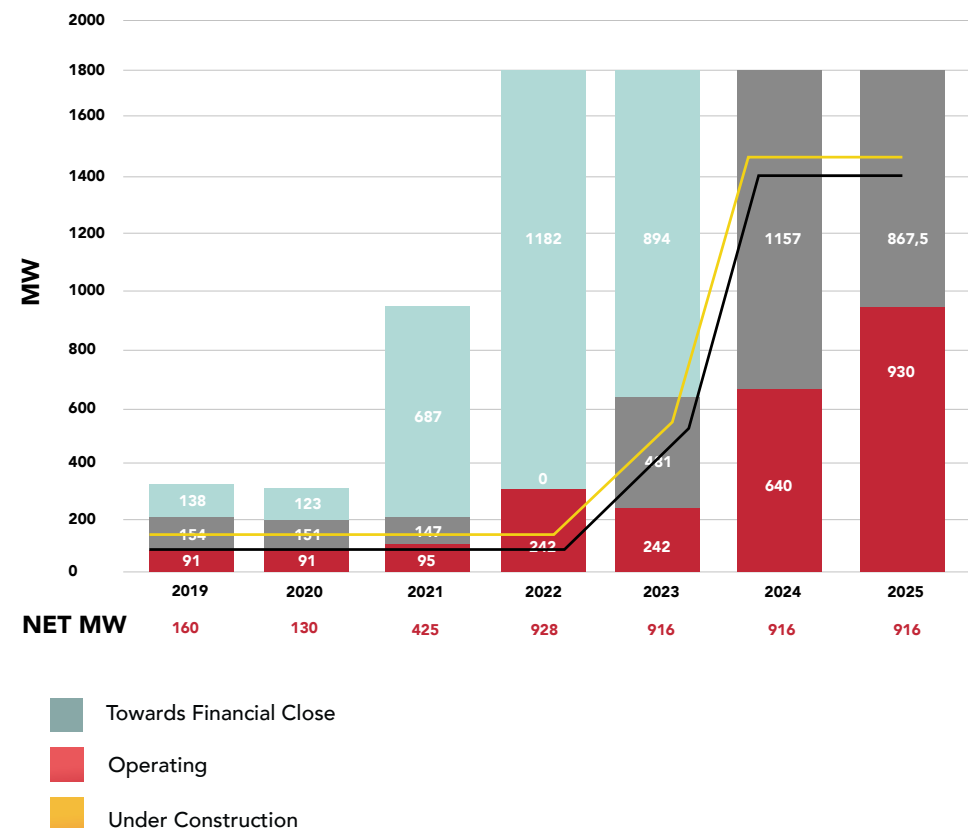
**7 AFFORDABLE AND
CLEAN ENERGY**

242MW in commercial operations, and preferred bidder status on 1192MW.

We anticipate approximately 1GW under construction in 2023.

Wind, solar, and hydro projects.

A look through to 2025:



Environmental Performance

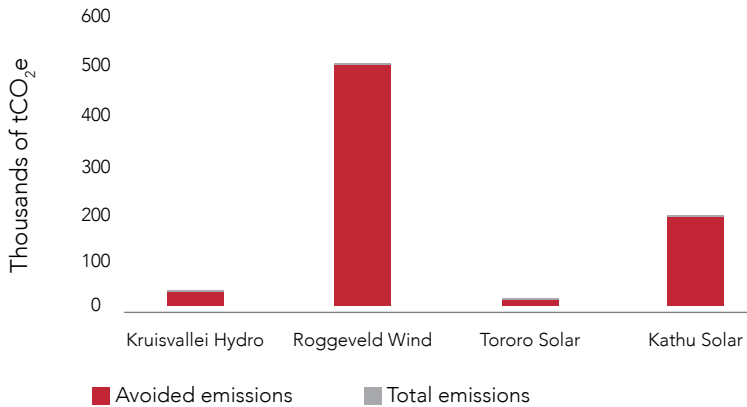
In 2022: Red Rocket's renewable energy contribution* to the grid was enough to power 207 848 households for a year.

Our operational projects have produced over 2,100 GWh to date, while achieving net zero carbon emissions.

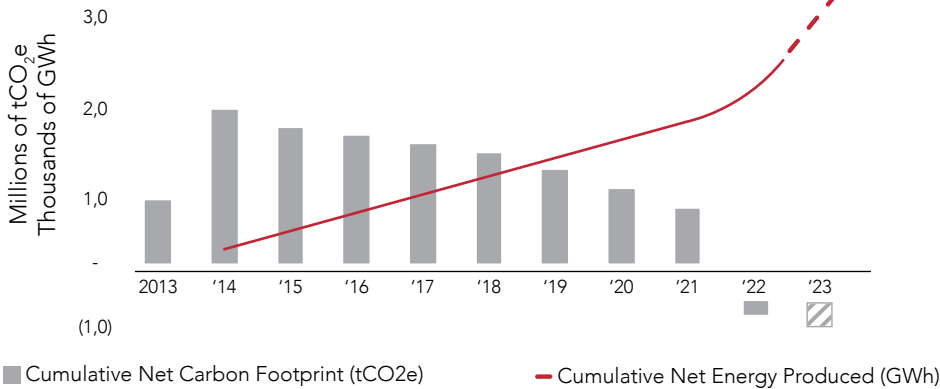
Net emissions avoided totalled 698 007 tCO₂e – that's the equivalent to offsetting 5 355 car trips to the moon and back.

Our portfolio has produced over **1,500 GWh** to date. Our operational portfolio* is anticipated to reach net zero carbon emissions by 2023.

Emissions vs Avoided Emissions: 2022



Cumulative Net Impact: Actual and Projected Carbon Footprint vs Energy Production for Assets Operating Commercially (Kathu, Tororo, Kruisvallei, and Roggeveld)



Kruisvallei Hydro. A Red Rocket Project.



Kruisvallei Hydro. A Red Rocket Project.

People are our most important asset

Karin De Wet

Head of Human Capital and Change Management



We firmly believe that our people are our most valuable asset and the driving force behind our sustainability journey. We recognise that fostering a culture of inclusivity, continuous learning, and innovation is crucial to achieving our sustainability goals.

Through this report, we aim to highlight our efforts in empowering our employees, promoting diversity and inclusion, and driving positive organisational change.

Our commitment to human capital development is rooted in the understanding that our employees are catalysts for sustainable progress. We strive to create an environment that nurtures talent, fosters growth, and empowers individuals to reach their full potential.

By investing in our people, we not only enhance their well-being but also strengthen our organisation's ability to address complex sustainability challenges.



What Organisational Training & Development Means to Red Rocket



What does Training and Development Mean to Red Rocket?

Red Rocket is committed to training and developing its people. In fact, we've spent 1132 Rocketeer hours on training in 2022!

This means positive employee retention, employee empowerment, targeting soft skills development, employee development and growth, increased employee engagement, increasing job satisfaction and overall morale. We take an active interest in having dedicated and empowered employees.

Red Rocket recognises talent throughout the company. In 2021, 41% were women and 31% were people of colour.

With CARE being one of our core values, developing our people skills allows RR to attract and retain top talent in the industry. Skills development has been at the forefront of this, for 2022.

Our 2022 ESS scores have been climbing year-on-year and we're proud to be considered a top employer by our staff.

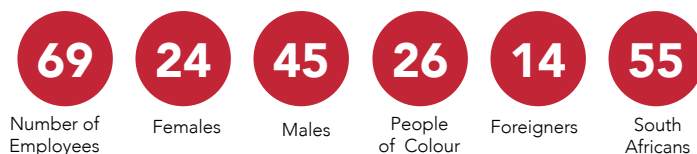
About the Red Rocket family

When employees feel supported, they thrive, both personally and professionally. We are committed to promoting a culture that protects and nurtures every facet of employee health and well-being, creating an environment where our people can reach their full potential. We approach health and well-being holistically – with benefits and programmes that support the mind, body, and purpose.

We do this through:

1. Annual Health & Wellness weeks.
2. Celebrating special days (Madiba Day, Women's Day).
3. Continued team building (business unit and company-wide initiatives).
4. CEO open door policy (staff at all levels are welcome to have coffee with our CEO, Matteo Brambilla).
5. Quarterly strategy sessions (presentations by our C-Suite keeping staff informed of key business news).
6. Monthly news blasts and internal communications.
7. Soft skill development such as personality profiling using the Enneagram tool.
8. Annual employee engagement surveys.
9. Annual 360 degree feedback reviews.
10. Personal development plans.
11. Supporting technical gaps training.

Statistics - 2022



Diversity of skills

Occupational Level



Women of Red Rocket

We aspire for women to be equally represented across all levels of our business and to have an exceptional environment for growth and advancement. At Red Rocket we attract, develop, inspire, and retain a diverse workforce with a strong focus on employing females.

The decisions that we make affect our internal stakeholders. We regularly use information from engaging the Rocketeers (Red Rocket employees) to inform our goals, shape our practices, and refine our reporting.



360 Degree Feedback

We engage our staff through yearly confidential 360 degree feedback reviews, employee engagement surveys (this is an annual survey designed to measure and assess the level of engagement within our organisation).

Results from these engagements are tested against our MAGIC drivers (a model which identifies 5 keys of employee engagement) and SCARF drivers (a model which identifies the level of threat within the organisation).

MAGIC

In organisations, satisfied individuals generally operate in transactional relationships while engaged individuals go beyond a transactional exchange. Engaged individuals are willing to give discretionary effort – bringing heart, hands, and minds into their jobs. That's why it is key for our organisation to measure the level of overall engagement.



Meaning

What I do must have some significance to me; it must mean something to me personally, and on more than just a surface level. To me, my work is something of value – something of worth. If I'm only focused on a paycheck, I'm willing to put as much work as is commensurate with the paycheck. However, when my work has meaning to me, what I do has greater purpose.



Autonomy

Do I have the freedom and empowerment to perform my job in a way that I do best? Autonomy involves a degree of self-governance. It allows me, as an individual, to create or shape my role and environment in a way that is best for me and for the organisation.



Growth

Our internal speed of change and growth must match (or exceed) the external rate of change. Particularly with rising generations, the ability to develop, grow, and progress in a job provides the challenge and excitement that benefit not only the individual but also the company.



Impact

If what I am doing is making an impact (on the company, the world, etc.), I am often willing to go through tough times if I have hope of making an impact.



Creativity

I feel empowered to use my creativity to solve problems and contribute positively to the organisation.

SCARF

A neuroscience brain-based model for collaborating with and influencing others, analyses the five key "domains" that influence our behaviour in social situations.



Status

Our relative importance to others.



Certainty

Our relative importance to others.



Autonomy

Our sense of control over events.



Relatedness

How safe we feel with others.



Fairness

How fair we perceive the exchanges between people to be.

Responses to threats are usually much more powerful than responses to rewards, and thus we move away from threats more quickly and more vigorously than we move towards rewards. In a period of change and transformation or in industries where the market, competition or other developments generate constant uncertainty, it becomes vital to measure the level of threat that is perceived by the individuals in an organisation.

The SCARF modality implies that the five social domains of influence activate the same threat and reward responses in our brain that we rely on for physical survival. Feeling threatened blocks our creativity, reduces our ability to solve problems and makes it harder for us to communicate and collaborate with others. Conversely, when we feel rewarded, our self-confidence soars, we feel empowered, and we want to do a good job.



3 GOOD HEALTH AND WELL BEING

Health and Safety

Magic



83%



76%



77%



82%



78%

Safety Culture

Red Rocket has a safety-first approach, placing the well-being of our people above all else.

We ensure that everyone is equipped to perform with confidence, through training, resourcing and experienced management.

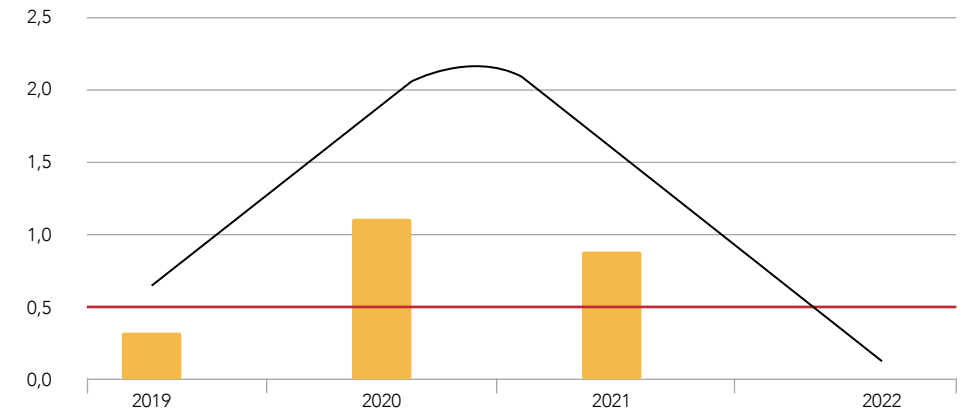
Site safety is non-negotiable, and all contractors are required to comply with applicable health and safety legislation, and best practice.

Every person on a Red Rocket project is empowered to stop unsafe acts and to report unsafe conditions.

Safety Performance

2022

Hours worked reduced year-on-year in 2022, with construction of Roggeveld Wind Farm nearing completion. Hours worked across the portfolio totalled 333 385 – equating to roughly 142 full-time positions for the year.



0 fatalities or permanent disabilities

LTIFR: 0.0 per 200k hours worked

■ LTIFR

— Hours Worked (Millions)

Community



Rocketeers Giving Back

At Red Rocket, we are deeply committed to energy innovation, actively engaging in projects that harness the power of wind, hydro, and solar farms while also supporting the communities we serve. Additionally, we extend our corporate social responsibility by providing support directly from the Mothership (head office level), and in 2022, we proudly supported the Tygerberg Hospital Children's Trust.

Tygerberg Hospital Children's Trust

The Tygerberg Hospital Children's Trust is dedicated to the care of mother and child patients at Tygerberg Hospital in Cape Town. It is registered as a trust and public benefit organisation, and runs the Kangaroo Mother Care (KMC) programme, which was established to improve the success rate of premature babies.

Initiative: Mandela Day – Showing the art of caring by spending 67 minutes to create 67 paintings for the KMC mothers in 2022. Red Rocket also donated R20 000 to go towards the Tygerberg Hospital Children's Trust's tireless efforts in ensuring the health of mothers and babies in the KMC.

Social Development

Building Long-term Relationships

We are ISO 55001-certified, and our Asset Management strategy is based on best international practices. We incorporate sustainability across our Assets' full lifecycle; from project development, construction, operation, and decommissioning. We construct and operate our Renewable Energy Power Plants in a sustainable manner and strive to protect biodiversity. We care about our environment and community within the vicinity of our projects and actively monitor, and mitigate potential environmental and social impact, promote community engagement and benefits-sharing. Health and safety is at the core of our operations; we prioritise the health and safety of our stakeholders and the mental health and well-being of our employees.

Deliege Wakapongo

Head of Asset Management

We recognise the power of collaboration in achieving the energy transition, and through our strategic alliances with local governments and communities, we are proud to have achieved our sustainability goals.

I hereby would like to congratulate the entire Red Rocket team for their hard work and joint efforts, and extend my deepest gratitude to all our stakeholders and strategic partners for their cooperation, passion, commitment, and dedication in helping us operate our Renewable Energy Assets in a sustainable manner.





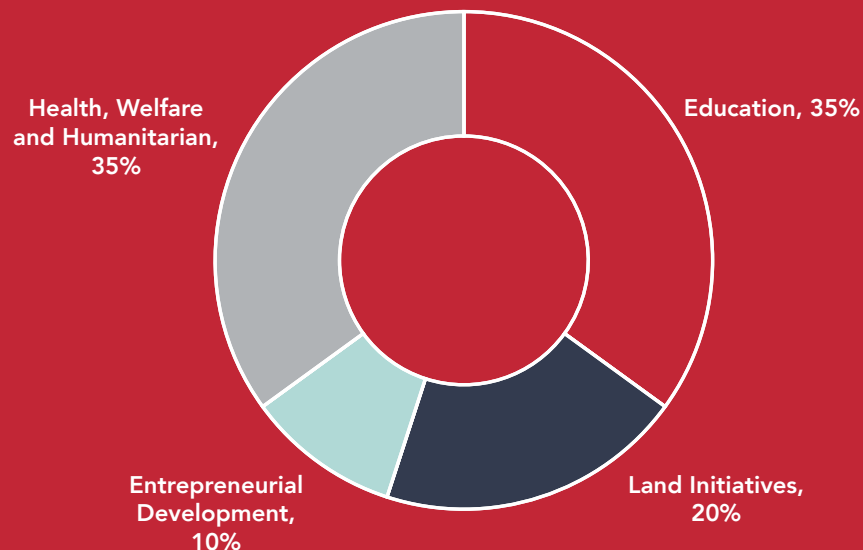
A Social Framework of the Red Rocket Opportunity Trust

We established the Red Rocket Opportunity Trust in 2017 as a vehicle through which the community trust participation interests as well as B-BBEE equity interests can be held across a range of Red Rocket's renewable energy projects.

The objective of the Trust is to accept any equity dividends and donations received to carry on, support or facilitate specific Development Initiatives for the benefit, empowerment and upliftment of the beneficiaries in a non-profit manner.

The Trust has a growing portfolio of subsidiaries held indirectly through Special Purpose Vehicles, which will provide a steady and increasing source of income for the next 20+ years. The Trust will operate as a Broad-Based Ownership Scheme and is currently in the process of registering as a Public Benefit Organisation.

Initiative Focus Area



Social Goals and Initiatives

To reduce the negative impact that Covid-19 has had during 2020 and 2021 to the various impoverished communities where we have operations, Red Rocket has chosen to align its social initiatives with UN Social Development Goals by focusing on SDG-1 (No poverty), and SDG-4 (Quality Education). Below are few selected initiatives implemented in the year 2022.

Social Initiatives Roggeveld Wind Project

Initiative name: **Educator Support**

Educators and Early Childhood Development (ECD) practitioners are frequently the initial points of contact for children who have emotional and psychological issues. Roggeveld Wind Farm trained 41 educators and ECD practitioners on how to improve learners' growth mindsets, deal with negative attention, listen with empathy, shape behavioral outcomes, and build learners' confidence and esteem to increase school participation rates. The educators and ECD practitioners who have taken part in this project have expressed their gratitude.





Spend	Socio-Economic Development
Initiative	Basic Educator Support Initiative
Location	Sutherland, Northern Cape Matjiesfontein, Western Cape Laingsburg, Western Cape
Total Contributions	R460 100.00
Implementation timeframe	Quarter 2 and Quarter 3 of 2022
Impact	41 individuals
Core SDGs	Goal 4
Completion date	February 2023

Initiative name: **Winter Uniforms**

The Karoo region is distinguished by harsh climatic conditions, particularly during the winter months, and since some of the students at the school are the children of farm-workers, and their parents are seasonal employees whose earnings are contingent on the harvest, the lack of winter and warm school uniform largely contributed to high school absenteeism during winter months.

Roggeveld Wind Farm thus decided to donate school shoes and winter coats to children who did not have school shoes or basic warm clothing at Acacia Primary School, Matjiesfontein Primary School, and Roggeveld Primary School, so the lack of winter uniform should no longer constitute an obstacle for children to attend school. Winter uniforms (school shoes and winter jackets) were successfully distributed to 1430 learners, whereby 436 sets of school shoes and jackets were donated to Sutherland's Roggeveld Primary.

Since the implementation of this initiative, it's has been reported that the children's school attendance has increased significantly.



Spend	Socio-Economic Development
Initiative	Winter Uniforms Initiative
Location	Sutherland, Northern Cape Matjiesfontein, Western Cape Laingsburg, Western Cape
Total Contributions	R320 501.09
Implementation timeframe	Quarter 1 and Quarter 2 of 2022
Impact	1430 learners
Core SDGs	Goal 4
Completion date	February 2023

Kruisvallei Hydro Plant

Initiative name: **Brickmaking**

The Clarens community helped to determine the need for low-cost bricks. Committed to poverty alleviation, Kruisvallei Hydro has donated a brickmaking machine to the Nnete Foundation, an NGO that provides a variety of community outreach programmes to the rural communities around Kgubetswana. The facilitators from Nnete Foundation received accredited training in brickmaking and bricklaying from TJEKA Training Matters. The brickmaking machine is currently being used to upskill young people and to sell bricks at a competitive price to the local community.



Spend	Socio-Economic Development
Initiative	Purchase brickmaking machine
Location	Kgubetswana, Clarens
Total Contributions	R146 805.00
Implementation timeframe	Quarter 3 of 2022
Impact	10 trainees
Core SDGs	Goal 1
Completion date	30 September 2022

Initiative name: **eScooter Initiative**

Thusanang Care Group, a Clarens-based NGO, received an electric motorcycle to help with mobility within its community to be able to distribute medicine and various health and sanitary products. Thusanang has distributed approximately 250 dignity packets and chronic medicine to people from Kgubetswana township and other rural villages since Kruisvallei Hydro donated the electric motorcycle. The dignity kit included a face cloth, sanitary pads, wash soap, a toothbrush, and roll-on. The eScooter was used for mobility to distribute the dignity packs from house to house while helping the NGO reduce its carbon footprint.



Spend	Socio-Economic Development
Initiative	Purchase of eScooter for NGO
Location	Kgubetswana, Clarens
Total Contributions	R92 027.62
Implementation timeframe	Quarter 3, Quarter 4 of 2022
Impact	200 beneficiaries
Core SDGs	Goal 3, Goal 7
Completion date	21 December 2022



Tororo Solar. A Red Rocket Project.

Governance

Value-add is what makes the world of business go round

The traditional value-adds in areas such as production, development and marketing are well recognised. The value-add in corporate governance? Not so much. And yet it has much to offer. With Red Rocket's holistic and integrated approach to building a solid corporate governance framework, we are focused on outcomes for all our stakeholders – hence the value-add. In last year's edition of our Sustainability Report, we introduced you to our governance philosophy, our governance custodians and the value-add of our governance guidelines and systems.

Nichola Walker-Woodard

Head of Legal Affairs

In this year's edition, Red Rocket's Themba Mnguni (General Counsel) dives into the "must-haves" vs the "good-to-haves" of corporate governance. He addresses the balance that we strive for in not only addressing the legislative requirements of good governance, but also the good practices and recommended guidelines which are applied in a way that is most appropriate for our group of companies – the value-add.

Red Rocket's Company Secretary, Karin Le Roux, then provides creative insight into the critical position of the Company Secretary. This is a real example of where Red Rocket has appointed a gatekeeper of governance not as a tick box exercise, but as a real value add to all stakeholders.

As we continue on our corporate governance journey here at Red Rocket, value-add will continue to remain front of mind as we try and make corporate governance more accessible and relevant to our business, and in so doing, becoming a real force of nature.

Corporate governance:

Balancing the “must-haves” with the “good-to-haves”

Corporate governance is the system by which companies are directed and controlled. Adhering to the highest standards of corporate governance is fundamental to the sustainability of any business.

In South Africa, the key source of a company's corporate governance requirements is its constitutional document (the Memorandum of Incorporation) and the provisions of the Companies Act 71 of 2008. Additional voluntary principles and leading practices can be found in

the King IV Report on Corporate Governance.

In this article, we acknowledge that not all businesses can meaningfully adhere to all the “good-to-haves” (having regard to things like the size of the business and the consequent resources available to it).

We consider then how the Red Rocket Group balances the “must-haves” and the “good-to-haves” of corporate governance to ensure its business remains compliant and sustainable, yet fluid.

Must-haves

The “must-haves” can be found in the MOI, the Companies Act and other relevant sector and industry-specific legislation. These provisions include the regulation of the composition of the board, board meetings, shareholders meetings,

and board and shareholder decisions and resolutions. At Red Rocket, these are carefully managed through our Company Secretary and Legal Affairs team in partnership with competent international service providers.

Good-to-haves

Insofar as “good practice” standards are concerned, the King IV Code on Corporate Governance (the King Code), which is recognised as one of the world's leading corporate governance codes, sets out principles and recommended practices that an organisation should apply to practice good governance. Another source of corporate governance guidelines is the JSE Listings Requirements which impose continuing obligations on Listed Companies and are a useful source of governance wisdom to non-listed entities.

Red Rocket's approach to these “good-to-haves” is not a tickbox one, but rather one that acknowledges that good corporate governance is a holistic, interrelated, and organic set of principles and practices that require mindful

Certain “good-to-haves” that we have found value in implementing at Red Rocket include our appointment of an internal Company Secretary and the establishment of an Audit and Risk committee. We are also exploring the significance of appointing an Environment and Sustainability Committee, having special regard to the industry that we operate in. Whether “must-haves” or “good-to-haves”, Red Rocket appreciates the value-add of a solid corporate governance culture, one that sees governance as a “catalyst for a shift from compliance-based mindset to one that sees corporate governance as a lever for value creation” (Prof Mervyn King).

The gatekeeper of governance:

why the appointment of a company secretary should not be a fool's errand.

If we were to draw an analogy, equating the board of a company to a monarchy of the Middle Ages, we would be given a story as old as time, but still strikingly relevant in its governance responsibilities and duties – heroes, villains, and some fabulous outfits to spice up this story.

With board members being cast as the royal peers, kings and queens of the company realms they govern, we find them with a duty of care to ensure the company's prosperity by collectively directing the company's affairs, while meeting the appropriate interests of its shareholders and relevant stakeholders – those who fill their coffers, but also those they govern and have a duty to protect.

Here, with a little fanfare of trumpets so we can imagine the scene, the company secretary steps in as the chamberlain – a confidant and guidance officer of the royal house. A competent, suitably qualified, and experienced individual who, through their ethical sound judgement and familiarity with business laws and regulations, brings with them the keys to act as gatekeeper of good governance. Someone who can offer advice, knowing the full story and the characters in it.

The company secretary's job is often seen as a tick box exercise – that person in the corner taking minutes and filing returns and resolutions as and when necessary. What is often lost to the board and stakeholders is the pivotal role that this guidance officer plays in making sure that the board – as we refer back to the analogy – rule with wisdom and purpose in line with the responsibilities they have in their standing. Most prominent amongst these being; the preservation of peace, the prevention of wrongdoing and to rule with justice and mercy. All attributes we can associate with our corporate governance principles, even in the midst of the information age.

The individual directors, and the board collectively, should look to the company secretary for guidance on their responsibilities and duties and how such responsibilities and duties should be properly discharged in the

best interests of the company.

The company secretary acts as a font of knowledge and their guidance and support becomes the torch in the darkness that brings clarity, and an objective assessment of the facts, into play – measured by the yardstick of compliance.

Foremost amongst the duties of the company secretary is their duty to inform and manage compliance with the in-country laws and the company's rules and regulations, including the Memorandum of Incorporation, shareholder agreements and in accordance with the company's policies, procedures, processes and rules.

When considering that a decision taken by the custodians of trust in the company will have far reaching implications, we quickly realise that this role entails much more than ticking the boxes for compliance, but helps the company and its custodians remain compliant, to live our values and to build our brand through accountability and care. Should a board not be adequately advised and curtailed in their actions where necessary, all prevention of wrongdoing goes out the door and chaos (usually in the form of peasants in revolt or legal claims) reign as the order of the day.

Yes, the company secretary still remains a steward of paperwork related to decisions and proclamations from the board. Yes, their role as town crier to communicate effectively with the stakeholders also holds true. And, yes, sometimes the company secretary acts as the constable, having to address transgression of the board with individuals and making sure a full tally of the consequences is clearly understood. But let us never allow this pivotal role to transgress to court jester or royal fool, because without the intervention of an informed and ethically bound individual, the kingdom will crumble and all the board's best intentions can pave the road to non-compliance, broken promises and trust, and finally an ungovernable system that collapses in on itself.

Allow the company secretary to perform their duties well and support them in their role. Ensure that you have someone who will not turn a blind eye to non-compliance and bending the rules to suit those in power.

Seek out and appreciate someone who has a passion for communication and a governance-guided hand, and we may yet all live happily ever after in the corporate realm.



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moved by the energy
that nature can create.
Free yourself
from limiting beliefs
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Dare to be crazy enough
to think you can
change the world.
And become someone
that actually does.
You are. We are.
A force of Nature.**