

2023

Sustainability
Report



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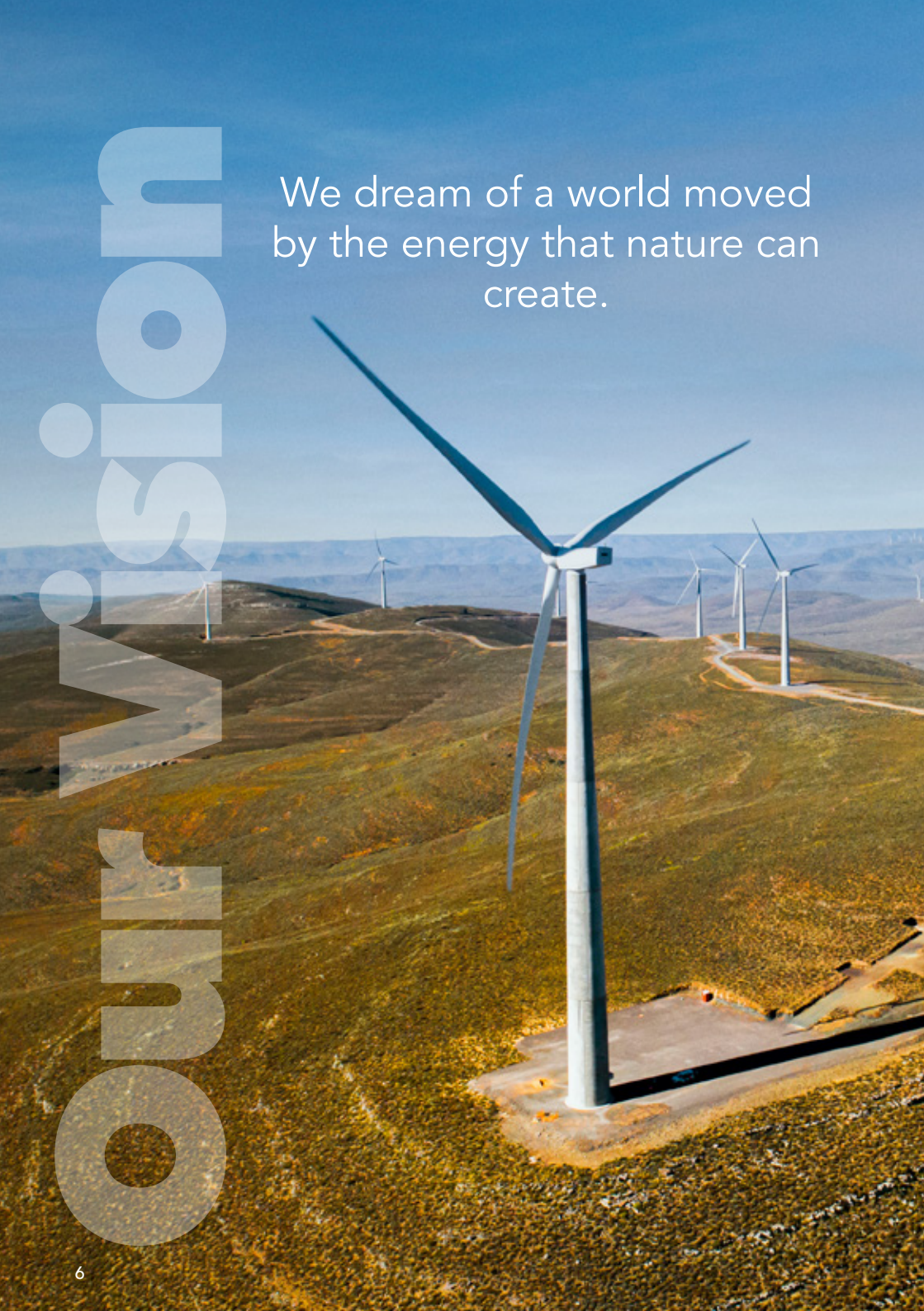
 **RED
ROCKET**

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 **2983MW** 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 **16GW** 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).



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

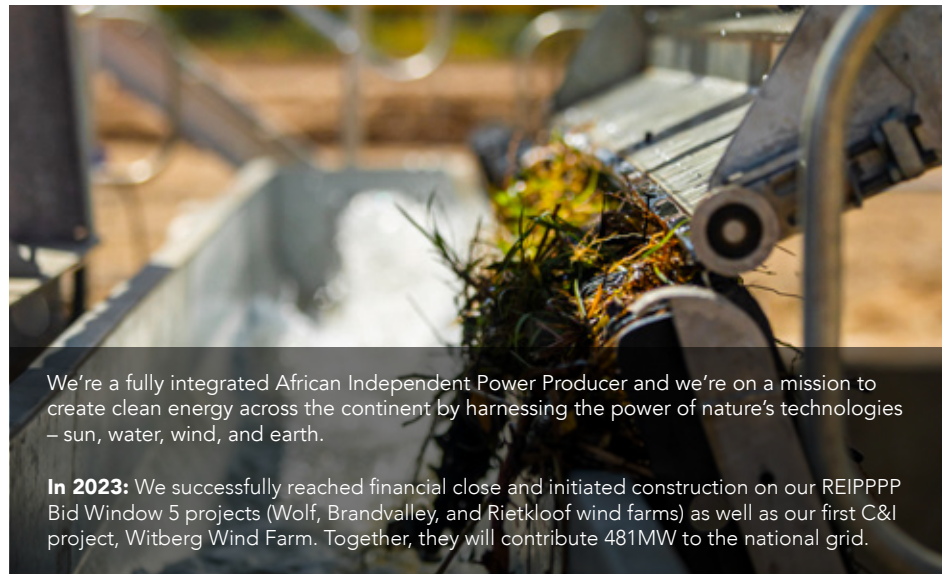
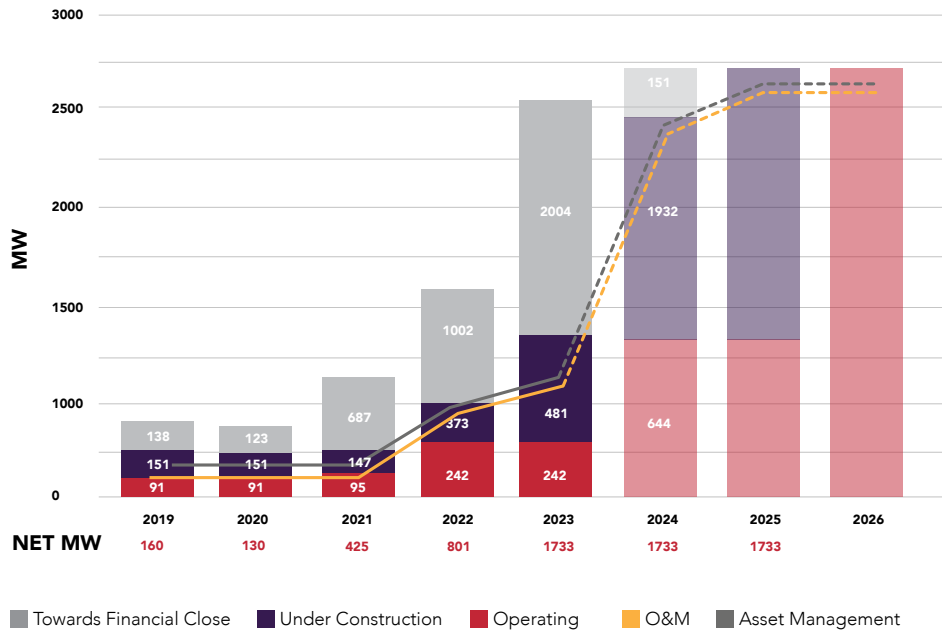


Our Mission

**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 2026



Our Footprint

In 2023, we also took our portfolio of projects in operation, under construction and near financial close to over 2983MW.

- Mali**
1 x 50MW Solar PV Project
Near Financial Close
- Egypt**
2 x 50MW Solar PV Projects
Projects were later sold
- Uganda**
Tororo Solar North
1 x 10MW Solar PV Project
In operation
- Zambia**
2 x 20MW Solar PV Project
Lowest tariff in Sub-Saharan Africa
- Eswatini**
1 x 10MW Solar PV Project
Private Off-take
- Lesotho**
1 x 24MW Solar PV Project
Government Off-take
- South Africa**
 - Kathu Solar**
81MW Solar Project
In operation
 - Roggeveld Wind**
147MW Wind Project
In operation
 - Rietkloof**
144MW Wind Project
In construction
 - Kruisvallei**
Hydro
In operation
 - Virginia**
275MW Solar
In construction
- South Africa**
 - Brandvalley**
144MW Wind Project
In construction
 - Witberg**
108MW Wind Project
In Construction
 - Goodhope**
240MW Solar
In Construction
- South Africa**
Wolf
85MW Wind Project
In construction

A Letter To All Our Stakeholders

Dear stakeholders,

It is my honour to present Red Rocket's annual Sustainability Report. Throughout the previous years, we have highlighted our continued dedication to sustainability in our business, and this year is no different. It is an ever-growing commitment that guides our organisation as it not only strives for growth, but also realises its responsibility to the planet and society.

As a business operating in today's world, we recognise sustainability as a factor closely linked to the values which guide our everyday decision-making. In this way, it is as integral to our business practices as other important facets of our company. To this end, it is my wish that as you explore this report, you may discover the victories that have been realised, and all the possibilities that still lie ahead of us.

Our sustainability practices stand on the high pillars of our core values, through which environmental stewardship, social responsibility and ethical practices form our daily way of life. In an effort to provide an honest and transparent representation of our sustainability journey, we outline our efforts, milestones and the various complex challenges we have faced along the way. This glimpse also sheds light on our improvement measures as we strive to better our structures to overcome any obstacles.

As we set our goals for the future, we realise that this is a journey best taken together,



and our stakeholders' contribution has been invaluable as we champion renewable energy, advance diversity and inclusion, and support our communities as our projects develop. We have gone far, together, and I am excited for us to keep innovating in this way as we confront future sustainability challenges.

I remain moved and inspired by our Red Rocket family, which is dedicated to furthering our sustainability practices. Their efforts constantly elevate us towards our goals so that we may serve as a shining example and leave a lasting legacy. I extend my endless appreciation to our teams for their strong commitment which fuels all our dreams of a more sustainable future.

Thank you for your continued support.

Sincerely, CEO



Kruisvallei Hydro Farm. A Red Rocket Project.

Sustainability

At Red Rocket, generating sustainable energy is what we continue to deliver for a more sustainable world, but our efforts don't stop there. Behind our projects stand our commitment to solutions which showcase the importance of continued sustainable development throughout our organisation.

All our projects bear the hallmark of our fully Integrated Management System (IMS), which advances quality, environmental, and health and safety performance. Strengthening the IMS are the Equator Principles and International Finance Corporation (IFC) Performance Standards, which form the heart of our Environmental and Social Management System (ESMS). Our project-specific ESMSs are applied across all our projects, conforming with international best practices at all levels.

Driving our sustainability goals is a global focus which is continuously aligned with the United Nations Sustainable Development Goals (SDGs). This affirms our dedication to maximising 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:

3 GOOD HEALTH AND WELL-BEING



7 AFFORDABLE AND CLEAN ENERGY



4 QUALITY EDUCATION



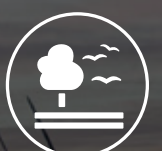
8 DECENT WORK AND ECONOMIC GROWTH



5 GENDER EQUALITY



15 LIFE ON LAND





Maggie Logan
Head of Sustainable Investments

We live & breathe energy

At Red Rocket, we are driven by our mission to provide clean energy to all, and this report showcases our tireless efforts in incorporating sustainable practices in our investment strategies.

As an organisation that recognises the extent of its investment decisions and their impact on the environment and society, it is imperative that we continuously affirm the importance of responsible, sustainable investing.

As the Head of Sustainable Investments, it is my privilege to present this report as it outlines our journey towards implementing this goal in our operations, the lessons learnt, and our outcomes at every step of the way. It is important to us that as we live and breathe energy, we follow an approach rooted in rigorous analysis, engagement and active ownership.

The journey towards implementing sustainable practices is one that is constantly unfolding. This means that our commitment to ESG returns, the trusted collaboration with all our stakeholders, and value creation are all part of a process that we will continuously strive to refine as we grow as an environmentally and socially conscious organisation.

Every milestone reached is a testament to the unwavering dedication shown as we wholeheartedly strive to demonstrate our purpose. I am proud of how far we've come as a company and, together with our partners, I look forward to exploring more ways in which we can be proficient in addressing our sustainability challenges.

It is my wish that as you explore this report, our values and commitments are made evident as we help steer our planet towards a greener future.

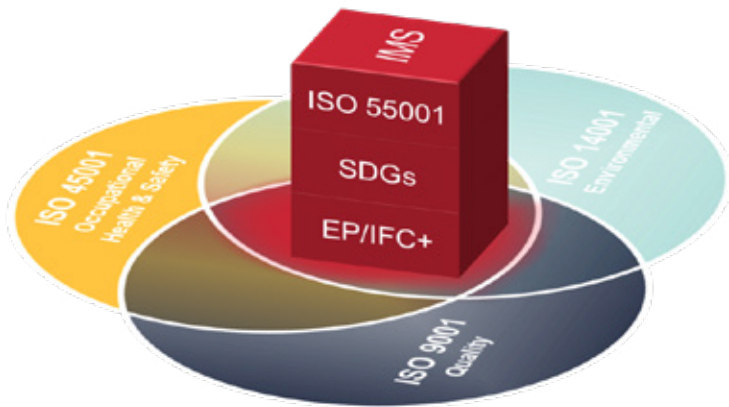
Thank you for your continued support.

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.

ISO Management Systems, Equator Principles and 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 & CA
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		
				Good International Industry Practice		
ISO High Level Structure						
Equator Principles & IFC Performance Standards						
Sustainable Development Goals						

IFC Performance Standards

For 2023, our Board-approved corporate ESMS achieved 100% compliance with the requirements of the IFC Performance Standards.

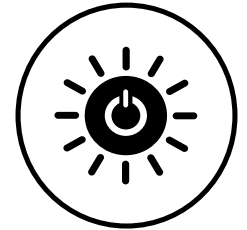
This system is the sustainability framework within which all of our projects are developed, constructed and operated.

- 1**  Risk Management
- 2**  Labour
- 3**  Resource Efficiency
- 4**  Community
- 5**  Land Resettlement
- 6**  Biodiversity
- 7**  Cultural Heritage
- 8**  Indigenous People

Green Energy

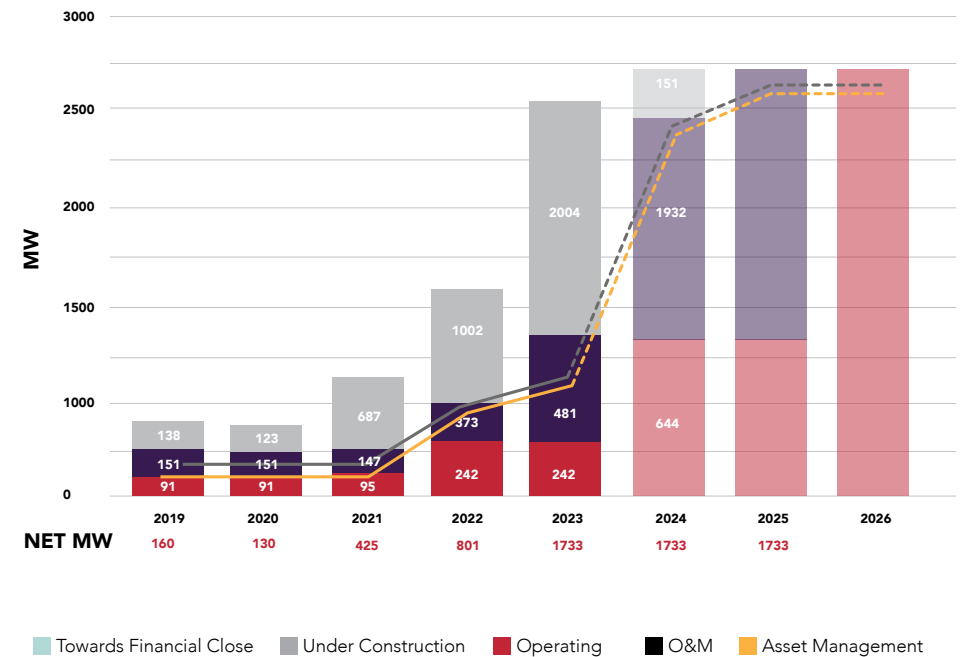
Our portfolio of wind, solar and hydro power plants totalled 242MW in commercial operations in 2023, with preferred bidder status confirmed for over 2000MW of new clean energy.

We anticipate 1932MW will be under construction in 2024.



7 AFFORDABLE AND CLEAN ENERGY

A look through to 2026:



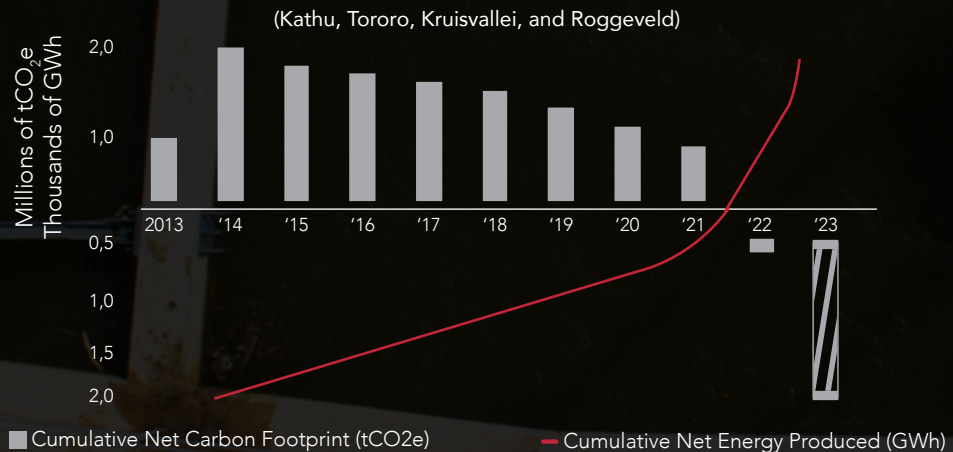
Environmental Performance

In 2023: Red Rocket's renewable energy contribution* to the grid was enough to power 240 900 households for a year. Our operational projects have produced over 2,830 GWh to date, while achieving net zero carbon emissions. Their net avoided emissions in 2023 totalled 792 859 tCO₂e – that's the equivalent to offsetting 6 043 car trips to the moon and back.

Emissions vs Avoided Emissions: 2023



Cumulative Net Impact: Actual and Projected Carbon Footprint vs Energy Production for Assets Operating Commercially



Kruisvallei Hydro. A Red Rocket Project.



Roggeveld Wind Farm. A Red Rocket Project.



Karin De Wet

*Head of Human Capital and
Change Management*

People are our most important asset

An organisation driven by its people is who we are, which is why they remain our most valuable asset. We believe that the key to our growth lies in investing in our people as the drivers of our sustainability goals.

This report serves as a mirror reflecting our commitment to human capital development, prioritising inclusion, diversity and growth as instruments propelling us forward. This ensures that our people can tap into their full potential, always driven and supported to contribute to our success.

Through the necessary act of weaving the value of our people into our sustainability commitments, we have grown and accomplished feats that not only uplift us as an organisation but also leave the environment in good hands.

As we continue to look inward, we remain confident in our efforts to put meaning behind action while we operate sustainably and transparently. Our vision of a greener future has our people at the centre, always steering us towards progress.



What Organisational Training & Development Means to Red Rocket

Soaring by Constantly Bringing Out the Best In Our People

Red Rocket is committed to training and developing its people. In fact, we've spent 2421 Rocketeer hours on training in 2023!

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. Following the previous year, 49% were women and 45% 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 2023.

Our 2023 ESS scores have been climbing year-on-year and we're proud to be considered a top employer by our staff.

5 GENDER
EQUALITY



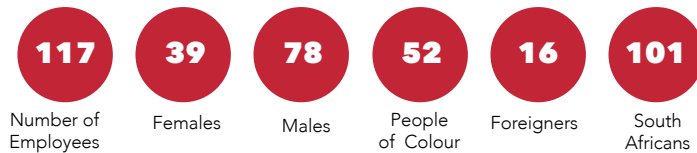
About the Red Rocket family

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:

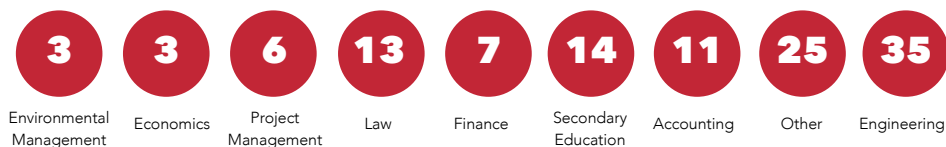
1. Annual Health & Wellness weeks.
2. Celebrating special days (Madiba Day, Women's Day).
3. Continued team building (business unit and company-wide initiatives).
4. CEO open-door policy (staff at all levels are welcome to have coffee with our CEO, CFO and COO).
5. Quarterly strategy sessions (presentations by our C-Suite keeping staff informed of key business news).
6. Monthly newsblasts and internal communications.
7. Soft skills 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.
12. Supporting additional learning requests in line with role.

Statistics – 2023



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 Review

We engage our staff through yearly confidential 360-degree feedback reviews, and 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.



Connection

I work better when I feel connected to those around me and to the organisation. The more connected I am, the more committed I am in my role and responsibilities.

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



82%



75%



78%



84%



79%

Safety Culture

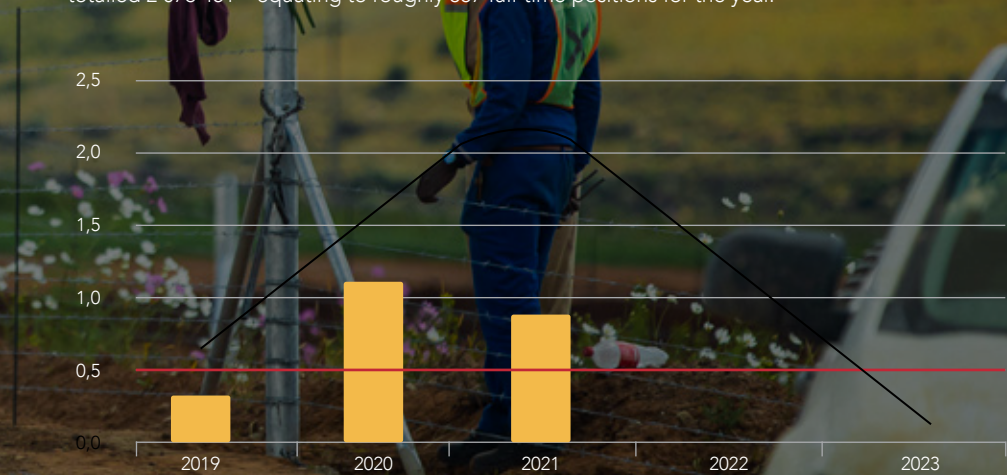
Red Rocket places a high value on safety, striving to promote working environments where the well-being of our teams is top of mind. the health and safety of everyone involved in any activity our projects.

We take proactive measures to ensure that our sites are adequately resourced and that our procedures are expertly managed to safeguard operations, should safety be compromised. By creating a culture where our employees feel safe, we enable confidence in identifying areas of concern and the discontinuation of all operations, should safety be compromised.

Safety Performance

2023

Hours worked increased substantially, reaching an all-time high in 2023, with construction of Brandvalley, Rietkloof and Wolf wind farms underway. Hours worked across the portfolio totalled 2 076 481 – equating to roughly 887 full-time positions for the year.



0 fatalities or permanent disabilities

LTIFR: 0.1 per 200k hours worked

■ LTIFR

— Hours Worked (Millions)



Deliege Wakapongo
Head of Asset Management

Social Development

Building Long-term Relationships

We manage our Renewable Energy Assets based on best international practices and are ISO 55001-certified. We incorporate sustainability across our asset life cycle, 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. We prioritise the health and safety of our stakeholders, and the mental

health and well-being of our employees. 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 operated our Assets in a sustainable manner and 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.



2 ZERO HUNGER



4 QUALITY EDUCATION

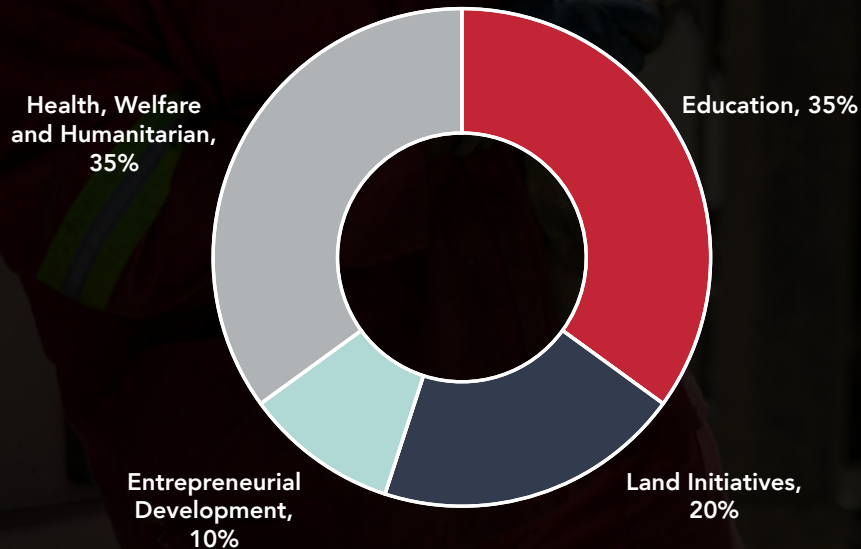
A Social Framework of the Red Rocket Opportunity Trust

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



2 ZERO HUNGER



4 QUALITY EDUCATION

Social Goals and Initiatives

In 2023, Red Rocket has chosen to align its social initiatives with UN Social Development Goals by focusing on SDG 8 (Promote inclusive and sustainable economic growth), SDG-4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), SDG Goal 3 (Good health and well-being). Below are a few selected initiatives implemented in the year 2023.

Social Initiatives

Roggeveld Wind Farm

Initiative name: **Bursary Programme and graduation of Anastacia**

The communities of Laingsburg and Sutherland are faced with various social ills including high levels of poverty and unemployment. Access to tertiary education can be challenging for young people living in rural areas due to financial constraints. Roggeveld first launched its Bursary Programme in 2022 to provide access to quality tertiary education for local community members.

The Roggeveld Bursary Programme offers its students with holistic support that includes, but is not limited to, tuition, accommodation, stationery, stipends, and books. Furthermore, implemented interventions throughout the 2023 academic year strategically addressed academic and psychosocial challenges faced by the beneficiaries, fostering a supportive environment and allowing most beneficiaries to perform optimally.

We are excited to announce that one of our bursars, Anastacia van Wyk, from



Anastacia van Wyk's graduation.

Sutherland, recently graduated with a Bachelor Social Work from Hugenote College: Wellington. Anastacia is one of eight students who benefited from our

3 **GOOD HEALTH AND WELL-BEING** **4** **QUALITY EDUCATION**

programme that aims to promote diversity, equity and inclusion in higher education, supporting students from historically disadvantaged, and underrepresented racial and ethnic groups. We hereby would like to extend our congratulations to Anastacia for her dedication and hard work, and wish her success as she embarks on her professional career.

Anastacia embarked on her studies in 2020 and benefited from the Roggeveld Bursary Programme for two years (2022-2023). Her dedication and hard work have paved the way for her to find employment at Iki-Gai Therapeutic and Development Agency.

Spend	Socio-Economic Development
Initiative	Bursary Programme
Location	Sutherland, Northern Cape Matjiesfontein, Western Cape Laingsburg, Western Cape
Implementer	Study Trust
Total Contributions	R890,100
Impact	8 students
SDGs	Goal 4, Goal 8

Initiative name: Enterprise Development and Catering Services

Laingsburg, Matjiesfontein and Sutherland are faced with high levels of poverty and unemployment. Laingsburg, for example, with its low education levels, has two-thirds of the population having not completed matric. This phenomenon, coupled with a largely semi-skilled workforce, contributes to the high unemployment levels. Both education and skills development play an important role in addressing poverty and unemployment and can be used as pathways to employability and business creation. To contribute in addressing these challenges, Roggeveld embarked on an Enterprise Development Programme focusing on the catering sector.



Some of the participants taking part in the baking and cooking course.

The intervention implemented had the following key objectives:

- Capacitating and empowering black women-owned companies to provide high-quality catering services to planned renewable energy companies in the area.
- Fostering entrepreneurship and contributing to the community economic growth and development.
- Assisting small businesses to be part of the food and hospitality value chain and contribute to local economic development.
- Creating brand identity for the beneficiary

companies for differentiation in accessing market opportunities.

The programme offered mentorship and coaching to women-owned small businesses in the catering sector, and participants received one-on-one mentoring to ensure customised support is provided to each participant and individual need is catered for.

Specific courses offered included cooking and baking, food management as well as business management training.

Thirty (30) SMMEs benefited from the programme. Immediate benefits included participant business registration, collateral marketing, acquisition of cooking, and digital skills.

SMMEs were also afforded the opportunity to cater at some of the training sessions offered by WOESA (Women in Oil and Energy South Africa) as a showcase of the skills acquired throughout the programme.

Spend	Enterprise Development
Initiative	Enterprise Development: Catering Services
Location	Sutherland, Northern Cape Laingsburg, Western Cape
Implementer	Roggeveld
Total Contributions	R1,081,780
Impact	30 participants
SDGs	Goal 8

Initiative name: Education and Digitalisation

Most South African learners lack technology and digital skills as well as quality educational resources. This causes them to fall behind in academic settings, putting their future in jeopardy in a world being overtaken by Artificial Intelligence and digitalisation. The Covid-19 pandemic has only exacerbated the issue, thus creating increased demand for digital learning resources.

Roggeveld implemented an innovative technology-based teaching and learning programme in selected primary schools within the communities of Sutherland, Laingsburg, and Matjiesfontein. The purpose was to provide access to digital technology-led education, digital learning devices, and develop digital teaching capability. Three primary schools were identified to benefit from this programme and include: Roggeveld

Primary (Sutherland) Matjiesfontein Primary (Matjiesfontein), and Acacia Primary (Laingsburg). Each school received twenty iPads. Teachers received training on the use of iPads and the digitalisation of the curriculum. The programme will be expanded to grades 4 to 7 at Acacia Primary School.

Short-term impacts achieved as a result of this programme's implementation include teachers integrating iPad technology into daily teaching and learning, improved academic performance, and learners engaging with digital content daily (inside and outside the classroom).

Numeracy proficiency for Roggeveld Primary improved by 12% (from an average of 46% to an average of 58%) against a target of 60% in November 2023. Equally, literacy rates improved by 12% (from an average of 50% to an average of 62%). Matjiesfontein Primary literacy and numeracy proficiency improved by



Learners interact with their iPads.

an average of 13% and 7% respectively. Acacia Primary's literacy and numeracy proficiency improved by an average of 14% and 10% respectively.



Roggeveld Primary School learners after receiving their iPads.

Spend	Socio-Economic Development
Initiative	Education and Digitalisation
Location	Sutherland, Northern Cape Matjiesfontein, Western Cape Laingsburg, Western Cape
Implementer	Roggeveld
Total Contributions	R 2,750,687
Impact	713 learners 23 teachers trained
SDGs	Goal 4, Goal 8

Kruisvallei Hydro Plant

Initiative name: **Brickmaking**

The Community Needs Assessment conducted revealed the challenges faced by the Dihlabeng Municipality due to a lack of housing; residents are forced to live in shared units due to rising rental costs. The affordability of bricks is a crucial first step and is pivotal for residents seeking to realise their goal of affordable housing.

In supporting the community of Kgubetswana township (Clarens), Kruisvallei partnered with Nnete Foundation and TJEKA Training Matters on brickmaking training. Young people were provided with the necessary equipment and tools to establish themselves as suppliers to the construction sector. Nnete Foundation used the brickmaking machine to provide practical training, including marketing skills on selling the bricks at a competitive rate. TJEKA provided accredited training in brickmaking and bricklaying.

Twenty-six young people are now able to become suppliers to the construction sector in Clarens. Two of them are currently employed by a contractor building a hydropower plant in the community.



Participants receiving brickmaking training.

Spend	Socio-Economic Development
Initiative	Brickmaking Initiative
Location	Clarens
Implementer	Kruisvallei
Total Contributions	R68,200
Impact	26 young people
SDGs	Goal 1, Goal 8, Goal 10, and Goal 11

Initiative name: **NPO Governance Training**

Non-Profit Organisations (NPOs) are faced with numerous challenges which hamper their ability to function effectively. These challenges include the lack to access to finances, inability to raise funding, capacity constraints, compliance with relevant laws. Given a crucial role that NPO's fulfil in society with regard to social welfare of communities, Kruisvallei partnered with LUSA to implement a training programme aimed at addressing these challenges.



Participants attending the NPO training.

NPO governance training programmes was aimed at educating the NPO leadership and management teams in areas relating to, among others, good financial governance practices; understanding the requirements for compliance in accordance with the NPO Act and SARS regulations, fundraising, monitoring and evaluation.

The training included practical application of learnings and the resultant outcomes were organisations which are legally and financially compliant, and have greater success in securing funding for their community service offerings, are aware of and able to measure the impact they are

able to create in uplifting the communities they serve.

Twenty individuals from 10 NPOs in the Clarens area benefited from this initiative:

- Thusanang Care Group.
- Phaphama Youth Development.
- Cluny Animal Trust.
- Tshepong Community Centre.
- Nnete Foundation.
- Itekeng Disabled Centre.
- Clarens Village Conservancy.
- Little nest Day Care Centre.
- Atlehang Day Care Centre.
- Iketsetseng Crèche.

Spend	Socio-Economic Development
Initiative	NGO Governance Training Initiative
Location	Clarens
Implementer	LUSA
Total Contributions	R114,500
Impact	20 people
SDGs	Goal 3, Goal 7



Participants show their certificates after the governance training programme.





Nichola Walker-Woodard
Head of Legal Affairs

Governance

Great Governance is the Foundation for a Solid Corporate Culture

One of the primary ways in which corporate governance influences company culture is through the establishment of values and ethical standards. Here at Red Rocket, we are passionate about our values of Care, Create and Collaborate. They are ultimately though a product of our corporate governance framework and the leadership steering the rocket ship.

In this edition of our Sustainability Report, we explore how intertwined corporate governance and company culture are. While corporate governance traditionally focuses on issues such as board composition, executive compensation, and shareholder rights, its impact

extends far beyond these aspects to shape the broader organisational culture.

We then acknowledge how regular amendments to the South African Companies Act mark significant steps forward in strengthening corporate governance principles applicable to South African companies like Red Rocket.

By prioritising board effectiveness, ethical leadership, shareholder rights, and sustainability, the amendments reinforce our commitment to fostering responsible and sustainable business practices and ultimately building a company culture that we can be proud of as Rocketeers.

The Crucial Link:

Corporate Governance and Company Culture

– Nichola Walker-Woodard

Corporate governance and company culture are often viewed as distinct aspects of organisational management. However, they are deeply intertwined, with corporate governance setting the tone and framework for the culture within a company. How a company like Red Rocket manages its people, values, and behaviours is heavily influenced by the principles of corporate governance that guide its decision-making processes and organisational structure.

At its core, corporate governance encompasses the mechanisms, processes, and relations by which corporations are controlled and directed. It provides the framework through which objectives are set, strategies are formulated, and performance is monitored. While corporate governance traditionally focuses on issues such as board composition, executive compensation, and shareholder rights, its impact extends far beyond these aspects to shape the broader organisational culture.

One of the primary ways in which corporate governance influences company culture is through the establishment of values and ethical standards. A strong corporate governance framework emphasises integrity, transparency, and accountability, setting clear expectations for ethical behaviour at all levels of the organisation.

When these values (such as Care, Create and Collaborate in the Red Rocket context) are consistently upheld and reinforced by leadership, they become ingrained in the company's culture, guiding the actions and decisions of employees.

Furthermore, corporate governance plays a crucial role in shaping the relationship between management and employees. By promoting fairness, meritocracy, and employee

empowerment, effective corporate governance fosters a culture of trust and collaboration. Employees feel valued and respected when they perceive that their contributions are recognised and rewarded based on merit, rather than favouritism or nepotism.

Moreover, corporate governance mechanisms such as performance management systems, employee feedback channels, and grievance procedures are essential for managing people effectively. These mechanisms provide employees with opportunities for growth, development, and resolution of conflicts, thereby contributing to a positive work environment and high levels of employee engagement.

Additionally, corporate governance influences how companies manage risks and navigate challenges related to human capital management. By ensuring that adequate policies, procedures, and controls are in place to mitigate risks such as discrimination, harassment, and workplace safety issues, corporate governance helps safeguard the well-being of employees and protect the company's reputation.

Corporate governance serves as the foundation upon which company culture is built and managed at Red Rocket. By promoting ethical behaviour, fostering trust and collaboration, and providing mechanisms for effective people management, corporate governance shapes the way employees interact with each other and with the organisation as a whole.

Red Rocket recognises that companies that prioritise strong corporate governance practices are better positioned to cultivate a positive and inclusive culture that attracts top talent, drives performance, and creates long-term value for stakeholders.

Enhancing Corporate Governance: Recent Amendments to the South African Companies Act

– Nichola Walker-Woodard

In a world where corporate scandals and ethical breaches have become all too common, the importance of robust corporate governance cannot be overstated. South Africa, recognising the pivotal role of corporate governance in fostering sustainable business practices and investor confidence has been proactive in refining its regulatory framework. Recent amendments to the Companies Act 71 of 2008 ("The Companies Act") mark a significant step forward in strengthening corporate governance principles applicable to South African companies.

The Companies Act of 2008 laid the foundation for modern corporate governance practices in South Africa, emphasising transparency, accountability, and stakeholder engagement. However, recognising the evolving nature of business and the need to address emerging challenges, amendments were introduced. One of the key areas addressed is the enhancement of board effectiveness and accountability.

The amended Act introduces provisions aimed at diversifying boards, promoting gender equality, and enhancing the independence of directors. By mandating a certain level of gender diversity on boards, South Africa is not only fostering inclusivity but also leveraging diverse perspectives to drive better decision-making. Moreover, the amendments strengthen the role of independent directors by imposing stricter criteria for independence and delineating their responsibilities more clearly. Independent directors play a crucial role in safeguarding the interests of shareholders and ensuring that the board operates in the best interests of the company as a whole. Another significant aspect is the emphasis on ethical leadership and corporate culture.

The amended Act underscores the importance of ethical conduct at all levels of the organisation and encourages companies to cultivate a culture of integrity and compliance. By holding directors and officers accountable, the amendments send a clear message that unethical behaviour will not be tolerated.

Furthermore, the amended Act introduces measures to enhance shareholder rights and engagement. Shareholders are empowered with greater access to information, improved mechanisms for voting and participation in decision-making processes, and enhanced avenues for holding directors accountable.

The amendments also focus on promoting sustainability and environmental responsibility. Recognising the growing importance of environmental, social, and governance (ESG) factors, the amended Act encourages companies to integrate sustainability considerations into their business strategies and operations. By aligning with these goals, companies can create long-term value while mitigating risks associated with climate change and other challenges.

The amendments represent a significant milestone in the evolution of corporate governance in South Africa and an excellent framework for the Red Rocket Group. By aligning with international best practices and addressing emerging issues, the amendments enhance the competitiveness of South African companies like Red Rocket on the global stage. Moreover, by fostering a culture of accountability, transparency, and sustainability, the amended Act lays the groundwork for building trust and confidence among investors and stakeholders.

These amendments have had a profound impact on corporate governance principles applicable to South African companies. By prioritising board effectiveness, ethical leadership, shareholder rights, and sustainability, the amendments reinforce South Africa's commitment to fostering responsible and sustainable business practices. As Red Rocket navigates an increasingly complex and interconnected global landscape, robust corporate governance will remain essential for driving long-term success and creating value for all stakeholders.

Roggeveld Wind Farm. A Red Rocket Project.





**Dream of a world
moved by the energy
that nature can create.
Free yourself
from limiting beliefs
like a rocket frees itself
from the forces of gravity.
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.**