

OUR VALUE OUTCOMES

PROSPERITY FOR ALL

Grindrod's purpose is to make a positive difference in Africa's trade with the world, touching the lives of the communities in which it operates. To achieve this end, the long-term economic sustainability of Grindrod must be secured for the Company's survival and its stakeholders' benefit.

SUSTAINABLE PROFITABILITY

The Group seeks to use its economic resources to generate prosperity for all by operating a robust, profitable and growing business. In this way, Grindrod creates jobs and contributes to the economic success of its communities. The results listed below were achieved through the Group's unrelenting strategic focus on customer solutions.



Overarching goal

Ensuring the long-term economic sustainability of Grindrod for the survival of the Company and the benefit of its stakeholders.

Rationale

Sustainable profitability is key to contributing to prosperity through reinvestment of retained earnings in new geographies where Grindrod can create opportunities for the communities in which it operates.

Performance topics

Return on equity*

Return on invested capital*

2022 performance	17%	11.4%
Targets	15%	To exceed the board-approved target.

* Core operations.

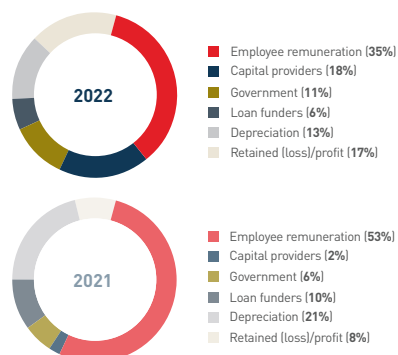
Value added*

	2022 Rm	2021 Rm
Total wealth distributed**		
Remuneration and benefits paid to employees	1 318	1 222
Rewards to providers of share capital	680	46
Payments made to governments	410	144
Providers of loan capital	210	226
Depreciation	500	488
Retained income	601	176
Total wealth distributed	3 719	2 302

* Extract from the Consolidated Financial Statements.

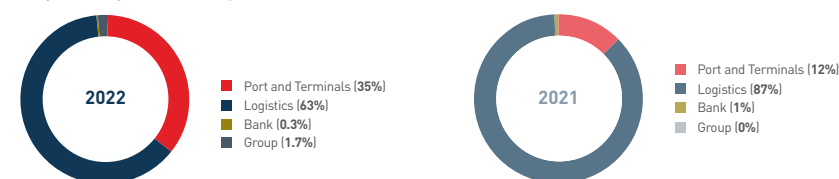
** Excludes Joint Ventures.

Wealth distribution

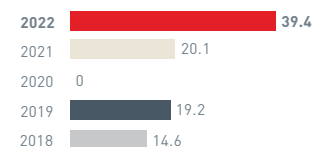


Capital investment

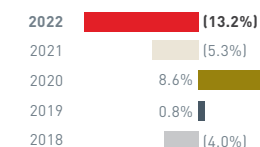
Capital expenditure by business area



Ordinary dividend per share (cents)



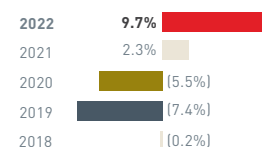
Net interest-bearing debt to total shareholders' funds



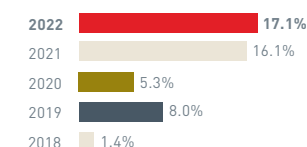
	2022 Rm	2021 Rm	2020 Rm	2019 Rm	2018 Rm
Total capital expenditure*					
Port and Terminals	266	65	49	98	93
Logistics	486	499	355	356	395
Bank	2	4	-	2	2
Group	13	-	-	-	-
Total capital expenditure	767	568	404	456	490

* Extract from the Consolidated Financial Statements.

Return on ordinary shareholders' funds



Return on equity – core business



OUR VALUE OUTCOMES continued

PROSPERITY FOR ALL

	Port and Terminals			Logistics			Group			Marine Fuel			Private equity and property			Total		
	2022 Rm	2021 Rm	Growth %	2022 Rm	2021 Rm	Growth %	2022 Rm	2021* Rm	Growth %	2022 Rm	2021 Rm	Growth %	2022 Rm	2021 Rm	Growth %	2022 Rm	2021* Rm	Growth %
Income statement																		
Revenue	3 713	1 413	162.8	3 635	3 242	12.1	57	28	103.6	16 955	12 814	32.3	–	52	(100.0)	24 360	17 549	38.8
Trading profit/(loss) before depreciation and amortisation	1 151	580	98.4	1 315	895	46.9	(292)	171	(270.8)	102	43	137.2	(359)	(165)	(117.6)	1 917	1 524	25.8
Profit/(loss) before interest and taxation	981	452	117.0	884	408	116.7	(335)	136	(346.3)	101	39	159.0	(359)	(165)	(117.6)	1 272	870	46.2
Share of associate companies' profit/(loss) after taxation	162	115	40.9	1	–	100.0	–	–	–	–	–	–	–	–	–	163	115	41.7
Attributable profit/(loss)	818	384	113.0	641	(82)	881.7	(369)	124	397.6	87	40	117.5	(401)	(405)	(1.0)	776	61	1 172.1
Statement of financial position																		
Non-current assets/investments	3 260	2 826	15.4	1 808	2 532	(28.6)	1 462	1 469	(0.5)	33	133	(75.2)	524	993	(47.2)	7 087	7 953	(10.9)
Bank loans, advances and liquid assets	–	–	–	–	–	–	–	–	–	–	–	–	1 073	1 217	(11.8)	1 073	1 217	(11.8)
Current assets	612	599	2.2	2 662	1 324	101.1	910	656	38.8	1 513	1 431	5.7	19	(107)	117.8	5 716	3 903	46.5
Bank balances and cash	690	343	101.2	550	670	(17.9)	1 647	187	780.2	375	231	62.3	10	9	11.1	3 272	1 440	127.2
Total assets	4 562	3 768	21.1	5 020	4 526	10.9	4 019	2 312	73.8	1 921	1 795	7.0	1 626	2 112	(23.0)	17 148	14 513	18.2
Equity	2 773	2 434	13.9	2 196	1 738	26.4	1 958	1 039	88.5	614	493	24.5	1 280	1 195	7.0	8 821	6 899	27.9
Net debts/deposits	856	782	9.5	663	1 224	(45.8)	1 689	1 178	43.4	–	143	(100.0)	173	763	(77.3)	3 384	4 090	(17.3)
Other liabilities	933	552	69.0	2 161	1 564	38.2	369	95	288.4	1 307	1 159	12.8	173	154	12.3	4 943	3 524	40.3
Total equity and liabilities	4 562	3 768	21.1	5 020	4 526	10.9	4 019	2 312	73.8	1 921	1 795	7.0	1 625	2 112	(23.0)	17 148	14 513	18.2

	Port and Terminals		Logistics		Marine Fuel		Private equity and property	
	2022 Rm	2021 Rm	2022 Rm	2021 Rm	2022 Rm	2021 Rm	2022 Rm	2021 Rm
Return on ordinary shareholders' equity (%)	31.3	17.0	32.5	(4.4)	15.8	4.0	(31.3)	(79.6)
Operating margin (%)	26.4	32.0	24.3	12.6	0.6	0.3		(317.9)
Net debt/(cash): equity ratio	0.06:1	0.18:1	0.05:1	0.32:1	(0.61):1	(0.18):1	0.13:1	(0.39):1
Return on net assets (%)	20.8	13.2	13.4	1.3	5.6	1.8	(8.0)	8.9
Attributable profit/(loss) per employee (R'000)	1 157	756	314	(59)	1 399	624	–	–

* Re-represented for the impact of IFRS 5: Non-current assets held for sale and discontinued operations.

OUR VALUE OUTCOMES continued

PROSPERITY FOR ALL

DECENT WORK AND ECONOMIC GROWTH FOR COMMUNITIES

Recognising the constrained environment in which the Group operates, with African countries facing pervasive challenges such as unemployment, limited access to basic services and barriers to education, Grindrod seeks to foster a positive and lasting impact on its communities and society through meaningful interventions.



Overarching goal

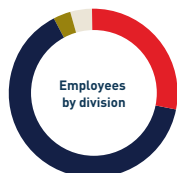
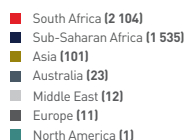
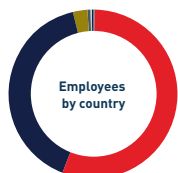
Grindrod's purpose is to make a positive difference in Africa's trade with the world, touching lives of the communities in which we operate.

Rationale Grindrod's prosperity is inextricably linked to that of the communities in which it operates.

Performance topics	Access to decent work	Access to quality education	Access to reliable renewable energy	Access to reliable, safe water
2022 performance	3 787 staff employed 12 opportunities presented through the Grindrod Graduate Programme. Three-year apprenticeship programmes, with 17 work opportunities created. YES initiative saw 11 learners securing permanent positions. 27 opportunities created through Grindrod's people living with disabilities programme.	1 256 learners benefitted from the Adopt-a-School project. Bursaries provided to children of 83 employees, R302 300. CRET bursaries 5 students, R600 500.	One renewable energy project planned.	Two water projects planned.
Targets	A minimum of one job creation project.	Target as per the Adopt-a-School project.	A minimum of one renewable energy project.	A minimum of one water project.

SUPPORTING LOCALISATION

The Group strongly supports the principle of localisation, hiring from local communities, where possible, to support sustainable economic development in the areas in which it operates.



OUR STORIES

RISE AGAINST HUNGER

Rise Against Hunger envisions a world without hunger – a place where all members of society are well-nourished and able to thrive. Grindrod is honoured to play its part in helping this inspiring organisation achieve their vision.

During the year, our team in Komatipoort packed 10 000 meals (46 boxes) valued at R29 000. Our staff dedicated the remainder of the day to help distribute these meals to five early development centres in the area, benefitting 230 children.



OUR VALUE OUTCOMES continued

PROSPERITY FOR ALL



PRIORITISING QUALITY EDUCATION

Grindrod prioritises creating and promoting opportunities for quality education for its communities, recognising this as a sustainable contribution towards individual and societal advancement.

ADOPT-A-SCHOOL

The Adopt-a-School Foundation's mission is to create conducive learning and teaching environments in disadvantaged schools with the support of the government, the private sector, organisations and individuals.

Grindrod's long-standing relationship with Adopt-a-School aids schools in improving their pass rates through practical interventions such as infrastructure development or teacher training in Durban and the surrounding areas. Grindrod supported Hlahlindlela High School in 2022.

Given the Group's footprint in Richards Bay, Grindrod has sought to extend support to a school in the area and in 2022 the Group engaged with the Mabhodla Primary School to understand their needs. In response to this engagement, and through Grindrod's support, Adopt-a-School facilitated a school leadership advancement workshop to enhance leaders' skill sets. The workshop was followed by a strategic planning engagement to determine tangible deliverables. Since partnering with Adopt-a-School in 2010, Grindrod has contributed R5.1 million.

CYRIL RAMAPHOSA EDUCATION TRUST

Grindrod continues to support the Cyril Ramaphosa Education Trust. Currently, the programme supports 99 fully funded tertiary students and eight partially funded beneficiaries. The organisation intends to support 120 deserving students under the bursary programme during this academic year.

Grindrod funded five students working towards qualifications in Law, Economics, Architecture, Commerce and Freight Handling.

OUR STORIES

DELIVERING WHOLE-SCHOOL DEVELOPMENT AT HLAHLINDLELA HIGH SCHOOL

Grindrod has embraced the whole-school model supported by the Adopt-a-School Foundation, which seeks to acknowledge and honour each school's unique needs while prioritising strategic planning to enable sustainable development that goes beyond each contribution.

Through engagement and planning, specific needs were identified at Hlanlindlela High School. We believe that meeting these needs will support the school's long-term success and contribute towards community upliftment.

In June 2022, a team from Grindrod visited the Hlahlindlela School to unveil the two new classrooms built with donations from Grindrod.

Our CEO delivered a motivational address, followed by a prize-giving for the top learners in each grade, where learners were awarded Grindrod-sponsored vouchers and trophies.

Each learner also received a stationery pack, including essential items to assist them in their studies.

In line with the co-created plan for the school, Grindrod has committed to a further sponsorship in 2023 to develop the building infrastructure and purchase resources for the two newly completed classrooms.



OUR VALUE OUTCOMES continued

PROSPERITY FOR ALL

INNOVATION

Elements such as information technology systems, knowledge, skills and intellectual property that enable a sustainable business through innovative, customer-centric product offerings remain critical. Furthermore, in line with Grindrod's horizon three strategic ambitions, the Group seeks to explore new game-changing businesses, research and development that align with its purpose.



Overarching goal

Creating and maintaining an innovative culture.

Rationale

Delivering high-impact solutions for customers requires an innovative approach.

Performance topics

Digitisation

Thought leadership

Scientific collaboration

2022 performance

First in South Africa to update SAP to latest cloud based application, upgrade of smart ports, and successful completion of automation projects.

Undertook a significant thought leadership initiative.

Participated in a major horizon three scientific project using Grindrod assets as a platform.

Targets

One digitisation project, initiative or investment that drives profitable social impact.

One thought leadership project or investment per year that drives social impact.

One scientific collaboration, project or initiative.

INTERNET OF THINGS (IoT), BOTS AND AUTOMATION

IoT is used to optimise current assets and operations. Microsoft Robot systems are being deployed for smart business operations to simplify optimisation, reducing the cost and effort of automation projects. This in turn drives quick deployment of automation for business operations to drive customer-focused efficiency.

ENTERPRISE RESOURCE SYSTEMS (ERP)

This initiative includes updating Grindrod's SAP system to the latest cloud application, a first in South Africa. This will allow Grindrod to further drive automation and digitisation in this space.

SMART PORTS

Grindrod has been re-organising its systems to allow customers to, for example, track their parcels from the mine to the stockpile at the port via their mobile phone or laptop screen. This system is being upgraded to include vessel loading, and Grindrod plans to replicate this smart port system across its terminals in Mozambique and Richard's Bay. In time, Grindrod intends to implement a "digital twin", a real-time, virtual representation of what happens on-site. This will enhance analytics, projections and planning to bolster efficiency at our port.

VISUAL INSPECTIONS

Following our digitisation of train visualisation, the focus is now to extend this function with visual train inspections and train planning. By having access to real-time train data, stockpile planning can be more effective, and it provides a base for shunting and staging of trains.

Automation and new technologies provide competitive advantages. Grindrod's divisions and business units will be streamlined and integrated in line with Grindrod's purpose and strategy.

AUTOMATION OF ROAD CLEARANCE CERTIFICATION

Road export clearances to Eswatini have been automated and drivers can now submit requests via a WhatsApp bot. Through OCR technology, the data is synthesised and information transferred via an "action centre" to our customs clearing system. This is also linked to our weighbridge system, which has led to greater efficiencies benefitting our customers.

OUR STORIES

DELIVERING AGAINST THE ODDS

Managing complicated cargo parcels from origin to destination is what we do best. From project cargo and abnormal loads to heavy haulage and cross-border transport, we move, manage, and handle various cargo types, no matter their shape or size.

We delivered a fully integrated logistics solution for various "out of gauge" project cargo parcels used during the construction of the new airport for King Mswati in the Kingdom of Eswatini.

In transporting the 100 tonne specialised airport equipment over several voyages from Antwerp and Rotterdam to King Mswati's Airport in Eswatini via the port of Durban, the team used a combination of cranes, Mafi trailers and flat racks. The final overland journey of 506 kilometres was completed using multiple axle trailers and specialised cranes to offload the equipment at its final destination.

The entire door-to-door journey took just a few weeks and was delivered ahead of its critical schedule before international dignitaries arrived as guests of the King.



OUR VALUE OUTCOMES continued

REGENERATIVE ENVIRONMENT

Always mindful of the planet's finite resources, we are committed to minimising the adverse impact of our activities on the environment.

ENERGY AND CARBON MANAGEMENT

Grindrod aims to strengthen business resilience within a low-carbon economy while reducing its impacts and contribution to climate change by decarbonising its footprint.



Overarching goal

Grindrod seeks to participate in the just transition to a low-carbon future by decarbonising its footprint while engaging with affected stakeholders to secure the best outcomes for all.

Rationale Climate change is a significant global risk, necessitating a just transition to a low-carbon future.

Performance topics	Greenhouse gas emissions	Energy mix	Just transition	Pollution
2022 performance	27.4% reduction.	7% of SGM's Cape Town offices powered by renewable energy sources.	Finalisation of the ESG Transformation Framework and establishment of an ESG steering committee to drive sustainability.	Nil spills or environmental incidents. Ongoing project to reduce dust and particulate matter pollutants (dust fallout and PM10 levels).
Proposed targets	5% reduction by 2030. 10% reduction by 2050.	5% renewable energy mix by 2030. 10% renewable energy mix by 2050, with carbon offsets and natural climate solutions.	Development of a just transition plan, which includes decarbonisation and socioeconomic aspects.	5% reduction by 2030. 10% reduction by 2050.

ENERGY AND CARBON MANAGEMENT

Grindrod strives to minimise and mitigate the effects of its operations on the environment.

Our environmental management is guided by international best practice and based on the ISO 14001 standard that integrates safety, health, environmental and quality management criteria into auditable systems.

The Group prioritises environmental risk management which is integrated with occupational health and safety and quality management systems. These are audited, together with ongoing environmental and impact assessments, and the effectiveness of the mitigations implemented are reviewed. Ongoing training is provided to embed awareness of ecological issues as well as constant monitoring and measurement of actual results against set targets.

2025 CLIMATE CHANGE AND ENVIRONMENTAL POLICY

Grindrod's 2025 climate change and environmental policy establishes the guidelines for managing its environmental impacts up to 2025. It also reconfirms the importance of governance in Grindrod's environmental and sustainability management framework.

This policy is built on the TCFD recommendations and international best practice, aligned with the strategic objectives and the operating realities of the markets in which Grindrod operates. These considerations form part of developing, implementing and reviewing the Group's business strategy in line with shifting internal and external conditions:

- Operational units determine which metrics and targets are relevant to their core business, devise specific environmental targets and keep a watch list of environmental risk variables.
- Environmental metrics and targets are integrated into the Group's business strategy.

Projects

GLA	Installed solar power at Komatipoort office to reduce carbon footprint.
TCM	Installation of Variable Speed Drives (VSD's) on 17 Conveyor belt links.
TCM, GML and MCTL	Energy efficiency drive – LED lighting and motion sensor switches at terminals.
Grindrod Logistics Operations	LED lighting project completed at the Bluff Road and Maitland sites. The Denver site in process of completion. External consultant engaged on best practice for water and energy conservation.
Grindrod Head Office	Conversion to LED lights at Durban campus.
SGM	The Cape Town facility has been connected to solar energy, feeding the main warehouse. The new depot in Durban is under construction, and will include solar panels, motion sensors, storage and reefer towers for conservation of energy. This will be rolled out to all SGM facilities during 2023.

OUR STORIES

GREENING FOR LONG-TERM IMPACT

We need trees to breathe and their very existence sustains ours. Moreover, trees provide shade, contribute to biodiversity and climate resilience as well as provide psychological benefits through the impact of greening spaces.

Recognising the long-term benefits for communities, Grindrod planted 40 trees at Matola Gare Primary School. In the interest of delivering ongoing benefits, the donated trees were fruit-bearing (oranges, mangoes, papaya and tangerines) to support food security in the area. This donation will benefit the 6 182 students attending the school and the community.



OUR VALUE OUTCOMES continued

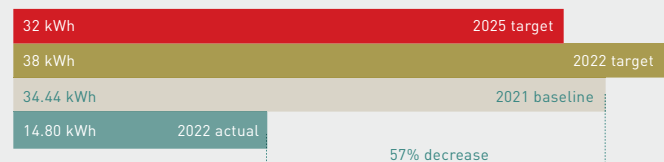
REGENERATIVE ENVIRONMENT

GREENHOUSE GAS (GHG) EMISSIONS

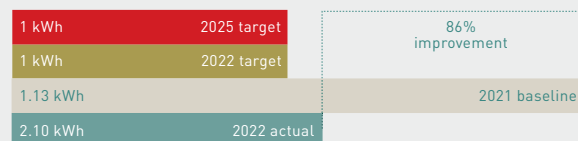
Grindrod's GHG emissions have declined steadily over the past five years.

Performance against targets

Normalised Group emissions (CO₂e per Rand revenue)



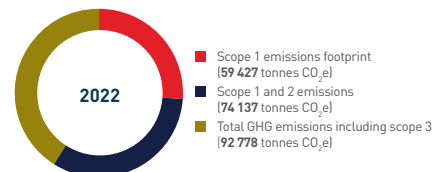
Land-based GHG emissions



Performance over time

Key performance indicator	2022	2021	2020	2019	2018
Scope 1 emissions footprint (tonnes CO ₂ e)	59 427	84 941	112 880	125 833	119 017
Scope 1 and 2 GHG emissions (tonnes CO ₂ e)	74 137	103 210	128 147	142 899	134 427
Total GHG emissions including Scope 3 (tonnes CO ₂ e)	92 778	127 737	156 200	181 437	169 611
SO _x emitted (tonnes)	13	15	20	18	16
NO _x emitted (tonnes)	358	370	414	689	619

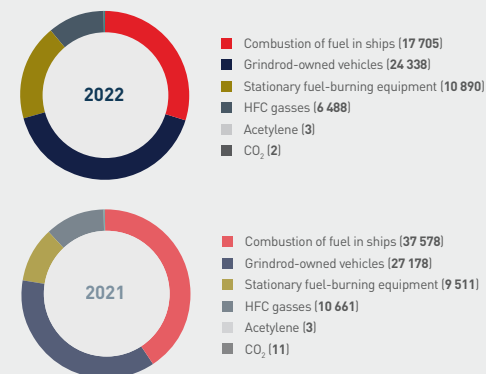
Total GHG emissions (tonnes CO₂e)



Grindrod Scope 1 footprint (tonnes CO₂e) per activity

Grindrod monitors its Scope 1 and 2 emissions to minimise GHG emissions. Currently, Freight Services account for approximately 98% of Grindrod's carbon footprint. Studies were conducted at several terminals to determine the feasibility of solar installations to reduce the division's impact. Regrettably, studies noted that rooftop areas were unsuitable given their positioning and due to dust issues in certain areas.

Other options are therefore being investigated.



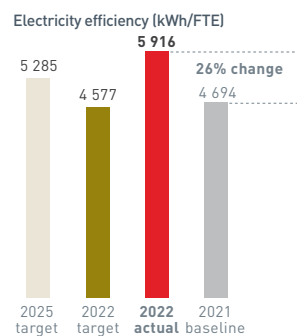
OUR VALUE OUTCOMES continued

REGENERATIVE ENVIRONMENT ASSURANCE

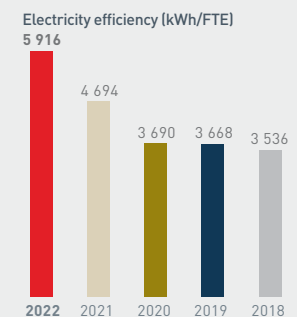
The GHG Protocol, King IV, the TCFD and other benchmarks guide the organisation's reporting on environmental activities. Carbon and climate change advisory firm, Promethium Carbon, reviews Grindrod's internally calculated GHG emissions. In addition, the Group's internal audit function performs limited assurance on selected sustainability performance indicators.

ELECTRICITY EFFICIENCY

Performance against targets

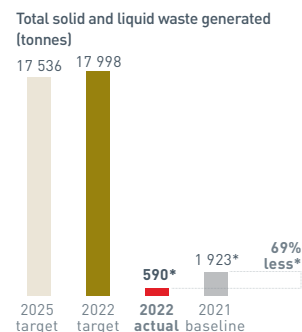


Performance over time

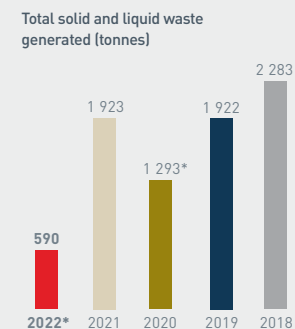


WASTE GENERATION

Performance against targets



Performance over time**



* Mineral sweepings no longer collected for FY 2022.

** The numbers for 2018 to 2021 have been adjusted to exclude sweepings for comparative purposes.

POLLUTION

Grindrod's transport and logistics services often carry commodities that produce dust fallout. Mitigating measures include:

- Sprinkler systems on tipplers, conveyors and conveyor decanting points.
- Mobile water tanker for dust suppression on roads.
- Misting canons for ambient dust suppression.
- Ceasing certain operations and/or cleaning activities during adverse weather conditions.
- Enclosed conveyor systems.
- Enclosed warehouses and silos for handling and storing cargo.
- Enclosed tippler/warehouse sheds.
- Dust extraction systems.
- Chemical dust suppressants.

Further to these dust-suppression initiatives that help limit this environmental impact, the Group conducts monthly sampling and analysis of its dust footprint through an independent service provider.



OUR VALUE OUTCOMES continued

REGENERATIVE ENVIRONMENT

WATER STEWARDSHIP

Grindrod operates in water-scarce environments and recognises the necessity to conserve this invaluable resource. Therefore, water management constitutes a critical component of the organisation's operational and environmental management.

Overarching goal

Sound water stewardship to support reliable access to water for Grindrod and its communities.

Rationale

South Africa is a water-scarce country with many areas already experiencing water stress. Since water is a finite resource essential to life and critical to Group operations, water needs to be managed carefully.

Performance topics

Freshwater withdrawal, catchment management and community support.

2022 performance

151 834 kl of freshwater consumed (17.5% decrease).

24.3 kl freshwater consumption intensity.

86 water points in rural communities assessed and 23 repaired.

Borehole installation at Umlazi facility.

Projects initiated for stormwater management and introduction of run-off water conservation used for dust suppression.

Targets

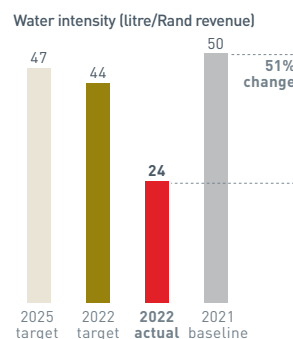
Reduction in freshwater withdrawal through water conservation, stormwater management and rain harvesting projects due for implementation during 2023.

Projects

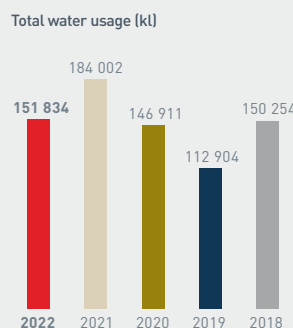
GLM	23 boreholes repaired in Chuire region to aid the community and refugees in nearby camps. In Nacala, 86 water points were assessed and 11 that were found to be out of order will be repaired by GLM during 2023 as aid to the community.
Grindrod Logistics Operations	Borehole installed at the Umlazi facility, with allied conservation initiatives for a recycling water plant for container washing facilities at all depots in progress. Rainwater harvesting in use for ablutions.
Terminals Richards Bay	Projects in progress include updating of the stormwater management, water quality monitoring and introducing run-off water conservation to be used for dust suppression.
SGM	Rainwater harvesting in place. Water pressure reduction valves installed at offices and ablution facilities at the Johannesburg site.
GML	Water-smart project to harvest rainwater and installation of boreholes due for completion in 2023.

WATER EFFICIENCY

Performance against targets



Performance over time



OUR VALUE OUTCOMES continued

SOCIALLY INCLUSIVE DEVELOPMENT

Grindrod aims to develop and maintain mutually beneficial relationships, networks and partnerships for collective long-term sustainability while striving towards a diverse, equitable and inclusive work environment where all employees are treated equitably and fairly.

HEALTH, SAFETY AND WELLBEING

Keeping Grindrod's people and communities safe remains top of mind. The Group's policies and procedures guide its day-to-day operations, ensuring the wellbeing of its employees, customers, suppliers and communities.



Overarching goal	The organisation seeks to ensure that everyone goes home safely.	
Rationale	Safety is paramount, and Grindrod has zero tolerance for unsafe work or working environments.	
Performance topics	Workplace safety	Workplace safety and mental and physical wellbeing
2022 performance	Zero fatalities. 0.38 lost-time injury frequency rate (LTIFR).	ICAS BeWell employee wellbeing programme and CareWorks provides personal counselling services to all staff. Established an on-site clinic at the Durban campus.
Targets	Existing safety targets and KPIs of <0.5 LTIFR.	Establish a pre- and post-employment medical assessment centre.

Key performance indicators	2022	2021	2020	2019	2018
Freight Services					
Fatalities	0	0	1	1	1
SHERQ spend (R'000)	88 207	54 173	71 060	49 828	55 674
First aid cases	12	17	12	21	31
Lost-time incidents*	19	19	25	44	28
LTIFR*	0.38	0.47	0.57	0.88	0.62

* Following audit, the LTIFR reported on 2 March 2023 changed from 0.34 to 0.38, and LTI from 16 to 19 due to a reclassification of three first aid incidents.

RESPONDING TO COVID-19

COVID-19 remained a monitored health risk during the year, and a COVID-19 risk assessment tool was rolled out and utilised by employees throughout the business. While restrictions were lifted during the latter part of the year, the exercise provided valuable information for risk mitigation should there be a resurgence of the virus in the future.

Following lifting of COVID-19 restrictions, Grindrod welcomed employees back to the office environment, with enforced protocols in place. Remote working arrangements are still utilised by employees in exceptional circumstances or when necessitated by operational requirements.

WELLNESS

Fostering employee holistic wellbeing is a critical organisational priority. The Group works with ICAS and CareWorks to support employees' mental health. Where needed, ICAS provides employees with personal counselling services and a safe space to address mental health issues.

The Grindrod Durban Campus boasts an on-site clinic where employees can receive basic medical treatment and medical screening from a qualified medical doctor.

WOMEN'S MONTH

Grindrod celebrates Women's Month annually by recognising women in the workplace. Grindrod, hosted a High Tea event to celebrate women in the workplace.

OUR STORIES

CELEBRATING MANDELA DAY BY HOSTING A CHARITY WEBATHON

We live in a world with pervasive unemployment and heightening inequality. Sadly, COVID-19 exacerbated these disparities. In this context, responding to the 2022 Mandela Day call to action of doing what you can, with what you have, wherever you are was a top priority. Our South African and Mozambican staff participated in the first-ever 67-minute Grindrod charity webathon, personally pledging funds to feed the hungry. The webathon, hosted by Maeshni Naicker (who plays Shanti in Keeping Up with the Kandasamys), was hugely successful. A total of R45 790 was pledged by Grindrod staff, which was then matched by Grindrod – making it a total of R91 580 donated to Rise Against Hunger.



OUR VALUE OUTCOMES continued

SOCIALLY INCLUSIVE DEVELOPMENT

DIVERSITY, EQUITY AND INCLUSION

Grindrod has adopted a multi-pronged approach to diversity, equity and inclusion, focusing on critical aspects that form part of the organisation's holistic transformation agenda.



RACE AND GENDER PROFILE (SOUTH AFRICAN PERMANENT STAFF)

Race	Female	Percentage	Male	Percentage	Total employees
African	188	15	502	39	690
Coloured	52	4	60	5	112
Indian	135	10	171	13	306
White	73	6	106	8	179
Total	448	35	839	65	1 287

Overarching goal

Grindrod strives towards a diverse, equitable and inclusive work environment where all people are treated equitably and fairly.

Rationale

Improved diversity, equity and inclusion, especially within senior management, brings about higher levels of innovation, employee attraction and retention and customer satisfaction.

Performance topics

Diversity, equity and inclusion.

Metrics

33% women on the Board.

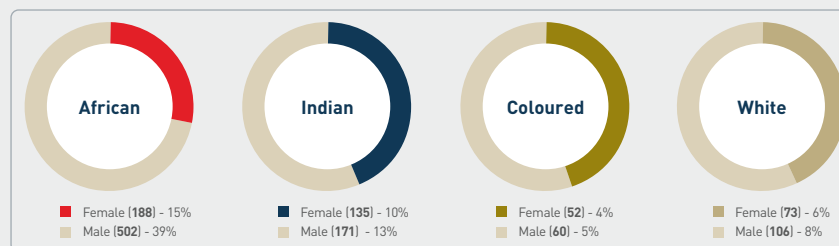
Of the total South African permanent workforce:

- African employees comprise 54%.
- HDI employees make up 86%.
- Females make up 35%.
- African females make up 15%, and African males make up 39%.
- Black females make up 29%.

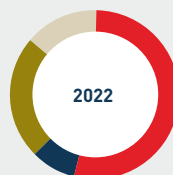
Targets

Targets as per the employment equity and B-BBEE requirements.

Employee profile



Total employees



African [690] Coloured [112]
Indian [306] White [179]



DISABILITY LEARNERSHIPS

The Group seeks to foster representation of persons living with disabilities across the organisation. The Grindrod disability learnership therefore aims to empower traditionally marginalised members of society and provide opportunities for skills development and employment.

Grindrod's 2023 persons living with disability programme will recruit 27 candidates from previously disadvantaged backgrounds.

OUR VALUE OUTCOMES continued

SOCIALLY INCLUSIVE DEVELOPMENT

QUALITY EDUCATION

Grindrod seeks to embed a learning culture that supports its three horizons of growth across the short, medium and long term.



Overarching goal Retaining Grindrod's competitive advantage and ability to generate social impact as a learning organisation with an open mindset.

Rationale Quality education is a crucial tenet for continual improvement and maintaining the Group's position as a market leader.

Performance topics	Continual education and upskilling	Executive continual education	Middle management continual education
2022 performance	1 322 training participants during 2022 with 270 training sessions concluded.	Two senior executives participated in continual education and learning.	14 middle management employees participated in continual education and learning.
Targets	1 000 employees upskilled.	Two executive participants.	15 management participants.

Training spend by demographic grouping

	2022	2021
African male	51%	48%
African female	42%	47%
White male	6%	3%
White female	1%	2%
Total spend	R11.5 million	R10.5 million

Staff training

Human resources conducted training on vital topics during the year, including diversity, equity and inclusion, employee relations and intoxicating substances.

15 apprentices completed their trade tests in 2022 and 20 interns were on-boarded in 2022, positioning themselves for full-time employment opportunities within their respective areas of specialisation.

Management development

Grindrod places a strong emphasis on training and development. The Group partnered with the University of KwaZulu-Natal for management development programmes.

YES initiative

YES is a business-led collaboration with government, labour and civil society to provide youth with work experiences, thereby enhancing their chances of employment in the long term.

Grindrod ran the YES programme with 27 young participants in 2022. Moreover, site visits were conducted at two host businesses for Grindrod's YES participants. Interviews conducted demonstrated the substantial impact the programme is making – including knowledge/skills development and securing permanent employment positions for many of the participants. However, participants who have not secured permanent positions were encouraged to participate in further learnerships to allow additional time to secure permanent placements.

Graduate programme

Grindrod seeks to enrich its talent pipeline with high-calibre candidates from top tertiary institutions around the country. Therefore, the Group began preparing for its inaugural intake of graduates for 2023 by utilising the LinkedIn platform and various university intranets to advertise the 12 positions. As a result, approximately 1 500 applications were received, and a screening process has been implemented to narrow the list of candidates to be considered. Subsequently, eight candidates have been successfully placed in South Africa whilst the recruitment process of the Mozambique based candidates is being finalised.

OUR STORIES

GROWING TALENT WHILE GENERATING SUSTAINABLE IMPACT

Thanduxolo Vezi matriculated from Inhlakanipho High School in 2016, a school supported by Grindrod through the Adopt-a-School Foundation. While attending Inhlakanipho High School, Thanduxolo's hard work produced excellent results, earning him a bursary from the Cyril Ramaphosa Education Trust to further his studies. Grindrod proudly supports the trust by funding bursaries for deserving students. In 2021, Thanduxolo graduated with a BCom honours degree in economics from the KwaZulu-Natal University. He went on to gain experience in warehouse operations, and we were delighted to welcome Thanduxolo during the year as he joined the transport division of Grindrod Logistics Africa.



OUR STORIES

EDUCATION SECURES THE FUTURE

Recognising the criticality of quality education, not only to our business but to the sustainable growth of the industry and the country, Grindrod Logistics Africa attended a career day at the Durban University of Technology during the year. Our team presented to approximately 20 students from the department of Maritime Studies, sharing their experiences and insights regarding the industry and vital steps to support career development. In addition, the division takes applications for shipping and logistics, operations and health and safety internships.



OUR VALUE OUTCOMES continued

GOOD GOVERNANCE

Grindrod's Board is committed to continuously improving corporate governance principles, policies and practices that address bribery and corruption through implementing regulatory and compliance best practice and acting on feedback from stakeholders.

ZERO BRIBERY AND CORRUPTION

The Group is committed to the highest standards of integrity and ethical behaviour, recognising that good conduct, underpinned by ethics, is fundamental to the sustainability of the business. Good conduct is evidenced through the daily behaviours of Grindrod's people and exhibited in individual and collective actions and decisions.



Overarching goal

To participate in the efforts towards a corruption-free South Africa and trading environment in which Grindrod operates.

Rationale

Bribery and corruption erodes economic value and the social fabric of society. It adds to the cost of doing business and trade, harms company morale and destabilises sustainable, ethical business.

Performance topics

Zero bribery

Zero corruption

2022 performance

A comprehensive suite of anti-bribery and corruption policies and bespoke training videos are communicated annually. In addition, training and awareness programmes are monitored and reviewed regularly.

Grindrod houses an ethics landing page for staff containing training materials, training videos, flyers, guides and links to our reporting hotlines, Deloitte Tipoffs Anonymous and EthicsDefender, and registers for declarations.

All Grindrod employees receive awareness training during the annual ethics sign-off campaign. During 2022, a 99% sign-off was achieved.

Targets

Zero cases of bribery.

Zero cases of corruption.

ANTI-BRIBERY AND CORRUPTION COMMITMENT

Any involvement in corrupt activity is a significant risk to Grindrod as well as to the individuals and other parties involved. All bribery is prohibited, be these bribes or other inducements to subvert a fair procedure or gain a particular advantage. This includes facilitation payments, that is, bribes sought by officials seeking an additional incentive to perform routine duties efficiently. An employee can use neither Grindrod's funds nor assets nor personal funds to pay to acquire any unfair advantage for the organisation.

As corruption involving government officials and holders of political office is an offence against the public interest, particularly severe penalties apply in terms of anti-corruption laws. Grindrod is committed to fair procurement processes, and any favouritism towards suppliers on improper grounds is prohibited. Improper grounds include not only bribes and kickbacks but gifts and hospitality that aim to corrupt supplier selection. Stakeholders are obliged to follow Grindrod's internal procurement processes and policies as communicated from time to time.

Consistent with global best practice and legal requirements, certain groups have specific responsibilities for ensuring the sustained success of the Grindrod anti-corruption programme. Accordingly, the Board and its relevant committees articulate their unequivocal commitment to prohibiting and deterring corrupt activity in all Grindrod dealings. Likewise, the Board ensures that an effective anti-corruption policy framework, with associated procedures and controls, is maintained and operationalised and that an ethical culture is fostered – one that recognises and resists corruption in all its forms.

A robust corruption-risk assessment and mitigation programme is reviewed annually and at other appropriate intervals as needed. In bringing the approved anti-corruption policy and its associated programmes to fruition, the Grindrod Executive similarly demonstrates visible, consistent support and ensures that Grindrod is appropriately resourced to enable the timely recognition and eradication of any corrupt practices. The Executive is supported by every Grindrod employee in this process, and an ongoing corruption awareness programme is pursued.

Avenues by which employees and other stakeholders can confidently report suspicions or knowledge of corruption are made available. No corrupt act is considered too small or insignificant as not to warrant investigation and disciplinary action.

Grindrod stakeholders are expected to ensure that all relevant third parties understand and comply with Grindrod's ethics and anti-corruption policies. Appropriate safeguards, such as due diligence enquiries and contractual protection, are performed to ensure compliance. Any representative, agent or intermediary acting on behalf of Grindrod must comply with the spirit and the letter of the Grindrod anti-corruption policy and all related legislation.

Suppliers agree to adhere to Grindrod's position concerning corruption, to take measures to deter corruption in their operations and to immediately report to Grindrod any suspicion of corruption in their dealings, be these with Grindrod or on Grindrod's behalf. In addition, any potential business partner must fully disclose previous dealings and current relationships that may present a heightened risk of Grindrod being associated with corrupt activities.

Grindrod has two anonymous reporting hotlines, which all stakeholders can use to report wrongdoing. Moreover, the organisation enforces a comprehensive whistleblowing policy to protect those reporting.

OUR VALUE OUTCOMES continued

REGENERATIVE ENVIRONMENT

OUR STORIES

STEPPING IN TO PROVIDE
VITAL RELIEF

Cyclone Gombe had devastating consequences – destroying housing and infrastructure and claiming the lives of individuals across Mozambique, Madagascar and Malawi. Shortly after the cyclone hit, we partnered with the Coração Solidário Mission to establish Ilha de Moçambique, collaborating with our partners to develop a reconstruction plan. We also donated surgical masks, gloves, blood pressure meters, blood glucose meters and lanterns to help in the relief efforts.



PROSPERITY FOR ALL

OUR STORIES

CELEBRATING WOMEN'S DAY BY
SUPPORTING WOMEN'S HEALTH

Menstrual equity refers to the affordability, accessibility and safety of menstrual products and the provision of necessary education and reproductive care. In celebration of Women's Day in Mozambique and to promote the health, education and success of Mozambican girls and women, Grindrod created a strategic partnership with the Be Girl social enterprise to provide 1 000 sustainable, reusable feminine hygiene products and trained 35 teachers to enable ongoing education within the Matola Gare School.



OUR STORIES

CONTRIBUTING TO SUSTAINABLE CHANGE

Makobo Plataforma Solidária (the solidarity platform) seeks to provide services that promote the social wellbeing of disadvantaged groups through interventions carried out in an ongoing, planned and sustained manner to contribute to Mozambique's social, cultural and economic development. In August 2022, Grindrod Terminals contributed approximately R94 000 towards Makobo as part of a Grindrod Charity Drive.

SOCIALLY INCLUSIVE DEVELOPMENT

OUR STORIES

ENHANCING HEALTH
THROUGH CHARITABLE
DONATIONS

During December 2022, Grindrod Terminals responded to a call by Hospital Geral Jose Macamo for cleaning products to support the safe running of the hospital. We provided fully equipped cleaning carts and a three-month supply of cleaning products to support this aim.

