

CAPITAL REVIEWS continued



OUR PEOPLE

Human-capital management at Grindrod is based on, among others, the ISO 45001 occupational health and safety management standard, the South African Bill of Rights, the UN Universal Declaration of Human Rights and the UN Global Compact Protect, Respect and Remedy Framework regarding human rights, labour standards, environment and anti-corruption.

KEY INDICATORS

Number of employees¹

3 916

B-BBEE

Level 2

Fatalities

0

LTIFR (Port and Terminals and Logistics)

0.47

Key achievements 2021

- 100% COVID-19 vaccination coverage for employees in Maputo port and Matola terminal.
- Launching YES initiative with 19 participants.
- Conducting a disability learnership with 47 individuals.
- Achieving zero fatalities at work.
- Achieving <0.5 LTIFR.

Key challenges 2021

- Maintaining the health and wellbeing of employees in a pandemic environment.
- Maintaining productivity and corporate culture when people work remotely.
- Social unrest in Gauteng and KwaZulu-Natal endangering our employees and projects and affecting the psychological welfare of staff members.

EMPLOYEE COMPLEMENT

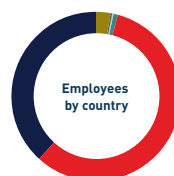
Country	2021	2020	change
South Africa	2 256	2 615	↓
Rest of Africa	1 498	1 496	↑
Asia	114	160	↓
Middle East	11	12	↓
Europe	10	13	↓
North America	3	3	–
South America	0	5	↓
Australia	24	26	↓
Total	3 916	4 330	↓

The Group strongly supports the principle of 'localisation', which means hiring from local communities where possible. We are proud of having achieved the following localisation figures in some of our key markets:

Country	2021
Mozambique	99.9%
Botswana	100%
Namibia	100%
Mauritius	100%



■ Port and Terminals (1 307)
■ Logistics (2 101)
■ Bank (177)
■ Marine fuels and agricultural logistics (128)
■ Group (203)

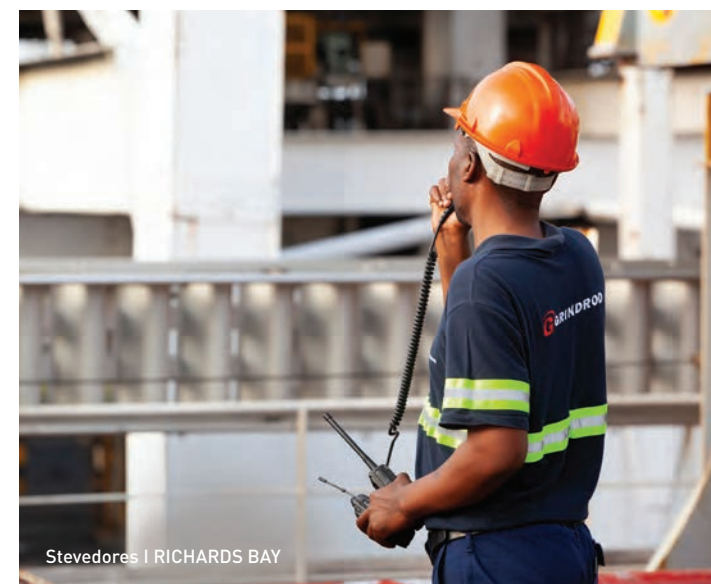


■ South Africa (2 256)
■ Rest of Africa (1 498)
■ Asia (114)
■ Middle East (11)
■ Europe (10)
■ North America (3)
■ Australia (24)



The movements (expressed as a percentage of turnover) by division for 2021 were as follows:

Reason	Freight	Bank	Female	Male
Contract Ended	117	1	70	48
Deceased	3	0	1	2
Dismissed	33	0	8	25
Resigned	57	33	38	52
Other	26	1	2	25
Redundancy	19	4	6	17
Total	255	39	125	169
	5.0%	2.0%	2.4%	4.6%



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¹ Includes joint ventures and associates at 100%. Decrease due largely to the sale of the Carrier Logistics businesses in South Africa, Namibia and Botswana.