



EOH

ESG Report
2023



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We exist to improve lives through the technologies we create, leaving the world better than we found it.

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Forward-looking statements

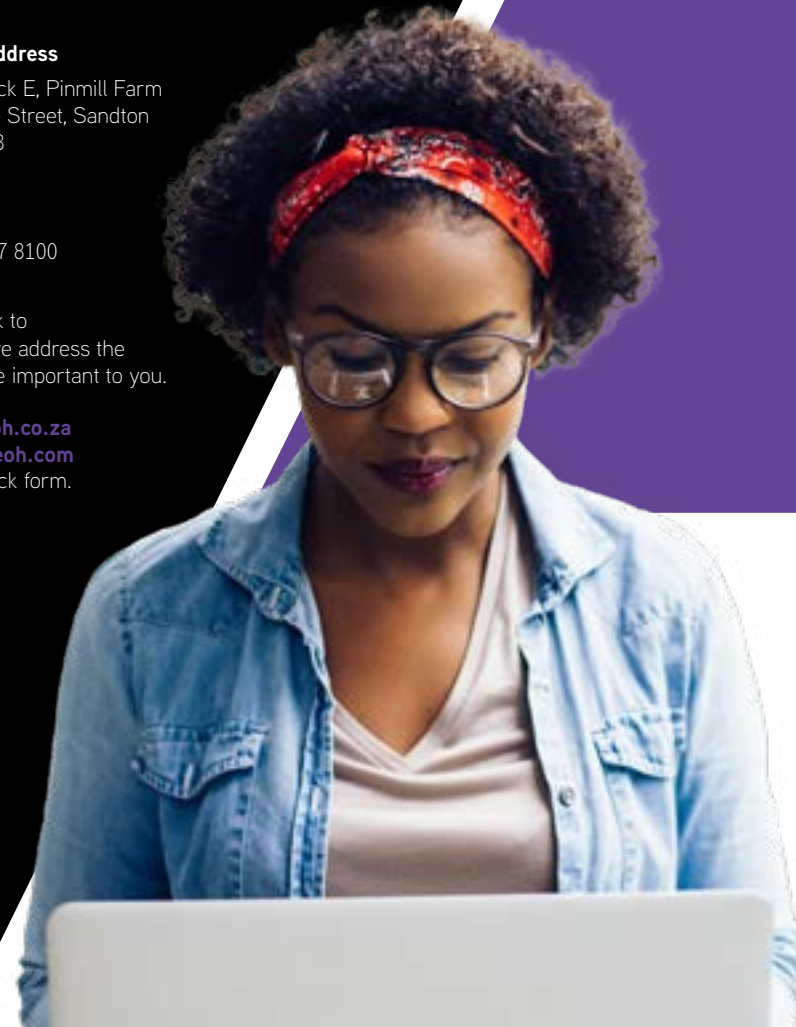
This Report contains forward-looking statements which are based on assumptions and management's view of EOH's future performance. Such statements are, by their nature, estimates, subject to risks and uncertainties, which may result in EOH's actual performance being different from that expressed or implied in any forward-looking statements. These statements have not been audited by EOH's external auditor.

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We welcome your feedback to ensure that we address the topics that are important to you.

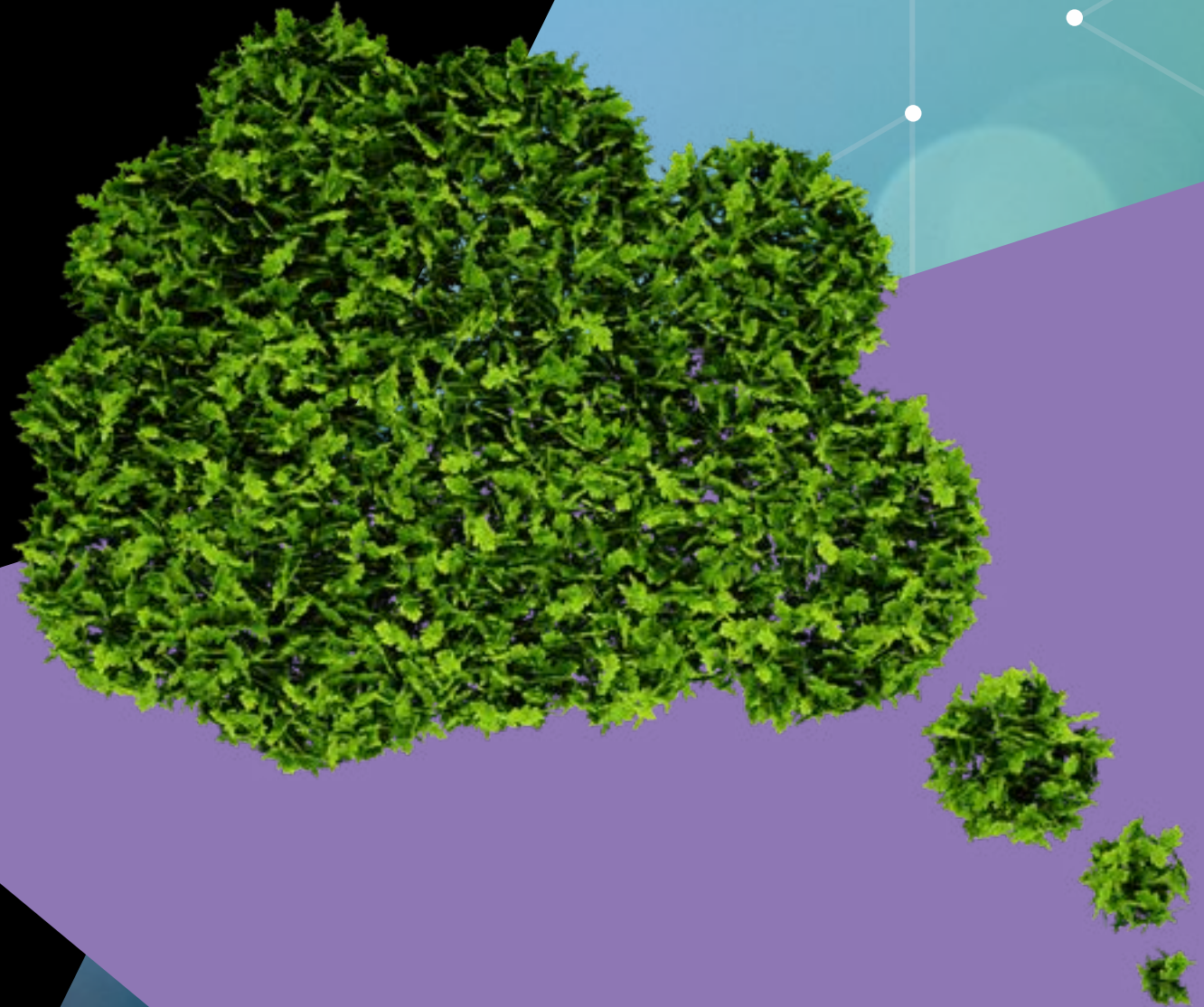
Visit www.eoh.co.za or email: ir@eoh.com for the feedback form.





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Systemic to South Africa.

EOH is deeply embedded in the South African IT landscape. Due to our scale and the critical role that we play in supporting clients, we are conscious of our potential impact on ESG matters relating to our clients, people and communities.

B-BBEE level 1	Top Employer Achieved Top Employer status in 2023	>4 900 Employees	>5 000 Clients
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Private Sector

No. 1
Largest AWS Cloud migration to date in Africa

Banking Sector
Support most of the large banks in South Africa, from legacy infrastructure support to development of new platforms and consumer channels

Mining/Energy/Oil and Gas Sector
Entrenched in industrial sectors, with solutions provided across Information Technology and Operational Technology

>4 800 number of learners trained	>2 500 number of placements made
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People Solutions

Public Sector

116 000km
Extent of water (98 000km) and electricity (18 000km) networks geospatially mapped as part of our GLS Infrastructure Planning offering

~70 000km
Extent of road networks under assessment, monitoring and asset management using our proprietary i-Rams platform

80 people
number of people working for a provincial government department on legacy modernisation and digital transformation projects

4GW
CES provided support for 4GW of new renewable energy projects

Beyond SA

Our significant impact beyond South Africa

>700
number of employees at ASSET, the largest technology company in Egypt

• Egyptian Government Ministries
Delivered document digitisation and process automation across most Egyptian government ministries

955 000
number of omnichannel customer service interactions facilitated for a client contact centre (over 22 African countries and 34 languages)

>4 million students
number of students from 40 countries receiving tutoring in English proficiency from MPC Connect (>738 000 hours)

About our ESG Report.

New global realities are testing private business.

The issues arising are diverse and include inequality, globalised trade, social and geopolitical tensions, climate change, population growth, ecological degradation, the need for radical transparency, and rapid advances in science and technology. In this context, the EOH Group is committed to using its expertise and technology to serve the needs of society, support the economy and create a positive impact by acting ethically as a corporate citizen. The Group is committed to ensuring that it fully aligns with leading practices in corporate governance, including the King IV Report on Corporate Governance for South Africa 2016, the Women's Empowerment Principles and the United Nations Global Compact Principles.

The sustainability dimension of economic performance is about how EOH makes an impact on the economic conditions of its stakeholders and on economic systems at local, national and global levels. It also relates to how EOH addresses the flow of capital among different stakeholders.

EOH engaged S&P Global Sustainable1 to provide a third-party objective view on environmental, social and governance ("ESG") topics that are














material to its operating context. This disclosure Report for FY2023 covers the period 1 August 2022 to 31 July 2023. Fifteen ESG topics were identified through a materiality assessment developed with reference to frameworks from the Sustainability Accounting Standards Board and the Global Reporting Initiative, the Johannesburg Stock Exchange's Sustainability Disclosure Guidelines, and disclosures by selected industry peers. This Report is populated with inputs from EOH on its practices and efforts on each of the identified material topics. EOH has been proactive in identifying these key materiality issues in order to be transparent to our business and stakeholders on the value we create for our clients, our people and our communities. Focusing on these issues allows us to maximise the positive outcomes of our Growth, Efficiency and Talent ("GET") strategy.

The purpose of this ESG Report is to communicate to our clients, people, communities and shareholders EOH's commitment to sustainable development and our key achievements, practices and management approaches.



Our ESG framework.

The EOH ESG framework is distinctive in that it goes beyond considering sustainability in terms of the needs of our people and communities, but also delivers practical solutions for clients to help them achieve their sustainability goals. This commitment to action aligns seamlessly with and bolsters the United Nations Sustainable Development Goals (“SDGs”), which serve as a global agenda for the development path to an equitable and shared future. The table below exemplifies how EOH’s ESG framework not only aligns with but actively contributes to advancing the UN SDGs.

	 EOH materiality	 Our clients	 Our business	 Our community	
 Environment	<p>Greenhouse Gas (“GHG”) emissions</p> <p>Energy management, water and wastewater management</p>	<p>EOH businesses CES, JOAT provide environmental and social impact assessments, water solutions, and professional services to clients in the mining, industrial, manufacturing, and oil and gas sectors.</p>	<p>As a services business, EOH has a low emissions profile. We continue to challenge ourselves to efficiently manage and reduce emissions each year.</p>	<p>EOH strives to support entrepreneurs to launch green businesses and supports climate literacy initiatives.</p>	
 Social	<p>Community impact</p> <p>Access and affordability</p> <p>Labour practices, employee health and safety</p>	<p>EOH’s People Solutions businesses maximise human capital value creation, from recruitment and training to functional outsourcing for our clients.</p>	<p>Our Talent is one of the key enablers of long-term sustainability and EOH believes an outstanding employee experience is critical for the success of the company and the individual. EOH strives to create an environment where talented individuals can thrive.</p>	<p>EOH supports a number of community-oriented projects to ensure we are ethical corporate citizens. This includes community education and employability initiatives, volunteerism and skills development in entrepreneurship as vectors for change.</p>	    
 Governance	<p>Business ethics, systemic risk management, customer privacy and data security management of the legal and regulatory environment</p>	<p>Based on lessons learned from turning around and strengthening our governance risk and compliance controls and processes, EOH is building world-class GRC solutions offered as platforms to clients.</p>	<p>EOH’s approach to systemic risk management has created a robust culture which protects and guides the company as it delivers against its strategic objectives to create value for all stakeholders. This framework covers all elements of the governance, legal and regulatory environment.</p>	<p>EOH recognises its responsibility to help corporate South Africa to be part of the solution to corruption. We are strongly committed to sharing our learnings and being an example in rectifying past wrongdoings.</p>	

ESG materiality assessment.

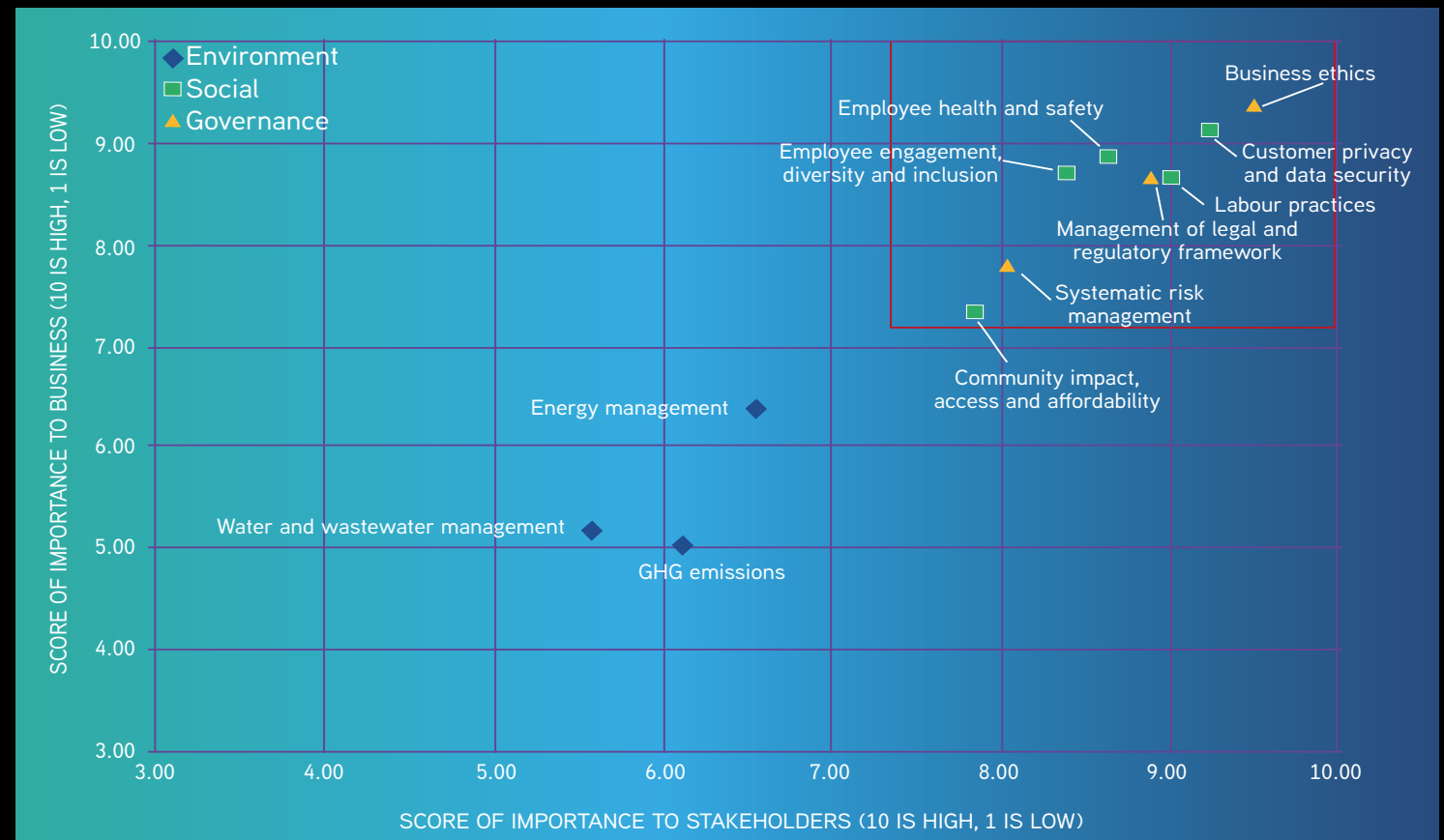
EOH's ESG efforts are measured against best practice standards and are assessed using quantitative and qualitative metrics.

Our materiality assessment follows the Sustainability Accounting Standards Board ("SASB") reporting framework and aligns with Global Reporting Initiative ("GRI") and JSE reporting requirements.

It involves scoring by stakeholders on ESG topics' importance to EOH and its stakeholders, using a scale of one to 10.

The materiality matrix represents stakeholder sentiments, with topics in the top-right quadrant being highly material:

- » Business ethics and customer privacy and data security are the most critical governance topic;
- » Employee engagement, diversity and inclusion, is the most significant social topic;
- » While environmental topics are considered material, none were rated as highly important, due to the nature of our business.



EOH's materiality matrix

Guiding our ESG journey.

The Social and Ethics Committee (“SETCO”) was re-established in September 2019 with a refreshed membership. It has been mobilised to deliver governance of all relevant aspects of section 72 of the Companies Act, read in conjunction with Regulation 43 of the Companies Regulations, 2011.



Our first-hand experience has highlighted the importance of looking beyond profit metrics. In ensuring a company’s sustainability – the impact in all spheres must be considered and weighed up.

Bharti Harie

Chairman, Social and Ethics Committee

SETCO acts as the custodian of our ESG journey and provides guidance to refine our focus and improve our impact.

EOH recognises that transparency and transformation in environmental, social and governance matters is critical for the Group’s sustainability and its stakeholders. As such, we are proud to present the Group’s first ESG Report that discloses several ESG initiatives that were undertaken during the year. By understanding our material priorities and measuring our performance against best practice frameworks, we can continue to entrench an ethical culture through our Employee Value Proposition, enabling the company to grow, become more inclusive and create greater value for our clients, people and communities.

A year in review.

Social and Ethics Committee purpose

The responsibilities of the Social and Ethics Committee include overseeing and monitoring EOH's activities in terms of legislation, regulations and codes of best practice relating to ethics, stakeholder engagement, strategic empowerment and transformation. The Committee provides guidance to management on international best practice in respect of its duties relating to social, ethical, transformation and sustainability issues.

The Committee is responsible for:

- » Ensuring the ethical conduct of the Company, its executives and senior officials, including review and approval of the EOH Code of Conduct;
- » Reviewing and approving anti-corruption policies to ensure a zero-tolerance approach that is future-proof;
- » Developing the Group's policy for sustainable development, including targets and recommendations to the Board of Directors, aligned to the UN 2030 Agenda;
- » Maintaining the Group's policy for B-BBEE, Employment Equity, diversity and transformation, including principles, targets, initiatives, programmes and implementation;
- » Ensuring compliance and alignment with the B-BBEE Act 53 of 2003 as amended by the B-BBEE Act 46 of 2013, monitoring achievement;
- » Monitoring Company performance as a good corporate citizen, as defined in the King IV Report;
- » Providing guidance on the social and economic development activities of the Company, including health, public safety and the environment;
- » Providing guidance on stakeholder engagement, including development for communities and associated sponsorships and donations;
- » Ensuring the responsible management of data and compliance with the PAIA Manual and POPIA; and
- » Monitoring changes in legislation and social and ethical codes to ensure that the Company is compliant.

Activities during the year

Diversity and inclusion

- » Implemented Phase 2 of the Diversity and inclusion strategy;
- » Focused on differently abled people with Drone Pilot Project, participation in Disability Summit and Little Eden #CEOonWheels Challenge;
- » Launched third-generation Youth Solvers programme;
- » Retained level 1 B-BBEE certification in FY2023.

Sustainability

- » ESG materiality assessment for SASB, GRI, and JSE alignment;
- » Group sustainability policy aligned with GET strategy;
- » Reviewed SDGs based on ESG materiality assessment;
- » Ongoing monitoring of Environmental Health and Safety ("EHS") standard;
- » Carbon Emissions Dashboard ("CID") deployed for continuous tracking and improvement of emissions.

Ethical culture

- » Developed and implemented detailed ethics programme across the Group;
- » Focused on ethics programme training, including the Code of Conduct;
- » Programme designed to move EOH up on the corporate governance maturity curve;
- » Conducted a second organisation-wide ethics survey and compared results against the first survey to identify areas for improvement and development;
- » Made improvements in technology to drive ethical behaviour.

Employee experience

- » Implementing an integrated talent management process;
- » Ensuring a holistic approach to wellness;
- » EOH was shortlisted for five Gender Mainstreaming awards;
- » Achieved Top Employer status.

Socio-economic development

- » Identified and engaged with specific communities through corporate citizenship;
- » Embedded our volunteerism programme, including Nelson Mandela Day volunteer hours and period poverty project aligned to job creation, menstrual health and reusable sanitary products for women;
- » Strengthened our collaboration with key socio-economic development partners and delivered equitable solutions for quality education.



Bharti Harie

Chairman, Social and Ethics Committee



Our critical anchors.

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Our values.

EOH fosters a purposeful, people-centric culture that resonates with future talent and creates opportunities for collaboration with diverse stakeholders.

Our purpose evokes pride, integrity and innovation in everything we do and underpins our ESG focus for a sustainable and transformative future.

The critical anchors that drive our business to ensure a culture of ethics and inclusion is our values and commitment to courageous leadership and the recognition that an inclusive world is an enabled world.



Authenticity

We are authentic, always honest and transparent. Integrity and honesty are central to our culture. We show sincerity and care.



Partnership

We serve as partners to our clients, employees and business partners. Working together and teamwork are hallmarks of our strengths. We listen to understand. Relationships are of utmost value to us.



Adaptability

As an agile team, we take action and think strategically. In a VUCA (volatile, uncertain, complex and ambiguous) world we adapt to change and seek opportunities. We embrace diversity to find the 'how'.



Ingenuity

Ingenuity is valued. Ingenuity is not about being genius, it is about finding smart solutions to small problems. We strive to find smart, innovative solutions for exponential change.



Mastery

We are experts in our field, dedicated to delivering quality results and striving for excellence in everything we do. We value professionalism and detail.

SOLVE
Courageously . Exponentially . Together .



Our purpose is to SOLVE – for our people, our clients and our communities

Courageous leadership.

The EOH experience over the past five years of combating corruption has shown how fragile corporate oversight in the economy is. It took courageous leadership to achieve our turnaround and ensure an anti-fragile business.

We have shared the lessons we have learned with our clients, people and communities, demonstrating how business leaders can detect and prevent corruption.

Our courageous leadership journey is cited by the next generation of finance and businesses leaders at GIBS and Harvard business schools as part of their academic learning and journey.

Enabling our non-financial performance, is our commitment to ethical behaviour and business conduct. This is core to who EOH is today, safeguarding our delivery on the ESG agenda as ethical corporate citizens.

EOH now “normal business” after troubled four years

Bruce Whitfield interviewed Group CEO Stephen van Coller, who led the turnaround strategy at EOH Holdings after it was hit by a corruption scandal.



EOH is one for the brave.



Zondo Report praises EOH corruption fighting efforts as “unique case”

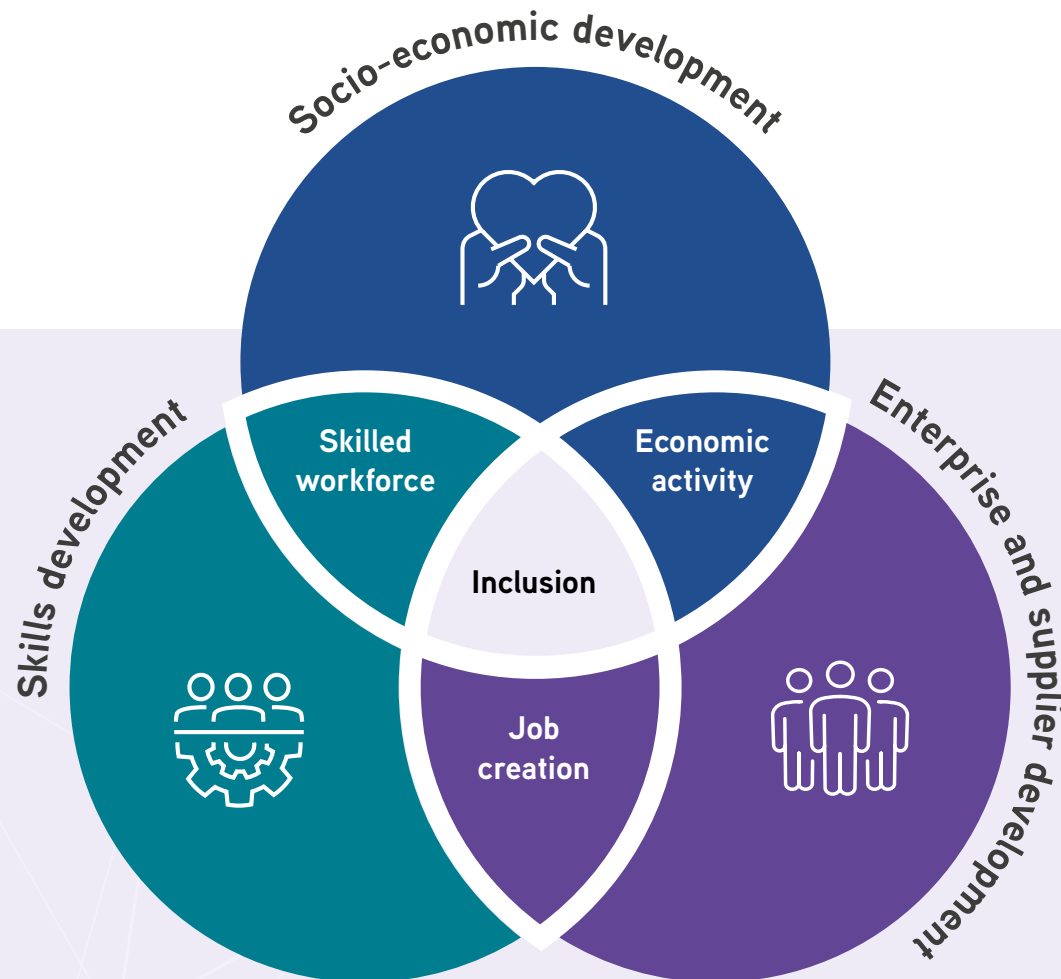
Chief Justice Raymond Zondo applauded EOH for working with the Commission of Inquiry into State Capture to unearth corruption in the company.



An inclusive world is an enabled world.

In driving our purpose to Solve we believe that an inclusive world is an enabled one. Our integrated approach to Solve for our clients, people and communities is evidenced in key projects that we have delivered. In driving an inclusive and sustainable approach, we help develop social cohesion in our country. We do this by ensuring the development of eco-systems that deliver on:

- reskilling and upskilling;
- enterprise development;
- education;
- equality;
- job creation.



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Environment: 2023 highlights.



Environment: our priorities

EOH materiality

GHG Emissions
Energy Management

Our clients

Provide professional
environmental services to help
clients manage their impact on
natural resources efficiently

Our business

Challenge ourselves to
continually reduce our already
low emissions profile

Our community

Supporting young
entrepreneurs in climate
literacy and the launch of
green economy businesses

Key highlights on what was achieved in environment



Monitoring Biodiversity

EOH's CES delivered environmental and social advisory services for a gold mining project in Sierra Leone. This project minimised harm to the natural environment and helped operations to not suffer a net loss of biodiversity.

EOH's CO₂ footprint

Scope 1 emissions increased by 35% due to a reliance on generators during increased scheduled load shedding.
Scope 2 emissions decreased by 26%.
Scope 3 emissions reduced by 31% through our "coolest place to work" model promoting hybrid work and digital collaboration.

Step up 2 a green start up:

Partnered with Primestars to provide climate literacy and entrepreneurship training for high school learners to enter the green economy.

R1.5 million invested
11 513 youth impacted



Our clients

Case Study 1: Monitoring biodiversity

CES, one of the Group’s businesses dedicated to offering environmental and social advisory services, ensures that the development process brings about positive impacts for people and the environment. This is accomplished by conducting environmental impact assessments before projects start, contributing to the achievement of sustainability objectives.



Figure 1: Preparation of gill nets for fish sampling (Photo: Amidu Mansaray)



Figure 2: Loss of secondary forest for slash-and-burn agriculture near Lungi Village (Photo: Luc Strydom)

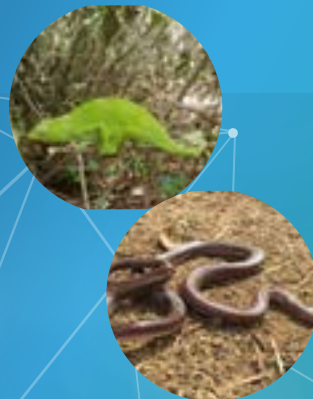


Figure 3: A graceful chameleon (top) and striped house snake (bottom) (Photo: Elena Reljic)

CES monitors a gold mining project in Sierra Leone for biodiversity

CES was appointed by a gold mining company to compile and carry out a biodiversity monitoring plan for a large-scale commercial gold mining project in Sierra Leone. This monitoring plan is important as the project falls within a biodiversity hotspot. The project must meet International Finance Corporation’s Performance Standard 6, which requires a 15% net gain of biodiversity to offset the loss of critical habitat due to the project.

To achieve this biodiversity target, priority areas in the Kangari Hills Forest Reserve were identified and mapped for ecological rehabilitation and restoration. The aim of the biodiversity monitoring plan is to assess biodiversity in priority areas and evaluate the potential for restoring biodiversity.

Biodiversity monitoring covers the following components:



Monitoring usually takes place over the dry and wet seasons. The biodiversity team recorded a sizeable inventory of botanical and faunal species, including more than 200 plant species, eight amphibian species, nine reptile species, 18 mammal species, 32 fish species, and three shellfish species. Of these, 11 plant species and nine faunal species are red-listed.

Because the Kangari Hills Forest Reserve is home to several endemic, rare and threatened species (including Chimpanzee), it has high conservation value. But the reserve is under threat as the neighbouring communities rely heavily on its biodiversity resources for subsistence, including by hunting, artisanal mining, and clearing forests for agriculture and use of timber (Figure 2). A concerted and collaborative effort therefore needs to be made to restore degraded forest areas, regulate resource use to ensure sustainable stocks, and monitor biodiversity in the reserve to better understand species and help conserve them.



Our business

Case study 2: EOH's CO₂ footprint for 2023

Emissions reductions

EOH, primarily a services-oriented business with a limited environmental footprint, has substantially reduced its ecological impact. The Company achieved a nearly 90% reduction in its property footprint since 2019, leading to significant energy savings. In alignment with its environmental goals, EOH set a 5% year-on-year emissions reduction target across all three emission scopes. In 2023, a notable increase in the use of backup generators due to rising fuel costs and intensified load shedding schedules resulted in a 35% increase in Scope 1 emissions. However, this was offset by Scope 2 emissions reducing by 26% due to load shedding. Additionally, EOH's implementation of a hybrid working model played a crucial role in curbing Scope 3 emissions by 31%, facilitating remote work and encouraging more digital and online interactions throughout the organisation's value chain.

	2022	2023	% change
Scope 1 emissions (tonne CO ₂ e)	1 184.00	1 599.50	35.00
Scope 2 emissions (tonne CO ₂ e)	4 499.00	3 332.54	(26.00)
Scope 3 emissions (tonne CO ₂ e)	2 410.00	1 669.07	(31.00)
Total emissions per employee			
Scope 1 emissions per employee	0.20	0.33	67.00
Scope 2 emissions per employee	0.75	0.69	(8.00)
Scope 3 emissions per employee	0.40	0.35	(13.00)

CO₂e: "Carbon Dioxide Equivalent," a unit used to measure and compare the impact of different greenhouse gases in terms of their contribution to global warming, all standardised to the equivalent impact of carbon dioxide ("CO₂")

Scope 1 emissions: These are direct emissions from sources owned or controlled by the organisation, such as emissions from on-site fuel combustion.

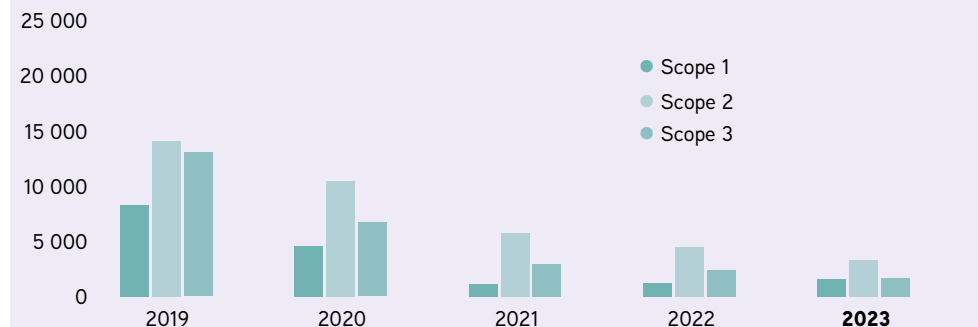
Scope 2 emissions: These are indirect emissions from the generation of purchased or acquired electricity, heat, or steam consumed by the organisation.

Scope 3 emissions: These encompass all other indirect emissions occurring in the organisation's value chain but not classified as Scope 2 emissions.

These emissions often result from activities like business travel, employee commuting, and the supply chain.

Scope	Emission source	2023 emissions (tonnes CO ₂ e)
Scope 1	Mobile Consumption (company-owned vehicles) – Diesel	237
Scope 1	Mobile Consumption (company-owned vehicles) – Petrol	126
Scope 1	Stationary Consumption – backup generators	788
Scope 1	Refrigerants and Air-conditioning	448
TOTAL Scope 1		1 599
Scope 2	Electricity purchased	3 333
TOTAL Scope 2		3 333
Scope 3	Water Consumption – Municipal	3
Scope 3	Estimated Business Air Travel	1 067
Scope 3	Rental Car Travel Distance	9
Scope 3	Business Travel in employee-owned vehicles	574
Scope 3	Paper Consumption	8
Scope 3	Waste disposal	8
TOTAL Scope 3		1 669
TOTAL		6 601

Emissions measured since 2019 (tonne CO₂e)





Our community

Case study 3: Step Up 2 a green start up

EOH partnered with Primestars in their Step Up 2 a green start up programme, educating high school students through cinema about opportunities in the green economy and community-based solutions. Ninety-one high schools and over 11 000 learners participated, fostering climate literacy and green startup ideas. This initiative supports innovative solutions for environmental challenges and has received recognition from the World Economic Forum New Champions as a notable African impact project.



Some of the climate literacy learning outcomes of this programme for learners are:



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Social: 2023 highlights.



Social: our priorities

 <p>EOH materiality</p>	 <p>Our clients</p>	 <p>Our business</p>	 <p>Our community</p>
<p>Community Impact Access and affordability Labour practices</p>	<p>Contributing to employment and employability through our People Solutions</p>	<p>Delivering a world-class employee experience Sustaining support for employees and their reskilling and upskilling</p>	<p>Delivering on the inclusion agenda Volunteering as an agent for change Skills development in entrepreneurship for women</p>

Key highlights on what was achieved in Social

	<p>People Solutions</p> <p>Learning and development businesses: Supported 4 859 individuals with an 88% pass rate in SETA-accredited learning.</p> <p>Contact centres: Achieved a 91.4% issue resolution rate and a 94.2% customer satisfaction score.</p> <p>MPC Connect: Delivered 738 754 hours of english tutoring for 4 million+ students in 40+ countries.</p> <p>Recruitment: Placed 825 contractors and 363 candidates in permanent roles.</p>	<p>Delivering a world-class employee experience</p> <p>Talent management.</p> <p>Ensuring a holistic approach to wellness.</p> <p>EOH shortlisted for five Gender Mainstreaming Awards for gender equity.</p> <p>Achieved Top Employer status.</p> <p>Enabling Reskilling and Upskilling</p> <p>EOH invests in employee skills, spending R5.9 million on upskilling and reskilling of 458 employees.</p> <p>Offered 11 child bursaries.</p>	<p>Inclusion agenda</p> <p>In 2023, EOH invested R24 million in learning and development for unemployed youth. This support extended to 341 AIC learners and 319 learners with disabilities.</p> <p>Volunteerism</p> <p>Exceeded our volunteerism target.</p> <p>Period poverty programme – job creation; empowerment and environmental impact</p> <p>Backed a project for unemployed women to develop reusable sanitary products, promoting skills development and small business creation.</p>
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Our clients

Case study 1: Contributing to employment and employability through our people solutions

EOH implemented people solutions for our clients with the following outcomes in 2023:

Learning and development group

Total number of learners

4 859

Completion and competency rate

83%

4 859 learners, including able-bodied individuals and people with disabilities. This has been achieved across multiple industries with their relevant industry SETA. We have an 86% completion and competency rate.

Contact centres

Omnichannel customer service engagements

955 000

African countries

22

African Languages

34

91.4% of issues resolved on first engagement and a 94.2% customer satisfaction score.

MPC Connect

Hours of tutoring

738 754

4 million students

Impacted in over

40 countries

MPC Connect has provided 738 754 hours of tutoring, improving the English proficiency of more than 4 million students for commercial and conversational use in over 40 countries in the last year.

MPC recruitment

Candidates placed

363

Placed contractors

825

Above the threshold across the board by Rosstone

363 people were placed in permanent roles with various clients across South Africa by MPC Recruitment.



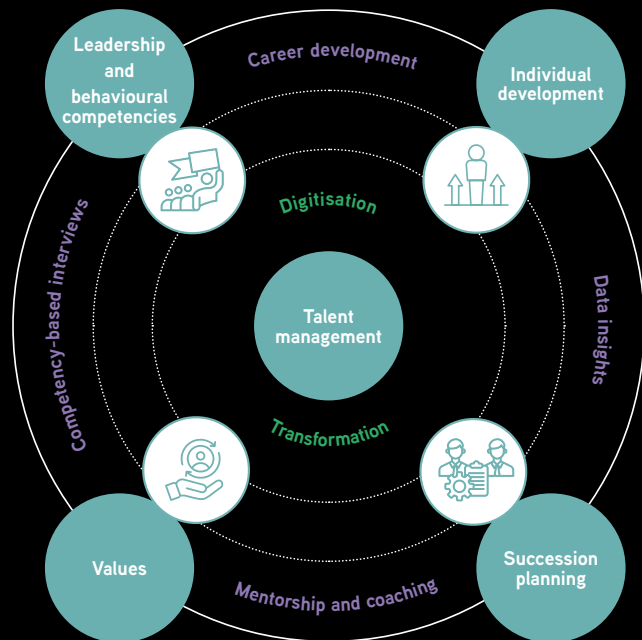
Our people

Case Study 2: Delivering a world-class employee experience at EOH

Talent management process

EOH offers a comprehensive talent management system, including competency-based interviews, mentorship, coaching, and leadership competencies for individual and values-driven succession planning.


Integrated process




Wellness:

The EOH Wellbeing Strategy takes a holistic and integrated approach to enabling its people and management to THRIVE.

EOH offers a basket of care offerings for our people, including:



Bi-monthly support networks on wellness topics



Online yoga and fitness classes



An employee assistance programme



We partner with our management teams and businesses to provide custom mental health and wellness support in the form of motivational talks and team-building activities.



We partner with innovative mental health support networks such as the Panda app for customised interventions.



Wellness days

Annual employee survey

Our people survey shares important sentiment on how our Solvers experience EOH. Our annual survey response rate increased from 49% to 78%. Key metrics: 92% of Solvers start their workday at EOH with a sense of excitement and 85% of employees are proud to work at EOH.





Our business

Case Study 2: Delivering a world-class employee experience at EOH *continued*

EOH awarded as “Gender Mainstreaming Champion in Southern Africa”.

After being named a finalist in five categories at the Southern Africa Accenture Gender Mainstreaming Awards EOH was announced the winner for:

- » Women on Boards;
- » Empowerment of Women in the Community.

We also won the overall award of “Gender Mainstreaming Champion in Southern Africa”.

This recognition highlights our commitment to gender equality and inclusivity.

Prior to this we also achieved semi-finalist status in the provincial awards, recognising our dedication to diversity and innovation.



Women on Boards



Women Empowerment in the Community



Gender Mainstreaming Champion in Southern Africa





Our business

Case Study 2: Delivering a world-class employee experience at EOH *continued*

EOH achieves Top Employer status

The EOH Group is proud to announce that it received Top Employer certification from the Top Employers Institute, the global authority on excellence in people practices, in the reporting period.

The accolade demonstrates that EOH is succeeding in building a forward-thinking workplace that allows its diverse people to grow and thrive. It also signals that the Group is well-equipped to implement its growth strategy.

EOH participated in the Top Employer programme to benchmark itself against international best people practices and obtain a roadmap for continuous improvement of its Employee Value Proposition.

What is highly encouraging is the Group's performance against global best practices in the following areas: business strategy; people strategy and leadership; and ethics, integrity, diversity and inclusion.

The Group's outperformance in the areas of business strategy and people strategy and leadership can be attributed to its programmes and initiatives aimed at supporting and developing people in the Company.

In the area spanning diversity and inclusion, EOH shone for its efforts to create a workplace where everyone is respected for being their true selves and doing their best work as a result. The Group has established an array of forums and platforms to this end, and it is a signatory to United Nations principles which promote these objectives.

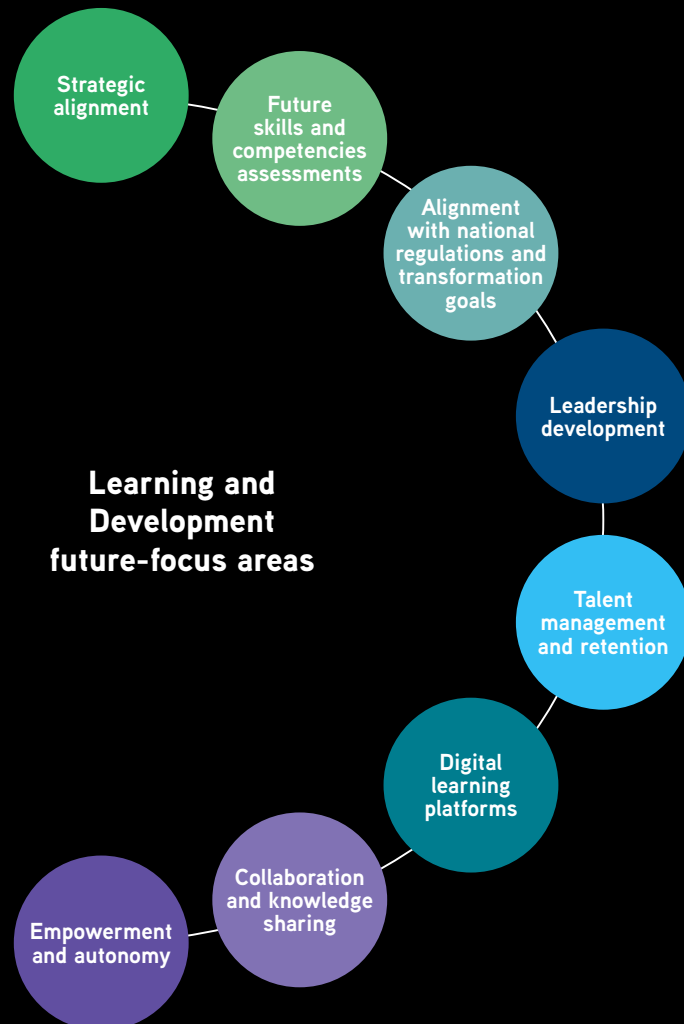


EOH achieves
Top Employer status



Our business

Case Study 3: Enabling reskilling and upskilling



Empowering minds today for tomorrow's success

EOH's vision for future-ready success

Our strategy is designed to ignite a sense of purpose and drive among employees and our beneficiaries. It seeks to unlock their potential and underscores the lifelong value of learning. The outcomes of our learning and development efforts will be closely aligned with our strategic objectives, guiding the approach and process for the upcoming cycle.



Employee child bursary sponsorship

R1 119 883

Total spend on employee child bursary students, impacting

12

» The EOH child bursary scheme provides employees' children with opportunities to further their education. To ensure transparency and equal opportunity, EOH uses the services of an external bursary and scholarship service provider. Ten child bursaries have been awarded for students to pursue diplomas or degrees within the ICT field.

People development

R5 938 177

internal spend (employed people) on certified skills programmes and full qualifications, impacting

458 learners**R4 319 180**

total spend on internal/employed black (African, Indian, Coloured ("AIC")) people impacting

330 learners**R2 123 665**

total spend on internal/employed black women impacting

184 learners

» EOH prioritises employee skills development, investing R5.8 million in upskilling and reskilling for 458 employees in the past year. Notably, 72% were from AIC backgrounds, and 40% were female. The training covers various topics like leadership and finance, addressing workforce needs and interests.



Our community

Case Study 4: Delivering on the inclusion agenda

EOH is committed to making a meaningful difference in fostering and maintaining a true transformative culture with respect to B-BBEE, transformation and corporate governance. Socio-economic development is the entry point into the economy as it promotes an inclusive investment for youth in under-served communities in South Africa, with specific focus on education, skills development and enterprise development.

Pillars

Our strategic pillars for SED are aimed at driving inclusive growth. The pillars include focus areas geared around delivering on the EOH sustainability strategy plan, the provision of skills development programmes, actions to develop technology skills in disadvantaged communities, and making valuable contributions to community projects and enterprise development programmes.

External/unemployed students

R22 171 449
external spend (unemployed students), reaching
341 learners

R20 425 874
total spend on external/unemployed black ("AIC") youth, reaching
319 learners

R7 991 393
total spend on external/unemployed people with a disability,
reaching
173 learners

R8 397 449
total spend on external/unemployed black women, reaching
142 learners

» EOH's mission is to empower students, teachers, and parents with ICT skills, enhancing employability and creating opportunities in underserved communities. We believe in providing job skills training and enterprise development to prepare youth for the workforce and promote entrepreneurship, addressing poverty and unemployment.

» In 2023, EOH invested R24 590 199 in learning and development for unemployed youth. This support extended to 341 AIC learners and 319 learners with disabilities.

Our key focus areas are:

- Responsible corporate citizenship
- Commitment to ethical business
- Leadership of digital innovation
- Demand for job opportunities and growth

The pillars are:

- EDUCATION AND TRAINING
- DIGITAL TECHNOLOGY SKILLS DEVELOPMENT
- ENTERPRISE DEVELOPMENT
- ENTREPRENEURSHIP
- VOLUNTEERISM



Our community

Case Study 4: Delivering on the inclusion agenda *continued*

Belgium Campus

77

Total number of students supported in
ICT Diploma and ICT Degrees

16

ICT Diplomas
NQF 6

5

ICT Bachelor of IT
("BITS") NQF 7

31

ICT Bachelor
Degrees NQF 7

25

ICT Internships

Total spend on Belgium Campus students

R4 240 890

- » In FY2023, EOH financially supported 77 students pursuing either a Bachelor of Computing or a Diploma in IT, with a total investment of R4.2 million.
- » Belgium Campus is one of the few universities globally that actively supports students with hearing disabilities to study for their ICT degrees and diplomas in sign language. This sets Belgium Campus apart as a truly inclusive, forward-looking university. Consistent attention is also paid to specialised technologies and classes designed to accommodate students with disabilities. EOH's support has helped the campus progress in the skills development and employability of young people with disabilities.

EOH's commitment to differently-abled people

Drone pilot programme

Total headcount on drone pilot programme

5

with a total spend on drone pilot students of

R501 753



#CEOonWheels


Our CEO Stephen van Coller and CFO Megan Pydigadu took on the wheelchair challenge by Little Eden, spending a day in a wheelchair to raise awareness of physical disabilities in the workplace. The experience was eye-opening and gave them a new perspective on the challenges faced by people with physical disabilities, strengthening EOH's commitment to be an inclusive employer.





Our community

Case Study 4: Delivering on the inclusion agenda *continued*

 **Software testing**

R3 553 074
Total spend on software testing students

15


» iOCO Digital, together with Faculty Training Institute, is delivering this programme to 15 ICT graduates. The programme is based on the MICT Level 6 Testing learnership, but a stringent additional testing system and software training programme, and exposure to the workplace environment in EOH as well as with participating clients, make this programme a unique offering to the youth.

 **WeThinkCode**

R2 500 000
Total spend on ICT full qualification learnerships, impacting

50

» The WeThinkCode programme kicked off in July 2022 and 50 unemployed youth were recruited to join in Gauteng, KwaZulu-Natal and the Western Cape. EOH's total investment in this learnership programme amounted to R2.5 million.

 **eDeaf**

Total headcount on ICT-related full qualification programmes

R2 874 900
Total headcount on ICT-related full qualification programmes

44

15
End User Computing NQF 3

22
Technical Support NQF 4

22
Systems Development NQF 5

» In South Africa, there are only 10 schools that offer a matric qualification to deaf learners, with about 20 learners matriculating annually. To increase the confidence and employability of deaf people, EOH partnered with eDeaf to upskill deaf people. A total investment of R2.8 million impacted 44 differently-abled learners.

 **External learnerships**

Total spend

R14 519 573

Total unemployed learners trained on SETA qualifications

225

Total unemployed learners with a disability trained on SETA qualifications

157

Total unemployed learners with no disability trained on SETA qualifications

68

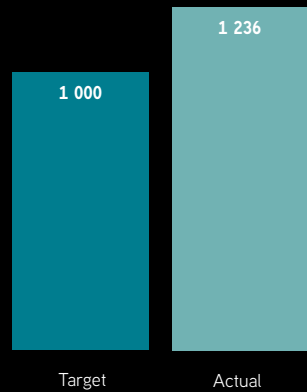
» EOH identified, upskilled and placed 225 unemployed learners in host companies where they received training, SETA-accredited qualifications and practical experience to enter the work environment. Of the 225 learners, 157 were disabled.



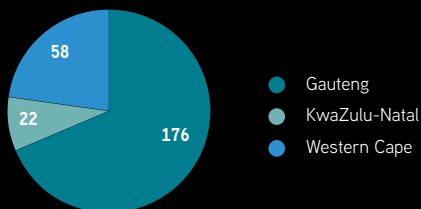
Our community

Case Study 5: Becoming change agents through volunteerism

EOH recognises the need to give back to disadvantaged communities by investing our time and energy. Our commitment to volunteerism exceeded our target hours this year.



Number of volunteers per region



Examples of volunteerism initiatives run this year:

The Youth Day Soccer Event engaged 200 young boys, providing them with positive role models from the people and culture team for inspiration. Additionally, the event enhanced the Company’s community engagement, contributing to societal improvement.



Regional volunteerism – packing meals for Mandela Day





Our community

Case Study 6: Period poverty programme – job creation, empowerment and environmental impact

EOH and Afribiz have launched an impactful training initiative in Wynberg, Gauteng, which aligns with our commitment to corporate social responsibility and sustainable development.

The period poverty programme aims to empower and uplift 20 young women from previously disadvantaged communities by equipping them with essential skills in manufacturing reusable sanitary pads. The training encompasses general textile skills, computer proficiency, basic entrepreneurship skills, and health and safety knowledge.

To ensure the participants' success, they spent 20 days focusing on literacy and theory, which included two exams. We are delighted to report that all the students passed these exams with flying colours. The programme then moved into the skills development phase, where the beneficiaries are currently learning about sewing, understanding crucial formulas, developing systems and honing their skills.

This training programme reflects our dedication to skills development, entrepreneurship and sustainable practices, aligning with our ESG goals.

We are confident that this training programme will create lasting benefits for the beneficiaries.

In addition to imparting skills in pad manufacturing, our programme also focuses on:

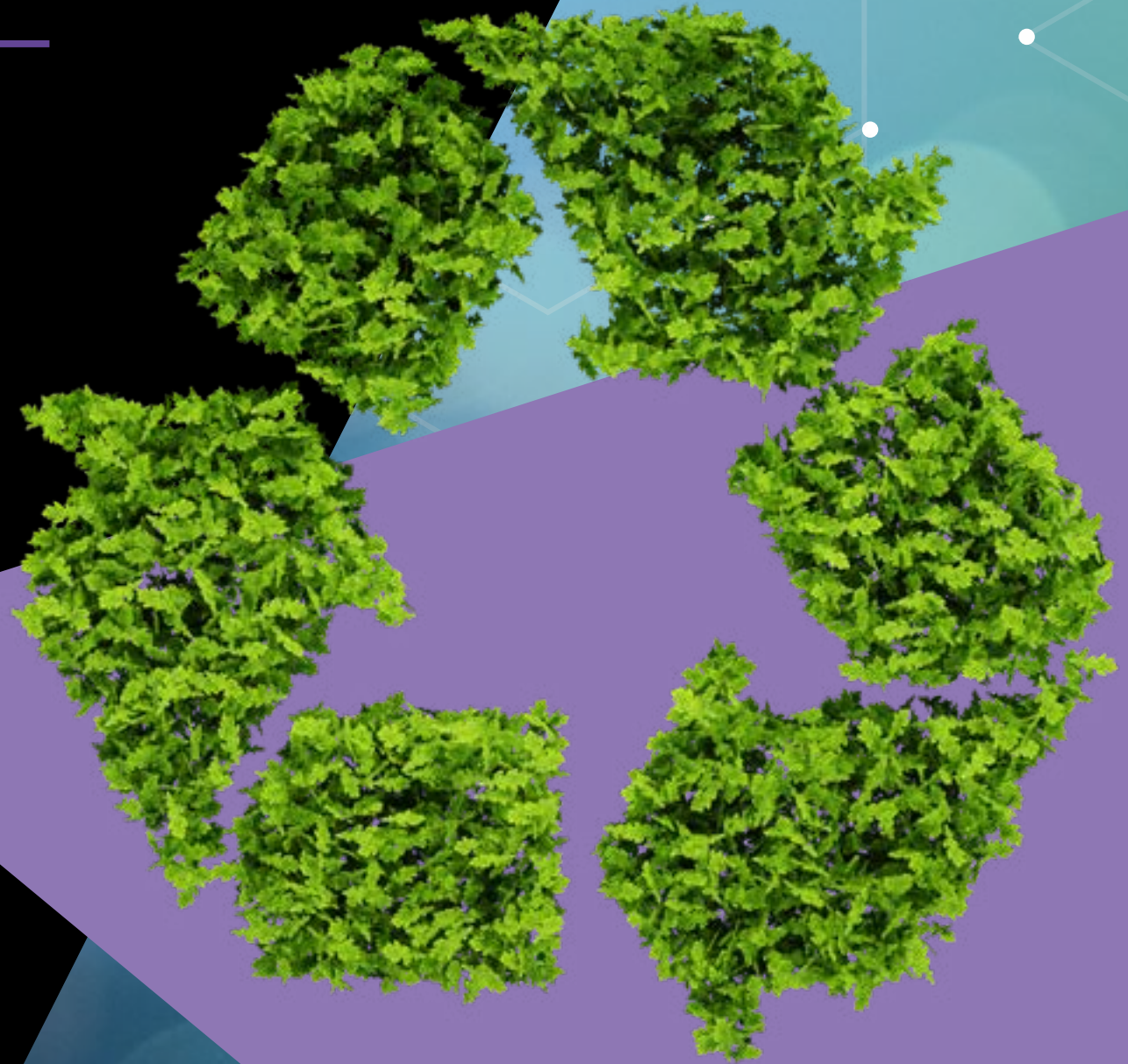
- » Increasing participants' production speed, enabling them to increase their productivity and economic independence;
- » Health and safety training;
- » Examinable training in basic entrepreneurship: Empowering them to explore business opportunities and become self-reliant.






Governance.




2023 highlights	30
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Governance: 2023 highlights.



**Governance:
our priorities**

 EOH materiality	 Our clients	 Our business	 Our community
<p>Business ethics, systemic risk management, customer privacy and data security management of the legal and regulatory environment</p>	<p>Leveraging turnaround lessons to build world-class GRC solutions as a Service for our clients</p> <p>Safeguarding our clients' information</p>	<p>Robust risk culture</p> <p>Ensuring business continuity</p>	<p>Prevention is better than cure</p> <p>Be an example of the change we want to see</p>

Key highlights of achievements in Governance

	<p>World-class GRC Solutions</p> <ul style="list-style-type: none"> » Creation of EasyHQ – a full business vertical which brings Governance, Risk and Compliance (“GRC”) solutions to clients » Discrete forensic investigation solutions: Layered Voice Analysis and VeriX <p>Safe-guarding clients' Information</p> <ul style="list-style-type: none"> » Appointed a Group Information Officer to oversee data privacy and protection. » Vulnerability and patching management 	<p>Robust risk culture</p> <ul style="list-style-type: none"> » Our risk culture includes ethics training and grievance mechanisms available to our people <p>Ensuring business continuity</p> <ul style="list-style-type: none"> » IT governance risk controls reduce the probability of key risks » Data backup and recovery best practices 	<p>Prevention</p> <ul style="list-style-type: none"> » 11 PRECCA reports submitted in FY2023 relating to legacy fraud and corruption » Proactively engaging with regulatory authorities to resolve legacy fraud and corruption issues <p>Be an example</p> <ul style="list-style-type: none"> » Dedication to courageous leadership supported by Zondo Commission » EOH has partnered with the UNGC, NBI and Corruption Watch to share the lessons learnt from our turnaround » EOH's case study is cited by finance and business students at GIBS and Harvard
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Our clients

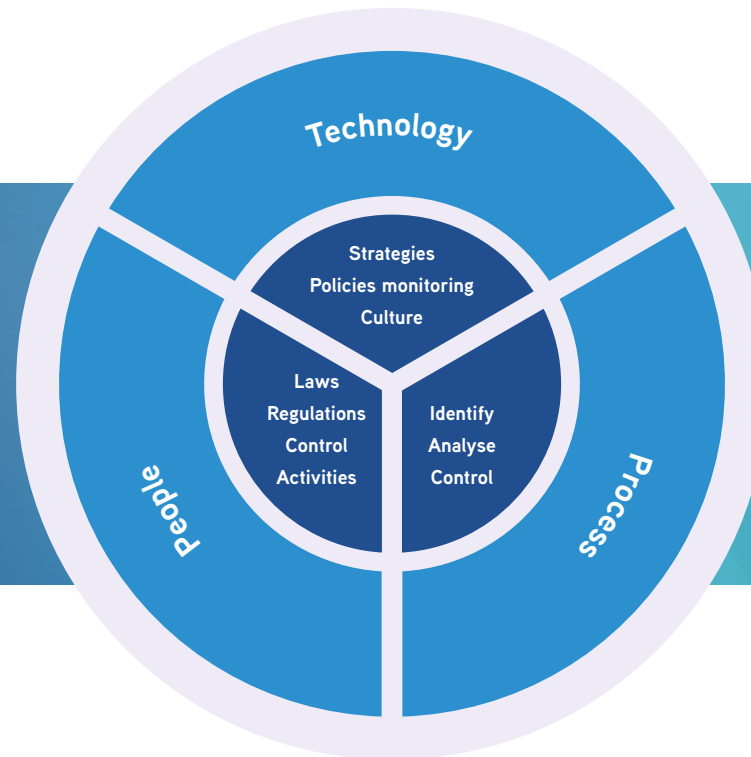
Case Study 1: World-class GRC Solutions – EasyHQ

In our pursuit of sustainability, we have leveraged the expertise and resources cultivated during our transformation. This has led us to establish EasyHQ, our offering dedicated to delivering top-tier Governance, Risk, and Compliance solutions-as-a-Service (“GRCaaS”) to our valued clients.

Our vision

The EasyHQ offering aims to manage our clients’ risks through enhanced regulatory compliance and governance standards.

The key focus is the non-revenue generating functions of clients’ businesses, which have a direct impact across our clients’ value chain, including their customers, employees and suppliers, as well as their financial performance and sustainability.



Our proposition

Leveraging our expertise and technology, we transform clients’ processes in:

- » Customer service;
- » Employee management;
- » Supplier relations;
- » Asset management;
- » Community engagement;
- » Environmental impact;
- » Regulatory compliance.

Our platform businesses include GRCaaS, powered by proprietary platforms and complemented by advisory services:

- » Remuneration platforms like Symplexity and Educos;
- » XTND offering digital identity services and cybersecurity;
- » Inlexso expanding into Legal-Tech;
- » People Solutions providing recruitment, talent mapping, and compliance services;
- » Our suite of proprietary platforms includes Cerebro, Ultimo, AuthentIQ, Veritas, VeriX, ExposeIT, ExposeIT+, Educos, Symplexity.



Our clients

Case Study 1 *continued*: **World-class GRC solutions - Layered Voice Analysis (“LVA™”)**

XTND provided vital support to a top transportation and logistics client-facing occupational fraud challenges, resulting in financial losses and a damaged reputation.

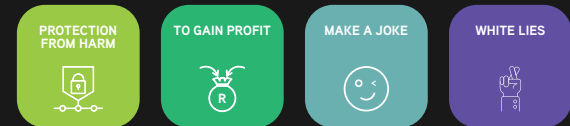
Despite prior security measures, the client struggled to detect insider involvement in fraudulent activities.

XTND introduced Layered Voice Analysis (“LVA”) to assist the client with their fraud challenges.

Results

Layered Voice Analysis (“LVA”) significantly improved fraud detection for the client, enabling swift action against suspicious activities, streamlining the screening process, rebuilding customer trust, and resulting in substantial cost savings, with a 75% reduction in fraudulent incidents. LVA empowered management with real-time insights and offered scalability to accommodate the client’s growth. Overall, LVA revolutionised fraud prevention efforts, safeguarded assets and enhanced security, trust, and prosperity.

When do people lie?



Due to this variety in motivations and intentions, there is no fixed set of characteristics (physiological or psychological) that differentiates “lies” from “truth”.

Layered Voice Analysis is a state-of-the-art technology analysing voice patterns to assess emotional content and stress levels in communication, significantly enhancing fraud detection capabilities.

Layered Voice Analysis is endorsed by professionals





Our clients

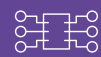
Case Study 1 *continued*: World-class GRC Solutions – VeriX identity verification and screening

The VeriX identity verification and screening architecture is an advanced solution that transforms identity verification and management processes for employees, vendors and customers.

VeriX uses robotic process automation as well as internal and external bureau data to retrieve relevant data, which is then organised and presented as relevant metrics on a dashboard for easy decision-making.

This GRC solution offers clients cost efficiencies and reduces manual effort. The system, built on Cerebro, automates governance, risk, and compliance controls and allows for the creation of digitised controls.

Client case study



Robotic process automation

Total third party screening requests

9 632

Screening requests per day

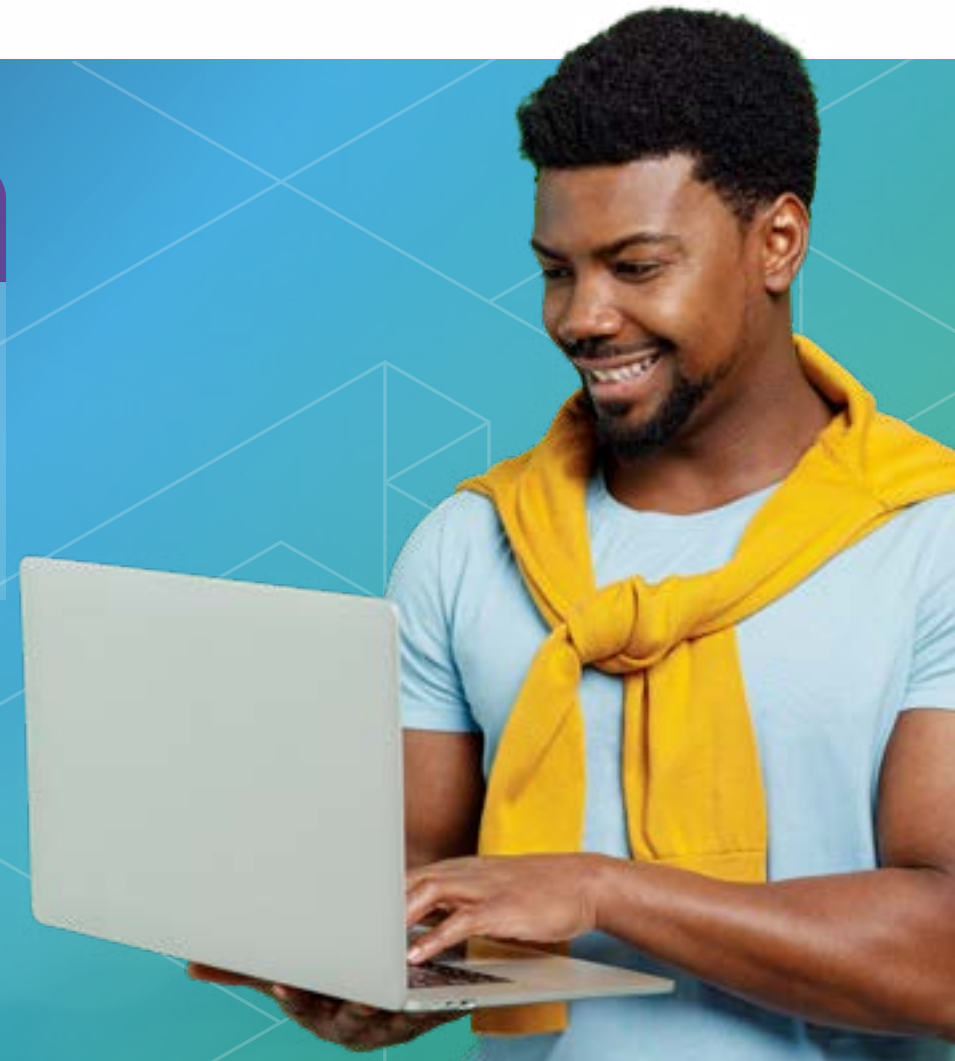
35+

Man-hours saved via Cerebro RPA

5 618

Data gathering efficiency improvement

77%



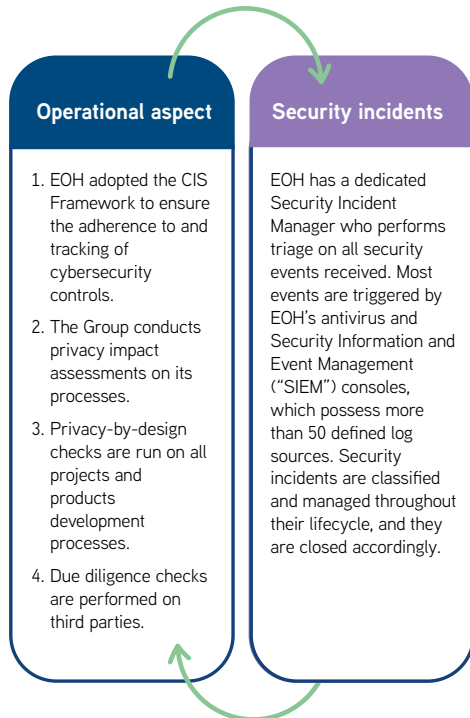


Our clients

Case Study 2: Safeguarding customer information, customer privacy and data security

During the reporting period, EOH maintained an immaculate customer privacy and data security track record. No substantiated complaints of data breaches were received, and there were no requests for user information from government or law enforcement agencies.

EOH’s approach to identify and address data security risks.



Steps taken to ensure data security and customer data privacy

Group Information Officer

EOH has appointed a Group Information Officer who oversees data privacy and data protection compliance by ensuring that the Company embeds organisational and technological controls required by the relevant data protection laws.

Vulnerability-management-as-a-Service

EOH runs a Vulnerability-management-as-a-Service (“VMAAS”) operation where systems are constantly scanned for vulnerabilities and addressed if identified.

Patching

Patching is performed regularly and within a secure and stable environment.

Privacy framework and implementation plan

A privacy framework and implementation plan has been rolled out to ensure privacy controls are in place. It includes:

1. Privacy governance which includes policies, a PAIA Manual, procedures, frameworks, monthly huddles to track progress of tracks and a target operating model that is being complied with.
2. Privacy controls which include impact assessments, privacy by design, consent management, privacy incident management, data subject and PAIA requests and direct marketing management.
3. Training and awareness programme.

Policies governing collection, use and retention of user data or customer information.

- » Bring your own Device Policy
- » Business Continuity Policy
- » Data Encryption Policy
- » Data Record and Retention Policy
- » Information Asset Classification and Handling Policy
- » Information Incident Management Policy
- » Information Security Policy
- » Information and Systems Access Policy
- » IT Mobile and Personal Device Management Policy
- » IT Security Management Policy
- » Password Management Policy
- » Privacy Policy Vulnerability Management Policy



Our business

Case Study 3: Robust risk culture through systemic risk management

Strategic oversight

- » The EOH Board ensures the establishment of a principles-based approach, fostering a robust risk culture through systemic risk management.
- » EOH's Executive Leadership promotes a culture of legality, ethics, and responsibility. Committees meet regularly, especially for high-risk or high-value issues.
- » The Group Risk Committee's key duties involve reviewing and mitigating top risks, supervising risk identification and reduction efforts, monitoring business unit risks, handling high risk matters, and evaluating transactions or bids exceeding R300 million in value.

- » The Code of Conduct outlines key policies for EOH employees, including whistleblowing, anti-bribery, and anti-corruption. The Board receives reports on material incidents and breaches of these policies.



Operational implementation

- » EOH's Risk and Compliance Framework, which is part of its Corporate Governance Framework, is designed to support achievement of the Company's strategic objectives and value creation for all stakeholders. The framework includes:

CONTROL

MANAGEMENT COMPLIANCE

INTEGRATED ASSURANCE

- EOH's commitment to robust risk management practices involves several key operational elements:
- » Development and enhancement of automated controls and processes in alignment with industry best practices.
 - » Ongoing oversight and improvement of tolerance levels and controls within the new ERP system.
 - » Utilisation of digital solutions to enhance risk management by providing real-time assurance through monitoring, management, and reporting.
 - » Special attention to addressing human capital risk, particularly in relation to employee mental health.
 - » Implementation of innovative and efficient training methods as part of the Group's risk management approach.



Robust risk culture

Our GRC gamified ethics training covered the following processes and policies:

- » Outside business interests;
- » Conflicts of interest;
- » Personal account dealing;
- » Anti-bribery and corruption, and anti-money laundering stance;
- » Annual compliance attestation;
- » Third-party risk management.

We maintained an 86% training compliance rate in FY2023 and closed the remaining gap by end of August 2023.

- » EOH recognises the significance of providing employees with a means to report concerns related to unethical or unlawful conduct. The Group offers an in-house app, Expose-IT, specifically designed for this purpose, ensuring the confidentiality of those making protected disclosures. The app allows individuals to report various types of incidents, including corruption, fraud, conflicts of interest, nepotism, bullying, and other unethical behaviours. Reports submitted through Expose-IT are promptly directed to the relevant investigation teams, with ongoing feedback provided to management for resolution.





Our business

Case Study 4: Ensuring business continuity management

The following risks are included in the scope of EOH's business continuity management:

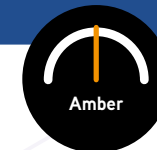
IT risk	Risk mitigation measures
<p>People Risk:</p> <ul style="list-style-type: none"> » Cyberattacks or cyber crimes; » Unplanned IT and telecomms outages; » Data breaches; » IT systems failure; » Loss of data. 	<p>IT risk controls are in place, which include backup and redundancy protocols.</p> <p>EOH has prioritised cybersecurity and control enhancements to mitigate IT and security risks like cyberattacks and data losses. EOH has implemented IT governance risk controls, data backup, and insurance to reduce the likelihood of such losses.</p>



People risk	Risk mitigation measures
<ul style="list-style-type: none"> » Disease outbreaks or pandemics; » Health and safety regulations. 	<p>To address people risk, EOH has implemented a hybrid work-from-anywhere policy which provides remote work options in times of disease outbreak.</p> <p>EOH has also developed the GetSpace application to ensure compliance with in-office health and safety regulations, promoting smart and secure hybrid workspaces.</p>



Property risk	Risk mitigation measures
<ul style="list-style-type: none"> » Interruptions to electricity supply. 	<p>EOH has rolled out diesel back-up generators. The Group is investigating the installation of solar panels to continue to supply electricity to our priority areas.</p>





Our community

Case Study 5: Prevention is better than cure

Business ethics

EOH outlines its key anti-corruption policies in the Group's Code of Conduct. These policies cover a range of matters, including anti-bribery and corruption, anti-money laundering, fraud, whistleblowing, conflicts of interest, and gifts and entertainment.

To enforce the provisions set out in the EOH Anti-Bribery and Corruption Policy, Third-Party Risk Management Framework and the EOH Fraud Risk Policy, all third-parties are subject to screening. The Control Room also requires all employees to disclose their outside business affiliations to identify any potential conflicts of interests.

Corruption prevented during the reporting period

In FY2023, 11 reports were submitted, primarily concerning third parties in accordance with the Prevention and Combatting of Corrupt Activities Act of 2004 ("PRECCA").

No partners were reported to be terminated or not renewed due to violations related to corruption.

EOH continues to proactively engage with regulatory authorities regarding the legacy fraud and corruption issues where necessary.

The EOH Group will continue to work on closing out its final legacy issues.





Our community

Case Study 6: Be an example of the change we want to see

Supporting the Judicial System to fight corruption

EOH received commendation from the Zondo Commission for its dedication to combating corruption and rectifying past wrongdoings. Chief Justice Raymond Zondo praised EOH’s proactive engagement, transparency, and cooperation during the Inquiry into State Capture.

The Company’s unique approach to disclosing historical misconduct and its commitment to making reparations and preventing future wrongdoing were highlighted as a positive example. The report attributed this transformation to Stephen van Coller’s leadership, emphasising EOH’s commitment to ethical corporate citizenship and accountability. While certain contracts are recommended for further investigation, EOH’s overall commitment to transparency, collaboration, and change has been positively acknowledged as a significant step forward.

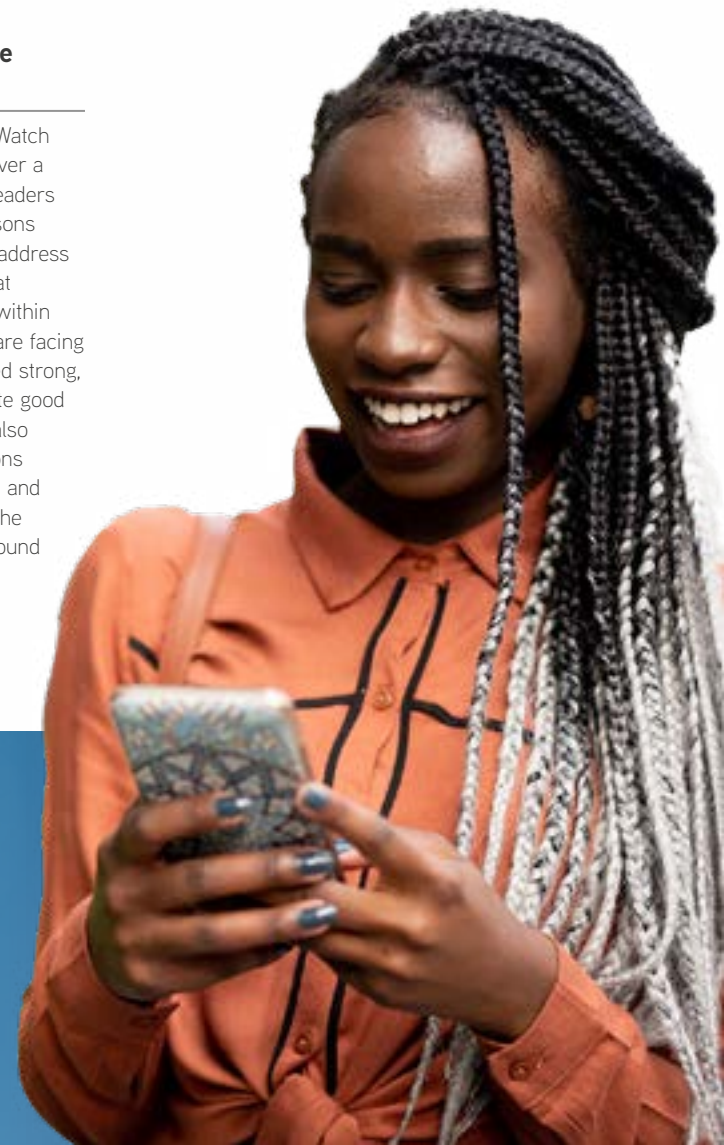
Contributing to Academia

EOH’s turnaround, praised by GIBS and Harvard business students, is attributed to its bold leadership, which boosted market confidence through ethical governance and corporate restructuring. In the words of Group CEO Stephen van Coller:

‘Rules, guidelines, and codes of ethics are not sufficient to prevent the staggering levels of corruption and deviation from ethical standards that we are witnessing not only in South Africa but also around the world. The only way to future-proof your business is by growing ethically and sustainably while maintaining transparency with your customers, staff, and communities.’

Sharing learnings with corporate South Africa

EOH has also partnered with Corruption Watch and the National Business Initiative to deliver a case study aimed at informing business leaders and corporate South Africa about the lessons learned from our turnaround and how to address corruption. It’s important to remember that businesses aren’t corrupt; it’s the people within them who are. Now, more than ever, we are facing a crisis of leadership, and businesses need strong, ethical, and courageous leaders to promote good governance within the economy. EOH is also proud to be a member of the United Nations Global Compact, Business Leadership SA, and Business Unity SA, where we can share the lessons we have learned from our turnaround with corporate South Africa.



Looking ahead to FY2024.

Environment

- » Embedding ESG principles across the business;
- » Improving Scope 1, 2, 3 emissions;
- » Development of a carbon inventory dashboard ("CID") for commercialisation.



Social

- » Expansion of employee resource groups ("ERGs");
- » Key focus on disability and e-learning;
- » Strengthening partnerships with enterprise development partners to create economically active participants across our value chain.

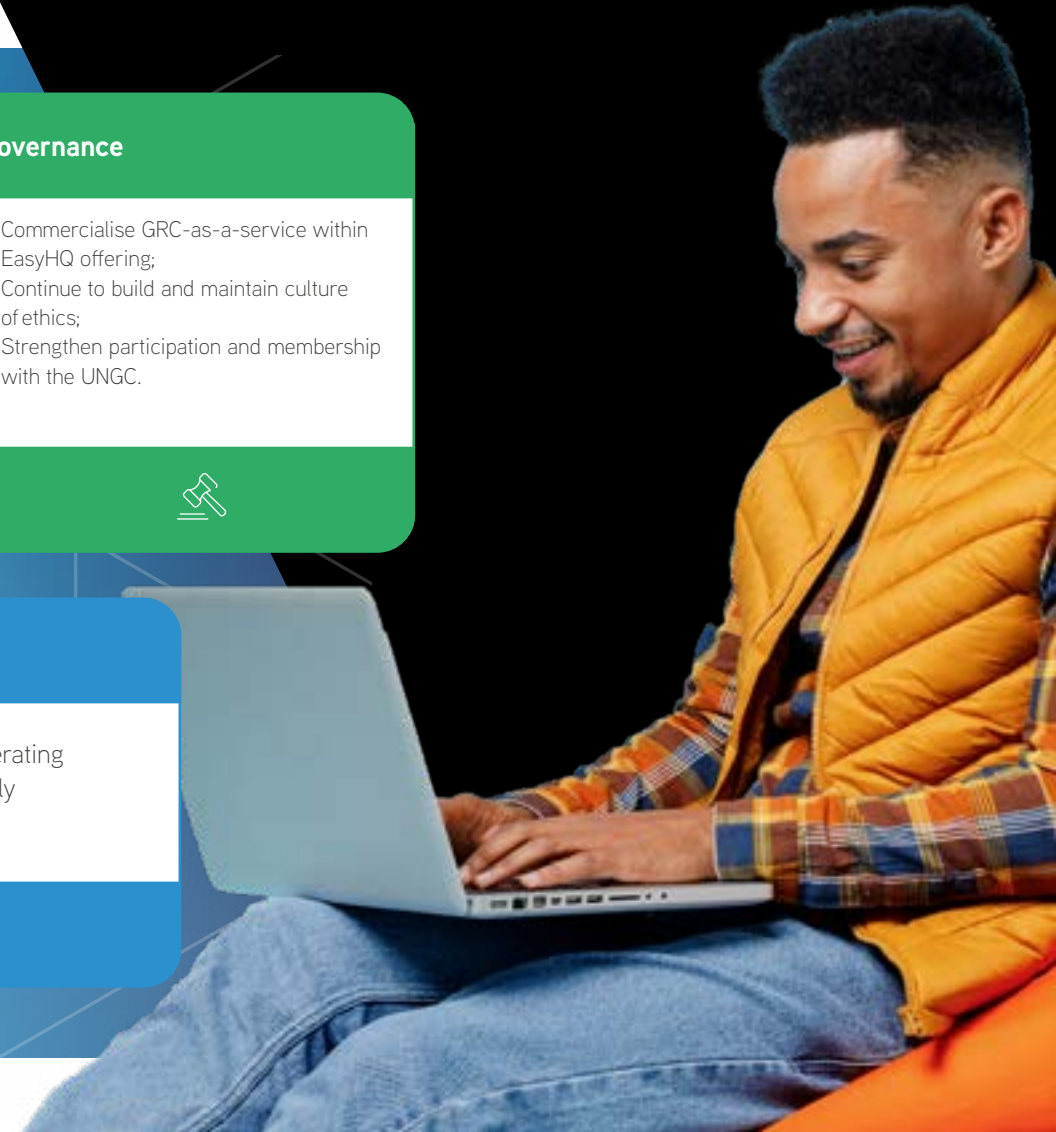


Governance

- » Commercialise GRC-as-a-service within EasyHQ offering;
- » Continue to build and maintain culture of ethics;
- » Strengthen participation and membership with the UNGC.



EOH recognises that materiality issues can evolve alongside changing market dynamics and operating environments and that activities relating to materiality issues will therefore need to be periodically reviewed and revised.





Corporate information.

EOH Holdings Limited

Incorporated in the Republic of South Africa

Registration number: 1998/014669/06

JSE share code: EOH

ISIN: ZAE000071072

("EOH" or "the Company" or "the Group")

Directorate

Non-Executive

Andrew Mthembu (appointed 6 February 2020 as Chairman)

Andrew Marshall (appointed 21 May 2020)

Bharti Harie (appointed 1 January 2021)

Jabu Moleketi (appointed 1 September 2020)

Jesmane Boggenpoel (appointed 1 July 2018)

Mike Bosman (appointed 20 June 2019)

Nosipho Molope (appointed 1 January 2021)

Sipho Ngidi (appointed 20 February 2020)

Executive

Stephen van Coller (Group Chief Executive Officer)

Megan Pydigadu (Group Chief Financial Officer)

Fatima Newman (Chief Risk Officer – until September 2023;

Group Executive: EasyHQ – effective October 2023)

Company Secretary

Mpeo Nkuna (appointed 1 November 2022)

Registered address

1st Floor, Block E, Pinmill Farm, 164 Katherine Street, Sandton, Gauteng, 2148

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ir@eoh.com

Auditor

PricewaterhouseCoopers Inc.

4 Lisbon Lane, Waterfall City, Jukskei View, 2090

Sponsor

Java Capital Trustees and Sponsors Proprietary Limited

(Registration number 2006/005780/07)

6th Floor, 1 Park Lane

Wierda Valley,

Sandton, 2196

(PO Box 522606, Saxonwold, 2132)

South Africa

Transfer Secretaries

Computershare Investor Services Proprietary Limited

(Registration number: 2004/003647/07)

Rosebank Towers, 15 Biermann Avenue, Rosebank, Johannesburg, 2196

(Private Bag X9000, Saxonwold, 2132)

South Africa





www.eoh.co.za