The Green Building Council South Africa (GBCSA) is an independent, non-profit company that was formed in 2007 to lead the transformation of the South African property industry. We exist to inspire the property industry to design, build, operate and tenant better, greener buildings.

GBCSA operates in the commercial, public and residential sectors. Our aim is to work with our membership community to sustainably transform the built environment. We strive to preserve the planet for future generations and operate through advocacy, membership, certification and training.

As a pioneer in the green building sector in Africa, we work with collaborators and all interested built environment stakeholders to develop market-based green solutions for the South African property industry.

Green building is a growing global movement, with research now showing significant social, environmental, economic, and health and wellness benefits.

Our 2019 integrated report aims to retrospectively reflect our values and mission through the transparent reporting of the financial, environmental and social aspects of our work.
Never in my wildest dreams did I think I would become the Chairperson of an organisation I fell head over heels for at the first GBCSA Convention I attended in 2013. I joined the board in 2017. When I accepted the position of board chair in November 2019, I was cautiously optimistic about the challenges and opportunities facing the GBCSA. And as we are proudly releasing our Annual Report, I believe I speak for all of us when saying that the unimaginable world we find ourselves in today drastically changed our retrospective view of our position in 2019. This said, I am still tremendously proud of our achievements during the past year. Another 87 buildings were certified under GBCSA’s rating tools, and 1161 people were trained by the GBCSA in 2019.

Our 2019 convention was themed: Beyond - shaping cities of tomorrow. Yet again, the convention was an enormous success, inspiring over 700 delegates to think bigger as the urgency of the climate change agenda reaches a tipping point toward real action. It provided a platform to explore the innovative, practical solutions we require in the sector.

YEAR OF CHANGE
During 2019 we embarked on a journey to streamline our operations and organisational structure. We reduced our physical office footprint from two regional offices into one, consolidating GBCSA operations in Cape Town. This decision was not taken lightly, and the board strongly believes that the consolidation of physical space reduces operating costs and allows the GBCSA team to operate as an aligned force, creating synergies within the team, and becoming more member-centric. We would also be future-proofing the GBCSA and be true to our values of leaving a smaller footprint. Unbeknownst to us then, this has stood us in good stead as a new way of work has emerged.

Dr. Ilse Swanepoel
Chair, GBCSA

During 2019 we embarked on a journey to streamline our operations and organisational structure. We reduced our physical office footprint from two regional offices into one, consolidating GBCSA operations in Cape Town. This decision was not taken lightly, and the board strongly believes that the consolidation of physical space reduces operating costs and allows the GBCSA team to operate as an aligned force, creating synergies within the team, and becoming more member-centric. We would also be future-proofing the GBCSA and be true to our values of leaving a smaller footprint. Unbeknownst to us then, this has stood us in good stead as a new way of work has emerged.

Covid-19 has sparked a revolution in the way we interact and think about our relationship with the planet. Our certification tools already incorporate elements such as indoor environment quality which has become very relatable insofar as the health and well-being of building occupants are concerned, although this is only a single aspect of green buildings. The GBCSA is poised and ready to fulfill its mission as a catalyst to drive and assist the built environment to implement environmentally sustainable practices alongside a revived focus on the global sustainability agenda.

To create long-term value and a sustainable future for the GBCSA, we will continue to focus on our core strengths, especially when times are tough. As such, our priorities are aligned to make us more agile and member-centric than ever before. We will continue to strengthen our relationship with all stakeholder groups in the public and private sectors.

The GBCSA is pruned and ready to strengthen its value proposition to all members. The appointment of Lisa as our CEO also secures a wealth of strategic leadership experience and we will focus on embedding our business strategy during 2020. Among other initiatives, our short-term goals include the improvement of our training offering, streamlining our certification process and improving adoption across all sectors.

We are facing a challenging and volatile macroeconomic climate. All things considered, the decisions made during 2019 have geared our focus and operations to accommodate a more agile and flexible approach. The GBCSA is superbly positioned as an organisation to drive and implement the green recovery agenda.

As advocates we will continue to inspire change. We need to increase the adoption of net-zero, promote the development of environmentally conscious and inclusive spaces, and connect a collective thought-leadership to instill environmentally responsible business practices.

TEAM, BOARD AND AP COMMUNITY
I would like to take this opportunity to first and foremost thank team GBCSA. Their unwavering commitment, tenacity and patience have been inspiring through sometimes very challenging circumstances. I am incredibly confident that the team, led by Lisa, will conquer our objectives.

Thank you to the GBCSA board for their support, courageous commitment and willingness to guide the transformation of the organisation. I have the utmost confidence in our current board and I am excited about our potential board members, who will further strengthen our stakeholder representation and ability to guide the GBCSA and fortify our brand.

To our AP community, you are intrinsically part of our organisation. You bring life to our mission. Thank you for giving us wings. We will strive to deepen our mutual success.

A new stage is set, the curtains are rising, let the show begin!

Dr. Ilse Swanepoel
Chair: Green Building Council, South Africa
Chief Executive Officer, GBCSA

LISA REYNOLDS

While only being appointed as CEO of the organisation in June 2020, I can report that the GBCSA had a surplus and has received another clean audit for the year ended December 2019. The GBCSA has experienced conservative growth during the preceding several years, and the financial predictions due to Covid-19 are ‘low road’ scenarios. We are, however, implementing savings where possible and finding new sources of income to alleviate any loss we may expect. Going into 2020, the GBCSA has maintained its level 4 BBBEE status and is committed to see SMME development within the green building value chain.

The tough economic environment in 2019 saw sustainability commitments strengthen across the life stages of commercial buildings, as experience shows that certification delivers real benefits. Recertifications meant the GBCSA exceeded its commercial sector certification targets; the first two Sustainable Precinct accreditations were awarded and, a shift towards Net Zero certifications in waste and carbon emerged.

Our courses again produced solid numbers of Accredited Professionals (AP) and we proudly trained more than 100 people from within the enterprise development divisions of Smile Business Creation, Saint-Gobain, Aveng and Property Point. We continued to adapt and improve the tools our APs use, and in 2019 finalised our first Custom Health tool and the Custom Industrial tool.

Previously, there were many conversations about conducting business on-line. Lockdown has taught us that this is highly doable. GBCSA aims to move all its training onto an on-line platform. This will not be ‘death by power point or webinar.’ It will be interesting, participative and innovative.

Similarly, we will improve our certification processes. There will be no drop in green building standards – just alternative ways to get there.

As everyone is aware, 2020 has brought South Africa and the world into an unusual situation with extraordinary economic circumstances. South Africa must recover economically, so why not make it a green recovery?

Green buildings are resource efficient buildings. Saving on resources is cost effective. More importantly, green buildings are healthy buildings. As we look to passive design for energy and water efficiency, we look to passive design for healthy buildings. GBCSA can help the commercial and residential building sectors to operate healthier buildings which are more attractive to tenants. Spatial design for social distancing is a new consideration. Naturally ventilated buildings are greener and healthier. With our members, we can find innovative and attractive solutions for the current crisis.

ACKNOWLEDGEMENTS

I would like to thank Ilse Swanepoel, our Chair, for her leadership of the board – especially throughout these strange times. In a time where the built sector is going through a crisis, her guidance has kept us on track and relevant.

I would also like to thank the GBCSA’s board who are involved and highly supportive, giving freely of their time and knowledge. My relatively new journey has been made easier by them.

Finally, all things are made possible by the unrelenting commitment of the staff of the GBCSA. They have worked tirelessly throughout 2019, into 2020 and into lockdown. They have not only survived during this strange time but have thrived in many areas. I thank them all for their devotion to the sustainability cause.

Lisa Reynolds
CEO: Green Building Council, South Africa

The tough economic environment in 2019 saw sustainability commitments strengthen across the life stages of commercial buildings, as experience shows that certification delivers real benefits. Recertifications meant the GBCSA exceeded its commercial sector certification targets; the first two Sustainable Precinct accreditations were awarded and, a shift towards Net Zero certifications in waste and carbon emerged.
ABOUT US
We exist to inspire a built environment in which people and planet thrive.

The GBCSA is one of almost 70 members of the World Green Building Council. Founded in 2007, we are a dedicated team working in collaboration with industry bodies, leaders, government departments and professionals to develop market-based green building solutions for the transformation of the South African property industry.

We are a member-based organisation whose core focus is green building certification, training and advocacy.

We strive for buildings to be designed, built and operated in an environmentally sustainable manner.

WHAT WE DO
The GBCSA works with our membership community to champion a collective cause – to accelerate the development and adoption of best green building practices so that all buildings are designed, built and operated in an environmentally sustainable way.

COLLABORATORS AND PARTNERS
It is thanks to the backing of supporters who share our vision that we are able to achieve our aims and reach our goals. That is why we place such a high value on the extensive network of partners and collaborators who continue to believe in and support the work we do.

We are grateful to those who have supported us from the start. As a non-profit organisation, we are always looking for the funding we need to secure our long-term viability while developing new rating tools and creating new products that will move the green building movement forward.

KEY PARTNERS IN 2019:
We host a mix of events and campaigns to promote a better built environment.

**We advocate with...**
- Members
- Government
- Our green building professionals’ network
- Partners, collaborators and sponsors

**Our shared aim?**
In partnership with our members and stakeholders, we provide solutions, tools and platforms to transform the built environment.

We set out to promote sustainable building design, construction and operation.

**How we advocate**

- **Communication and Campaigns**
  - GBCSA communicates with members and stakeholders through a mix of our own channels including newsletters and social media.
  - We also accept invitations to communicate through other platforms, often contributing editorial comments in print publications as well as radio and TV interviews.

- **Annual Convention**
  - As our flagship advocacy platform, our annual convention is the very public face of the GBCSA brand.
  - Last year’s highly successful convention was themed Beyond: Shaping Cities of Tomorrow.
  - Amid the coronavirus crisis, the 2020 convention will be virtual.

- **Events**
  - GBCSA provides advocacy platforms by partnering with our members and stakeholders to host events in a variety of formats.
  - In 2019 this included Planet Shapers, Wednesday Wine and building tours, among others.

---

“As the leading green building authority in South Africa, GBCSA promotes green building as an integral part of sustainable built environments.

We are extremely proud that the annual Green Building Convention continues to bring together people who effect change across multiple disciplines in the built environment. The only way we can make a real difference in preserving our planet for future generations, is to come up with actionable solutions together.

---

<table>
<thead>
<tr>
<th><strong>TOTAL NUMBER OF EVENTS 2019</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>(including plaque handovers)</td>
</tr>
<tr>
<td>(2018: 33)</td>
</tr>
<tr>
<td><strong>TOTAL NUMBER OF PLAQUE HANOVERS 2019</strong></td>
</tr>
<tr>
<td>(2018: 7)</td>
</tr>
<tr>
<td><strong>TOTAL NUMBER OF PLANET SHAPER-THEMED EVENTS 2019</strong></td>
</tr>
<tr>
<td>(2018: 9)</td>
</tr>
<tr>
<td><strong>TOTAL NUMBER OF ATTENDEES AT 12TH GREEN BUILDING CONVENTION 2019</strong></td>
</tr>
<tr>
<td>700+</td>
</tr>
</tbody>
</table>
We offer a range of green building education courses, workshops and programmes. Our learning model combines physical and virtual classrooms and allows students to learn as individuals online and work with peers to apply new knowledge. The Accredited Professional (AP) programme covers the use and application of our rating tools, and Workshops cover broader green building issues.

We offer the latest in green building rating tool knowledge. Disseminating this knowledge through our training programmes is fundamental to helping South Africa’s building and property professionals think differently about their roles.

How we train
- Multi-part programmes
- Online courses
- Online exams
- Face-to-face workshops and webinars
- Customised and in-house courses
- Talks and events
- Built environment tours.

A decade of green training
For more than a decade, the GBCSA has trained Accredited Professionals (AP) who drive the green building industry forward. In 2019, we launched the Pathways to Accreditation programme – a system where APs are arranged in three distinct tiers dependent on qualification, experience and level of activity and engagement in the industry.

TOTAL NUMBER OF APs (2018: 1 877)

2 247

1 161 PEOPLE WERE TRAINEED BY GBCSA IN 2019
(2018: 1 396)

TOTAL NUMBER OF AP COURSE PARTICIPANTS (2008–2019)
- 7 419 AP WORKSHOP ATTENDEES (2018: 6 957)
- 2 853 AP ONLINE COURSE ATTENDEES (2018: 2 265)
- 2 750 OTHER AP COURSE ATTENDEES (2018: 2 193)

TOTAL NUMBER OF COURSES ATTENDED TO DATE (2018: 11 415)

13 022

Training highlights
- 103 people attended the SMME training programme we run with support from JP Morgan.
- In October 2019 we launched Pathways to Accreditation.
- We took EDGE training online, giving trainees the option to attend our face-to-face workshops or study remotely.
CERTIFICATION

Our rating tools offer an objective measurement of how green a building really is.

Our certifications
- Celebrate environmental leadership
- Symbolise sustainability achievement
- Provide a shared language and standard
- Promote integrated, holistic design

How we certify
Our current certification systems are:

- **GREEN STAR**, including **GREEN STAR CUSTOM**
- **EDGE** (Excellence In Design For Greater Efficiencies)
- **EWP** (Electricity and Water Performance tool)
- **NET ZERO** and **NET POSITIVE** (Carbon, Water, Waste, Ecology)

“
Our suite of rating systems offers a tool for almost any type of building. Certification creates a universal platform for credible and objective measurement of green buildings. Each tool recognises and rewards environmental leadership and is a recognised symbol of sustainability achievement.”

Certification highlights
- Total certifications increased in 2019 (87 vs. 78 in 2018).
- Notable firsts included: first two sustainable precincts certified; first measured Net Zero projects coming through; first round of portfolio-based EBP re-certifications completed.
- We successfully submitted the first Custom Health tool certification, opening the route for rating other healthcare projects in South Africa.

Certification stats

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of certifications</td>
<td>87</td>
<td>78</td>
</tr>
<tr>
<td>Total number of Green Star certifications</td>
<td>76</td>
<td>73</td>
</tr>
<tr>
<td>Total Green Star <strong>New Build</strong> certifications</td>
<td>19</td>
<td>37</td>
</tr>
<tr>
<td>Total Green Star <strong>Existing Building Performance</strong> (EBP) certifications</td>
<td>51</td>
<td>32</td>
</tr>
<tr>
<td>Total Green Star <strong>Interiors</strong> certifications</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Total Green Star <strong>Sustainable Precincts</strong></td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Total <strong>EWP</strong> certifications</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total <strong>Net Zero</strong> certifications</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Total <strong>EDGE</strong> (final) certifications to date and per annum</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Total <strong>EDGE</strong> units certified to date per annum</td>
<td>1779</td>
<td>630</td>
</tr>
</tbody>
</table>
The GBCSA exceeded its certification targets in the commercial sector, despite economic conditions continuing to deteriorate across the property and construction industries during 2019. This was primarily thanks to an increase in the number of recertifications pursued by owners, most notably Redefine Properties and Growthpoint. This trend indicates a strengthening commitment to the principals of sustainability throughout the full lifecycle of a commercial building, combined with a growing appreciation that certification delivers real benefits, particularly in the current economic environment.

Independent cost-benefit analyses continue to confirm the value of certifying commercial properties. For example, the 2019 MSCI Annual Green Property Index indicated significantly higher returns on green-certified office properties, thanks to lower vacancy rates and higher net income per square meter. Furthermore, the 2019 edition of Green Building In South Africa – Guide To Costs And Trends showed that the average cost premium for certified green buildings in SA between 2015 and 2018 was just 3.5%, compared with a premium of 5.2% between 2009 and 2014.

The commercial buildings certified since the GBCSA was formed in 2007 have delivered tangible and measurable improvements across an expanding range of sustainability areas including energy efficiency, water efficiency, biodiversity and indoor wellness among others.

Throughout the year, the GBCSA continued to train industry professionals through its dedicated Accredited Professionals (AP) courses. At our annual convention in October, we launched Pathways to Accreditation, which will give our engaged and active AP community credible recognition. Through the SMME programme we run with support from JP Morgan, we trained an additional 103 individuals from within the enterprise development divisions of Smile Business Creation, Saint-Gobain, Aveng and Property Point.

We continued to adapt and improve the tools our APs use, despite a lack of sponsorship. We finalised and published Net Zero v1, which benefited from valuable feedback during its pilot. We issued a request for proposals (RFP) to customise our New Build and Existing Building Performance tools for government buildings. This aligned with our efforts to better understand the procedural obstacles that slow certification uptake in the public sectors. Meanwhile, we brought fresh energy to developing an online Energy Water Performance (EWP) platform by exploring a potential partnership based on a shared revenue model.

During the year, we identified that the outputs from our Research & Knowledge Management (R&KM) unit have an essential role to play in positioning the GBCSA as an influential industry voice. Over the years, we have captured a wealth of information, primarily through our certification programmes. There is a clear opportunity for us to leverage this data to spot key trends and establish the GBCSA as an industry thought leader while helping to promote further collaboration with tertiary institutions and businesses. With this objective in mind, we prepared a work plan that outlines the actions we need to take to manage this precious resource effectively.

While taking steps to maximise the value of our data as a brand building currency, our future priorities also include focusing on risk, financiers and valuers. Looking ahead, our strategic focus will remain fixed on supporting the commercial sector by certifying projects while customising existing tools and potentially developing new tools on its behalf.
SECTOR OVERVIEW

Residential

Throughout 2019, the GBCSA’s message continued to resonate across the residential sector as a growing number of individual homeowners and developers showed an interest in going green.

Among South African homeowners, there is increasing demand for energy-efficient homes that help to reduce utility bills while offsetting the risks posed by chronic water shortages and electricity outages. Homeowners are equally interested in making a personal contribution to the sustainability agenda while living in homes that protect their personal health and wellbeing by incorporating more environmentally efficient, less toxic materials. Accordingly, GBCSA now receives a steady flow of enquiries from individuals for guidance on how to green their homes.

This trend is being embraced by residential developers. One of the year’s most notable highlights was Balwin Properties’ decision to register 16,000 residential units for accreditation under the GBCSA’s EDGE tool—a world record. This bold display of leadership by one of the residential sector’s most influential players signals a growing consensus among South African property developers that green building is not only good for the environment, but it also makes business sense.

The same message is gaining traction in South Africa’s financial and banking sectors. Early in 2020, Balwin Properties and Absa Bank announced the launch of the country’s first green home loan, the Absa Eco Home loan. We are confident this will further encourage uptake of the EDGE rating tool and construction of greener homes in SA.

The GBCSA is also responding to emerging market trends by evolving its residential sector strategy. To date, this strategy has largely focused on using EDGE to certify new homes. Looking ahead, we will place greater emphasis on encouraging owners of existing properties to certify their homes. With this in mind, we are in the process of developing a rating system for existing homes in collaboration with the Department of Environment, Forestry and Fisheries (DEFF) and GIZ on scaling a new green rating system for existing homes in South Africa. This initiative took the research team (the Sow & Reap Consortium) on a journey from an RDP home in Cato Manor, KwaZulu-Natal, to middle-class Constantia in Cape Town, stopping along the way for workshops in Polokwane and Skype discussions with partners in New Zealand. By the end of the journey, the need for a green home rating system was indisputable. Further development of the tool is expected to take place in 2020.

IFC EDGE PARTNERSHIP

Throughout 2019, the GBCSA continued to work successfully with the International Finance Corporation (IFC) on advocating, delivering and servicing the EDGE rating tool to the South African market.

DIVERCITY RESEARCH PARTNERSHIP

In September 2019, the GBCSA took part in the first workshop on the EDGE rating tool for existing properties to certify their homes. The collaboration will involve the publication of a research report aimed at providing a quantitative evaluation of the impacts of the development location on carbon emissions in Johannesburg.

KFW DEVELOPMENT BANK EDGE WORKSHOPS

This initiative involved a series of three training workshops focusing on the EDGE tool for new residential buildings. The first workshop was aimed at financiers and developers. It attracted over 100 participants in Cape Town, Durban and Johannesburg. The second workshop included 125 professionals, contractors and building service providers in the same cities during 2018 and 2019. The third workshop is currently under development. Together, these events significantly boosted the number of EDGE experts in the country.

GREENER TOGETHER

During the year, the GBCSA launched a number of important initiatives in collaboration with key partners in the residential sector. Notable examples include:

GIZ AND DEFF COLLABORATION

Over the course of 2019, the GBCSA worked alongside the Department of Environment, Forestry and Fisheries (DEFF) and GIZ on scaling a new green rating system for existing homes in South Africa. This initiative took the research team (the Sow & Reap Consortium) on a journey from an RDP home in Cato Manor, KwaZulu-Natal, to middle-class Constantia in Cape Town, stopping along the way for workshops in Polokwane and Skype discussions with partners in New Zealand. By the end of the journey, the need for a green home rating system was indisputable. Further development of the tool is expected to take place in 2020.

IFC EDGE PARTNERSHIP

Throughout 2019, the GBCSA continued to work successfully with the International Finance Corporation (IFC) on advocating, delivering and servicing the EDGE rating tool to the South African market.

DIVERCITY RESEARCH PARTNERSHIP

In September 2019, the GBCSA and the for-profit urban property fund, Divercity, launched a long-term partnership to build the information and knowledge that decision makers need to develop more sustainable cities. The collaboration will involve the publication of a research report aimed at providing a quantitative evaluation of the impacts of the development location on carbon emissions in Johannesburg.

KFW DEVELOPMENT BANK EDGE WORKSHOPS

This initiative involved a series of three training workshops focusing on the EDGE tool for new residential buildings. The first workshop was aimed at financiers and developers. It attracted over 100 participants in Cape Town, Durban and Johannesburg. The second workshop included 125 professionals, contractors and building service providers in the same cities during 2018 and 2019. The third workshop is currently under development. Together, these events significantly boosted the number of EDGE experts in the country.
The GBCSA’s relationship with the public sector continued to strengthen throughout 2019. One particular highlight came in October during our annual convention in Cape Town, where Patricia de Lille, the national Minister of Public Works and Infrastructure (DPWI), gave a keynote address.

During her speech, the Minister announced that the public sector would reinforce its commitment to green building by sponsoring the customisation of two GBCSA rating tools for future government use. The first tool is the Green Star Existing Building Performance (EBP) Government Building Rating Tool; and the second is the Green Star New Build Custom Government Buildings Rating Tool. This announcement represented a strong statement of intent by government that it plans to further green its extensive property portfolio.

During her address, the Minister also acknowledged the public sector’s catalytic role in shaping a more sustainable built environment, and the downstream benefits this can have on South Africa’s green economy, particularly when it comes to creating green jobs.

One of our most exciting collaborations during 2019 was the partnership between the GBCSA, the German Corporation for International Co-operation (GIZ) and the Department of Environment, Forestry and Fisheries (DEFF) on scoping a new green rating system for existing homes in South Africa (see page 20 for more). The DEFF formed part of the steering committee for this project and provided valuable insights into how we can develop a rating tool that is relevant to the public and private sectors alike. This conversation continues as the development of the rating tool progresses.

Overall, the GBCSA’s public sector work aims to push the built environment greening agenda within government, cities and municipalities. We support the sector in creating policies that accelerate the shift towards a greener built environment through our advocacy and by hosting conversations within government structures.

Key focus areas within the public sector include advocating with local and national government for better building standards to create more sustainable cities for citizens. To date, we have certified a total of over 30 public or government-owned buildings throughout South Africa. The Department of Public Works’ National Green Building Policy, which was launched at our annual convention in 2018, continues to demonstrate public sector leadership alongside other relevant frameworks and policies that advance efforts to build a green economy while combatting climate change.

Indeed, mitigating climate change was top of the agenda when South Africa’s four main municipalities – Johannesburg, Tshwane, eThekwini and Cape Town – volunteered to meet the ambitious net zero targets set by the international C40 Cities Climate Leadership Group in 2018.

C40 Cities connects more than 90 of the world’s leading cities, representing over 650 million people and a quarter of the global economy. In line with the GBCSA’s objectives, it focuses on tackling climate change and driving urban action that reduces greenhouse gas emissions and climate risks while improving the health, wellbeing and economic opportunities of urban citizens.

The GBCSA continues to provide support to the C40 Cities South Africa Buildings Programme’s local implementing partner, Sustainable Energy Africa (SEA). The initiative aims to enable all new buildings in the four municipalities to reach net zero carbon by 2030, while all existing buildings aim for net zero carbon by 2050. These targets align directly with the objectives outlined in the South African government’s National Development Plan and its draft national strategies on energy efficiency and climate change.
HIGHLIGHTS 2019

- **REVENUES**: R26 879 948 (2018: R27 015 998)
- **SURPLUS**: R867 849 (2018: 674 617)
- **PEOPLE HAVE QUALIFIED AS AN AP TO DATE (2008-19)**: 2 247 (2018: 1 877)
- **CUSTOM/ NON-AP COURSES WERE HELD DURING 2019**: 246 (2018: 176)
- **CERTIFIED GREEN STAR BUILDINGS SINCE 2007 – AND RISING –**: 500+
- **PEOPLE WERE TRAINED BY GBCSA IN 2019**: 1 161 (2018: 1 396)
- **CERTIFICATIONS WERE AWARDED IN 2019**: 87 (2018: 78)
- **PEOPLE ATTENDED THE SMME TRAINING PROGRAMME WE RUN WITH SUPPORT FROM JP MORGAN**: 103
- **PEOPLE WERE TRAINED BY GBCSA IN 2019**: 1 161 (2018: 1 396)
- **1 161 PEOPLE WERE TRAINED BY GBCSA IN 2019 (2018: 1 396)**
- **CERTIFICATIONS WERE AWARDED IN 2019**: 87 (2018: 78)
- **PEOPLE ATTENDED THE SMME TRAINING PROGRAMME WE RUN WITH SUPPORT FROM JP MORGAN**: 103

**16 000 RESIDENTIAL APARTMENTS WERE REGISTERED THROUGH EDGE BY BALWIN PROPERTIES – A WORLD RECORD**

**16.71% OF DELEGATES WERE PROPERTY OWNERS/ MANAGERS**

**12TH ANNUAL GREEN BUILDING CONVENTION CAPE TOWN OCTOBER 2019**

**100+ INTERNATIONAL & LOCAL THOUGHT-LEADERS AND SPEAKERS TOOK PART**

**10.83% OF DELEGATES WORKED IN GOVERNMENT**

**103 PEOPLE ATTENDED THE SMME TRAINING PROGRAMME WE RUN WITH SUPPORT FROM JP MORGAN**

**OUR FLAGSHIP PUBLICATION +IMPACT MAGAZINE WAS AWARDED THE 2019 SAPOA PROPERTY PUBLICATION OF THE YEAR**

**700+ DELEGATES FROM 13 COUNTRIES ATTENDED**

**103 PEOPLE ATTENDED THE SMME TRAINING PROGRAMME WE RUN WITH SUPPORT FROM JP MORGAN**

**16 000 RESIDENTIAL APARTMENTS WERE REGISTERED THROUGH EDGE BY BALWIN PROPERTIES – A WORLD RECORD**

**16.71% OF DELEGATES WERE PROPERTY OWNERS/ MANAGERS**

**12TH ANNUAL GREEN BUILDING CONVENTION CAPE TOWN OCTOBER 2019**

**100+ INTERNATIONAL & LOCAL THOUGHT-LEADERS AND SPEAKERS TOOK PART**

**10.83% OF DELEGATES WORKED IN GOVERNMENT**

**OUR FLAGSHIP PUBLICATION +IMPACT MAGAZINE WAS AWARDED THE 2019 SAPOA PROPERTY PUBLICATION OF THE YEAR**

**700+ DELEGATES FROM 13 COUNTRIES ATTENDED**
IMPACT CASE STUDY #1
Wild Coast Sun
Port Edward, KwaZulu-Natal

CERTIFICATION
Net Zero Waste (Pilot) Level 2

OWNER
Wild Coast Sun

LOCATION
Port Edward, KwaZulu-Natal

SUSTAINABILITY CONSULTANT
GCX

DATE CERTIFIED
January 2019

In January 2019, Sun International’s Wild Coast Sun in KwaZulu-Natal became the first resort in Africa to receive a Net Zero Waste rating. Achieving this milestone meant overcoming significant challenges. For a start, the 396-room resort is massive. As well as housing around 1 000 staff, the site incorporates a hotel, casino, an entertainment centre and a conference centre, UNISA office, horse stables, a golf course and country club. When it began its journey to zero waste back in 2014, the resort was sending 40 tons of waste to landfill every month.

To achieve its goal, Wild Coast Sun established two profitable enterprise development businesses. The first, Gayo Enterprises, separates food waste in the resort kitchens and hands it over to the second business, Vuka Uzenzele Trading, which turns the food waste into compost. It then uses this contaminant-free compost to grow organic produce in Wild Coast’s onsite vegetable garden. The compost also helps keep the resort’s golf course and gardens in top condition.

Any waste that is not suitable for composting – such as paper, cardboard, batteries and printing cartridges – is recycled by Recycle4Africa, based in nearby Port Edward. Whatever remains is then shredded, treated and compacted into blocks that can be used in construction.

Not only has the resort been able to cut its waste volumes to zero, but it has also created up to 13 jobs and saved up to R10 000 a month on buying produce for its kitchens.
**IMPACT CASE STUDY #2**  
Standard Bank Head Office  
Windhoek, Namibia

<table>
<thead>
<tr>
<th>CERTIFICATION</th>
<th>OWNER</th>
<th>LOCATION</th>
<th>ARCHITECTS</th>
<th>SUSTAINABLE BUILDING CONSULTANT</th>
<th>DATE CERTIFIED</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-Star Green Star – Office Design v1.1</td>
<td>Standard Bank Namibia</td>
<td>Windhoek, Namibia</td>
<td>Howard &amp; Chamberlain Architects</td>
<td>Emcon Consulting Group</td>
<td>JULY 2019</td>
</tr>
</tbody>
</table>

Standard Bank Namibia’s new head office in Windhoek is a good example of a building that respects its tough environment. Namibia is a hot, dry country where water is a precious resource. Accordingly, this landmark building is designed to keep water and energy consumption as low as possible while protecting users from the fierce Namibian sun. The result is a building that is almost 80% more resource-efficient than a typical Namibian office block.

The design maximises natural daylight while reducing heat levels by using an external louvre system that continuously moves as it responds to the position of the sun. Heat entering the building is cut down, and the need for air-conditioning is reduced.

Consumption of all resources is monitored from a central point using intelligent building monitoring systems. Live computer screens on all floors give employees a continuous picture of operating systems, water and electricity use, and whether conservation targets are being achieved.

The building’s exterior is as environmentally sensitive as its interior. It features a xeriscape garden and a striking boulevard with pedestrian walkways, cycling paths and an outdoor active area. The gardens around the building feature hardy indigenous plants that are suitable for the hot, dry Namibian weather.

Another notable feature of the office is its location. The building is close to public transport facilities, helping employees and visitors to cut the number of trips they must take to reach the building. In turn, this helps to further reduce the building’s overall environmental impact.
IMPACT CASE STUDY #3
Sandton Gate
Sandton, Johannesburg

In September 2019, Sandton Gate in Johannesburg attained GBCSA’s Green Star Sustainable Precincts certification. This tool was specifically developed to influence and encourage developers to consider good design and its wider impact on communities and their environment. As part of the accreditation, each individual building within the precinct will also be required to attain a 4-Star Green Star rating.

Located close to the Sandton CBD, this ambitious mixed-use development falls within the City of Johannesburg’s public transport network and directly borders the Braamfontein Spruit, one of Johannesburg’s longest natural greenbelts. This location offers rich potential for truly sustainable urban development. The architects responded to this opportunity with a blueprint that integrates commercial, residential and retail space in a green, pedestrian-friendly environment.

Sandton Gate incorporates a range of innovative green building features within each of the tool’s four credit categories: governance, liveability, economic prosperity and environment. Under the governance category, for example, the developers have produced a community users’ guide and sustainability education resources that will give occupants the knowledge and tools to make best use of the precinct’s environmentally friendly service and management systems. When it comes to economic prosperity, there will be a focus on community investment, incentive programmes, employment and economic resilience.

Other community-based management and development initiatives include monthly litter collections as part of the A Re Sebetseng campaign plus investment into cycle paths, art installations, LED night-time lighting, and a community food garden.
Impact Case Study #4
The Reid
Linbro Park, Sandton, Gauteng

<table>
<thead>
<tr>
<th>Certification</th>
<th>Owner</th>
<th>Location</th>
<th>Edge Expert &amp; Edge Auditor</th>
<th>Date Certified</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDGE Preliminary</td>
<td>Balwin Properties</td>
<td>Linbro Park, Sandton, Gauteng</td>
<td>Solid Green</td>
<td>December 2019</td>
</tr>
</tbody>
</table>

In 2019, JSE-listed residential developer Balwin Properties registered 16 000 units for accreditation under the Excellence in Design for Greater Efficiencies (EDGE) tool – a world record. The decision to register such a high number of units signals a growing consensus among South African property developers that green building is not only good for the environment, but it's also good for their businesses.

For example, certifying so many units has allowed Balwin Properties to negotiate for green bonds on its developments, making them more accessible to the middle class – a game changer for green building in this country. Not only do green homes mean lower utility bills and smaller estate levies, they also help to reassure environmentally aware residents that they’re contributing towards tackling climate change.

One of the most noteworthy Balwin Properties developments to attain EDGE certification is The Reid in Linbro Park, Gauteng. This upmarket lifestyle estate offers residents contemporary urban living surrounded by natural beauty. Designed to resemble a traditional farmhouse setting rooted in nature, peacefulness and simplicity, the estate incorporates a wetland rehabilitation project that aims to sustain an environmental habitat for fauna and flora while encouraging healthy interaction between residents and the protected wetlands environment.

Walking and cycling pathways were created to encourage this interaction, and there is also a strong focus across the estate on outdoor recreation. The Wi-Fi-ready apartments include energy efficient appliances, solar-supplemented electricity, and pre-paid electricity and water meters.

By 4 December, all 1,294 units had received preliminary EDGE certification, and the process has now begun for final certification on all units.
IMPACT CASE STUDY #5
Hotel Verde
Airport Industria, Cape Town

Located close to Cape Town International Airport, the four-star, 145-room Hotel Verde incorporates some of the world’s most advanced green building technology and sustainable construction techniques. In line with their holistic sustainability strategy, the owners, Mario and Annemarie Delicio, also apply the principles of green building to their hotel’s day-to-day operating, waste management and procurement processes. For example, the kitchen team only procures free range eggs.

As a result, they can credibly claim to operate Africa’s most sustainable hotel. Not only are Hotel Verde’s accommodation and conferencing facilities 100% carbon-neutral, but it is also 70% more efficient than a typical Cape Town hotel. The hotel achieved the highest-ever score for an Existing Building Performance (EBP) v1 accreditation in South Africa, putting it among world leaders.

Among other green building features, Hotel Verde incorporates vertical axis wind turbines; PV panels on its north-facing roof and façade; and an energy-efficient HVAC system that uses geothermal ground loops combined with heat pumps to run the building’s central heating/cooling and domestic hot water systems. The gym has energy generating equipment and the lifts are fitted with regenerative braking mechanisms that convert heat generated by the lifts into reusable energy. All water and energy equipment is Energy Star-certified.

With the emphasis on water conservation, the hotel recycles its grey water and incorporates a system that harvests rainwater and subsoil drainage water. There is also an urban farming setup that uses aquaponics and a Bokashi composting area to recycle food waste from the hotel kitchens.
IMPACT CASE STUDY #6
Formfunc office
Lanseria Corporate Estate, Lanseria

Towards the end of 2019, ergonomic furniture manufacturer, Formfunc, became the first business in Africa to achieve 6-Star Green Star Interiors v1 accreditation. This certification followed a comprehensive refit of its office, showroom and distribution centre at Lanseria.

Formfunc is the exclusive distributor of Humanscale ergonomic chairs, workstations and other office accessories to the southern African market. In line with its brand values, its interiors makeover was designed to create a healthy, efficient and sustainable working environment for its own employees. The refit also put a strong emphasis on energy, waste and water efficiency.

Accordingly, its newly refurbished HQ incorporates a range of sustainability features that include, for example, floor-to-ceiling glazing that allows large volumes of natural daylight to illuminate the interiors, while the HVAC system was designed to improve the inflow of fresh air from outside. Sensors have also been installed to monitor and control internal carbon dioxide levels.

In addition, water and electrical meters have been installed to send real-time consumption updates to mobile devices and reduce overall water and electricity use. Careful consideration was given to the paint and sealant products to ensure that they contain minimal to zero volatile organic compounds (VOCs).

Other green building features include a recycling station and a composting unit for organic waste. To further encourage a reduction in carbon emissions, employees have direct access to onsite parking for their bicycles and motorcycles. And, of course, all work stations are equipped with the ergonomic Humanscale office furniture that Formfunc is so well-known for.
<table>
<thead>
<tr>
<th>Package</th>
<th>Rating</th>
<th>City</th>
<th>Company</th>
<th>Year</th>
<th>Achieved City Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commune Park (Phase 2)</td>
<td>4-Star</td>
<td>Cape Town</td>
<td>Alandale</td>
<td>16 June 2019</td>
<td>5-Star</td>
</tr>
<tr>
<td>sponsor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CSI

CORPORATE SOCIAL INVESTMENT

The GBCSA is involved with selected organisations and initiatives dedicated to supporting individuals and communities in need. Our long-term corporate social investment (CSI) strategy is to partner with local service providers who uplift and empower communities while operating in an environmentally responsible manner.

MANDELA DAY

Since 2016, we have commemorated Nelson Mandela International Day on 18 July by spending time with the children at Compass Pre-School in Edenvale, Gauteng. In 2019, we once again teamed up with the Gauteng Chapter of the Women’s Property Network (WPN) to provide members with an opportunity to give back to the community. This year we identified infrastructure gaps and improved conditions for residents at the Compass safe house in Lombardy East.

On the day, WPN members were encouraged to volunteer time with the learners at the school, drop off donations and invest resources and expertise into improving the living conditions for families in the safe house by repairing and upgrading a list of basic items.

With GBCSA members’ help, we were able to insulate the roof; fit carpets in the rooms; fix the stove, geyser, outside drain, washing line and water fittings; provide beds and blankets; replace broken doors; provide and install new light fittings and plugs; paint the house’s interior; and repair the bookshelves. The home also received various donations of food, stationery and toys.

Compass received generous corporate sponsorships from Pentafloor, Burgess Plumbing, Moemas, Schneider Electrical, Vinnie’s Electrical, Elsie Bezuidenhout, Banking on Women, Themguard, MSCI, ILL, Tetris, SVA International, RRC Consulting Engineers, Puma Energy Melville, Black Sheep, Delta Fund, Certesa Trading, Voltex Electrical, DB Flash, Under Pressure Plumbing, Hinge, Suidam Systems, Bespoke Designs, Lucky Kunene, Professional Carpet Installations, Round Table and the GBCSA.

Thank you once again to all our members who made such generous donations of time, products and expertise and giving the safe house a much-needed makeover.

The GBCSA also arranged a collection of items for S-Cape in Cape Town, an organisation that provides short- and long-term care to victims of human trafficking.

YOUTH MONTH

As part of the GBCSA’s Youth Month celebrations last June, our Johannesburg office hosted a fourth year Construction Management student, Lindiwe Gabela. After taking her on a construction site tour, we invited her to take part in meetings and a training session to learn more about the GBCSA and our mission within the built environment. This initiative was arranged through the WPN’s Student Chapter.
### Statement of FINANCIAL POSITION

#### FIGURES IN RAND  

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>431,612</td>
<td>635,933</td>
</tr>
<tr>
<td>Right-of-use assets</td>
<td>1,242,364</td>
<td>-</td>
</tr>
<tr>
<td>Deposits</td>
<td>356,774</td>
<td>356,774</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>2,030,750</td>
<td>992,707</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>1,174,866</td>
<td>1,079,516</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>10,659,065</td>
<td>7,383,392</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>11,833,931</td>
<td>8,462,908</td>
</tr>
</tbody>
</table>

#### Equity and Liabilities

<table>
<thead>
<tr>
<th>Type</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated loss</td>
<td>(4,114,287)</td>
<td>(4,982,136)</td>
</tr>
</tbody>
</table>

#### Liabilities

<table>
<thead>
<tr>
<th>Type</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease liabilities</td>
<td>671,351</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease liabilities</td>
<td>789,301</td>
<td>-</td>
</tr>
<tr>
<td>Operating lease liability</td>
<td>-</td>
<td>212,886</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>3,515,450</td>
<td>2,364,147</td>
</tr>
<tr>
<td>Income received in advance</td>
<td>2,841,314</td>
<td>2,589,902</td>
</tr>
<tr>
<td>Deferred income</td>
<td>10,161,552</td>
<td>9,270,816</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>17,307,617</td>
<td>14,437,751</td>
</tr>
</tbody>
</table>

#### Total Equity and Liabilities

<table>
<thead>
<tr>
<th>Type</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Equity and Liabilities</strong></td>
<td>13,864,681</td>
<td>9,455,615</td>
</tr>
</tbody>
</table>

### Statement of COMPREHENSIVE INCOME

#### FIGURES IN RAND

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>26,879,948</td>
<td>27,015,998</td>
</tr>
<tr>
<td>Other operating income</td>
<td>521,493</td>
<td>254,493</td>
</tr>
<tr>
<td>Movement in credit loss allowances</td>
<td>(22,086)</td>
<td>-</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>(26,594,292)</td>
<td>(27,001,485)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating profit</strong></td>
<td>785,063</td>
<td>269,006</td>
</tr>
<tr>
<td>Investment revenue</td>
<td>290,630</td>
<td>405,624</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(207,844)</td>
<td>(13)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profit for the year</strong></td>
<td>867,849</td>
<td>674,617</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td>867,849</td>
<td>674,617</td>
</tr>
</tbody>
</table>
## Statement of Changes in Equity

<table>
<thead>
<tr>
<th>FIGURES IN RAND</th>
<th>Accumulated loss</th>
<th>Total equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 01 January 2018</td>
<td>(5,656,753)</td>
<td>(5,656,753)</td>
</tr>
<tr>
<td>Profit for the year</td>
<td>674,617</td>
<td>674,617</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>674,617</td>
<td>674,617</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FIGURES IN RAND</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 01 January 2019</td>
<td>(4,982,136)</td>
<td>(4,982,136)</td>
</tr>
<tr>
<td>Profit for the year</td>
<td>867,849</td>
<td>867,849</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>867,849</td>
<td>867,849</td>
</tr>
</tbody>
</table>

## Statement of Cash Flows

<table>
<thead>
<tr>
<th>FIGURES IN RAND</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from (used in) operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash generated from (used in) operations</td>
<td>4,006,345</td>
<td>(849,684)</td>
</tr>
<tr>
<td>Interest income received</td>
<td>290,630</td>
<td>405,624</td>
</tr>
<tr>
<td>Finance costs paid</td>
<td>(430)</td>
<td>(13)</td>
</tr>
<tr>
<td>Net cash from (used in) operating activities</td>
<td>4,296,545</td>
<td>(444,073)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FIGURES IN RAND</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows used in investing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>(19,999)</td>
<td>(520,105)</td>
</tr>
<tr>
<td>Cash flows used in financing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payment on lease liability</td>
<td>(1,000,873)</td>
<td>-</td>
</tr>
<tr>
<td>Total cash movement for the year</td>
<td>3,275,673</td>
<td>(964,178)</td>
</tr>
<tr>
<td>Cash at the beginning of the year</td>
<td>7,383,392</td>
<td>8,347,570</td>
</tr>
<tr>
<td>Total cash at end of the year</td>
<td>10,659,065</td>
<td>7,383,392</td>
</tr>
</tbody>
</table>
BOARD OF DIRECTORS

Non-executive

Left to right: Ilse Swanepoel (Chair), Nkosinathi Manzana (Immediate Past Chair), Giles Pendleton (Vice Chair), Kevin James, Anthony Stroebel, Brian Unsted, Marco Macagnano, Mfundo Xulu, Howard Rauff, André Theys, Helen Botes, Cormac Cullinan, Engelbert Binedelli.

Executive

Left to right: Dorah Modise, Pardon Mutasa

EXECUTIVE COMMITTEE

Non-executive

Ilse Swanepoel
Nkosinathi Manzana
Giles Pendleton
Kevin James

Executive

Dorah Modise, CEO
Grahame Cruickshanks, Internal executive
Pardon Mutasa, Internal executive

REMUNERATION COMMITTEE

Non-executive

Ilse Swanepoel
Nkosinathi Manzana
Giles Pendleton
Kevin James
Melanie Trollip (Specialist – PECS)

Executive

Dorah Modise, CEO
Pardon Mutasa, Internal executive

GOVERNANCE, AUDIT AND SOCIAL & ETHICS COMMITTEE

Non-executive

Ilse Swanepoel
Nkosinathi Manzana
Giles Pendleton
Kevin James

External/Independent

Gareth Pike
Justin Smith

Executive

Dorah Modise, CEO
Pardon Mutasa, Internal executive
<table>
<thead>
<tr>
<th>FULL NAME</th>
<th>JOB TITLE</th>
<th>DATE JOINED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dorah Modise</td>
<td>CEO, Executive Director</td>
<td>1 February 2017</td>
</tr>
<tr>
<td>Georgina Smit</td>
<td>Head of Market Transformation &amp; Sector Development</td>
<td>1 March 2019</td>
</tr>
<tr>
<td>Grahame Cruickshanks</td>
<td>Managing Executive: Market Engagement</td>
<td>1 November 2015</td>
</tr>
<tr>
<td>Pardon Mutasa</td>
<td>Managing Executive: Finance &amp; Operations</td>
<td>1 October 2013</td>
</tr>
<tr>
<td>Adrian Jackson</td>
<td>Technical Co-ordinator</td>
<td>1 September 2015</td>
</tr>
<tr>
<td>Ann-Marie Malan</td>
<td>Technical Co-ordinator</td>
<td>1 April 2018</td>
</tr>
<tr>
<td>Babalwa Tshandu</td>
<td>Administration Officer</td>
<td>15 June 2016</td>
</tr>
<tr>
<td>Cassim Mansoor</td>
<td>Finance Officer</td>
<td>1 March 2014</td>
</tr>
<tr>
<td>Donne Atkinson</td>
<td>Training &amp; Sector Development Program Manager</td>
<td>18 January 2011</td>
</tr>
<tr>
<td>Jaci Harrison</td>
<td>HR Manager &amp; Company Secretary</td>
<td>1 September 2012</td>
</tr>
<tr>
<td>Jennifer Lombard</td>
<td>Technical Manager</td>
<td>6 June 2014</td>
</tr>
<tr>
<td>Joanna Anderson</td>
<td>Research &amp; Knowledge Management Coordinator</td>
<td>1 June 2013</td>
</tr>
<tr>
<td>Kirwan Daniels</td>
<td>Finance Officer</td>
<td>15 May 2017</td>
</tr>
<tr>
<td>Levinia Palmer</td>
<td>Management Accountant</td>
<td>29 March 2019</td>
</tr>
<tr>
<td>Sanet (Michelle) De Nysschen</td>
<td>Membership &amp; Stakeholder Relations</td>
<td>11 May 2017</td>
</tr>
<tr>
<td>Shaundre Abrahams</td>
<td>Administration Hub Team Leader</td>
<td>15 March 2011</td>
</tr>
<tr>
<td>Susanna (Anja) Thompson</td>
<td>Events &amp; CSI Specialist</td>
<td>26 October 2015</td>
</tr>
<tr>
<td>Thumeka Tshanyela</td>
<td>Training &amp; Sector Development Program Co-ordinator</td>
<td>1 November 2012</td>
</tr>
</tbody>
</table>