



2025

ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE REPORT

TABLE OF CONTENTS

Our stakeholder groups

Customers	Investors	Employees	Financial institutions
Suppliers and contractors	Government	Communities	

Our top-10 risks

R1 Forfeiture of firearm licences	R6 Cyber risk: Data governance, business continuity (BC), including Sigfox
R2 Erratic cash flow	R7 Regulatory non-compliance or amendments to legislation and regulations
R3 Cash centre heists	R8 Management of succession planning
R4 Spike in cash-in-transit (CIT) heists	R9 Business continuity (BC)
R5 Declining subscriber base	R10 Infrastructure deterioration and collapse (resulting from Eskom grid or water supply network collapse)

Reading references

NAVIGATIONAL ICONS

Our capitals

Financial capital The pool of funds and assets that we maintain	Social and relationship capital The partnerships and relationships that we build and maintain with all our stakeholders, including our employees, providers and suppliers, and our communities
Human capital Our people, and all the competencies, abilities, experience, and expertise that they bring to the Group	Manufactured capital Our vehicles, aircraft, drones, firearms, buildings, properties, technological networks, control rooms, and other infrastructure
Intellectual capital The policies, procedures, intellectual property (IP), knowledge that exists and is cultivated in our organisation, including our vision, mission, purpose, reputation, and the value of our brand	Natural capital The actions we take that help to sustain the environment in which we operate

Our four strategic pillars

SP1 Maintain core business	SP3 Grow market share
SP2 Optimise core business	SP4 Enter new markets

Our strategic objectives

SO1 Achieve Group turnover of R13.4 billion, as well as Group profit before interest and tax (PBIT) of R850.5 million	SO10 Improve data governance and cyber-risk strategy in line with world-class standards
SO2 Enhance Group cashflow and liquidity	SO11 Diversify and grow new revenue streams, including the newly acquired Canine (K9) Unit
SO3 Improve Fidelity ADT overall performance	SO12 Reduce off-business
SO4 Enforce the basics, and 'getting it right'	SO13 Capitalise on artificial intelligence (AI) and robotic process automation (RPA) initiatives
SO5 Minimise exposure to claims liability/risk and cash losses	SO14 Maximise shareholder value
SO6 Capitalise on the Group's entrenched ESG profile, including transformation	SO15 Invest in information technology (IT)
SO7 Ensure Group policies and procedures for firearms control are strictly adhered to	SO16 Ensure the Group's environmental practices, policies and procedures are managed, monitored and measured that appropriate environmental targets are set
SO8 Maintain good labour relations	
SO9 Maintain capital spend within agreed budgetary limits	

TABLE OF CONTENTS

01

OUR APPROACH TO SUSTAINABILITY REPORTING



OUR APPROACH TO SUSTAINABILITY REPORTING

“Our ESG vision extends our core mission, focusing on sustainable growth through innovation and collaboration. By fostering a culture of accountability and teamwork, we aim to achieve the triple bottom line that we characterise as ‘people, planet, and profits’.”

Our ESG intent

In adopting the International Sustainability Standards Board's (ISSB) two central sustainability disclosure standards, our intention is to align our reporting approach with:

■ IFRS S1

Mandating the disclosure of material information related to all sustainability-related risks and opportunities that could reasonably impact an entity's prospects.

■ IFRS S2

Focusing on climate-related disclosures, by setting out detailed requirements for transparency on climate-specific risks and opportunities.

It is our aim to fully implement these frameworks to embed transparent ESG principles-compliant industry leadership within our organisation.

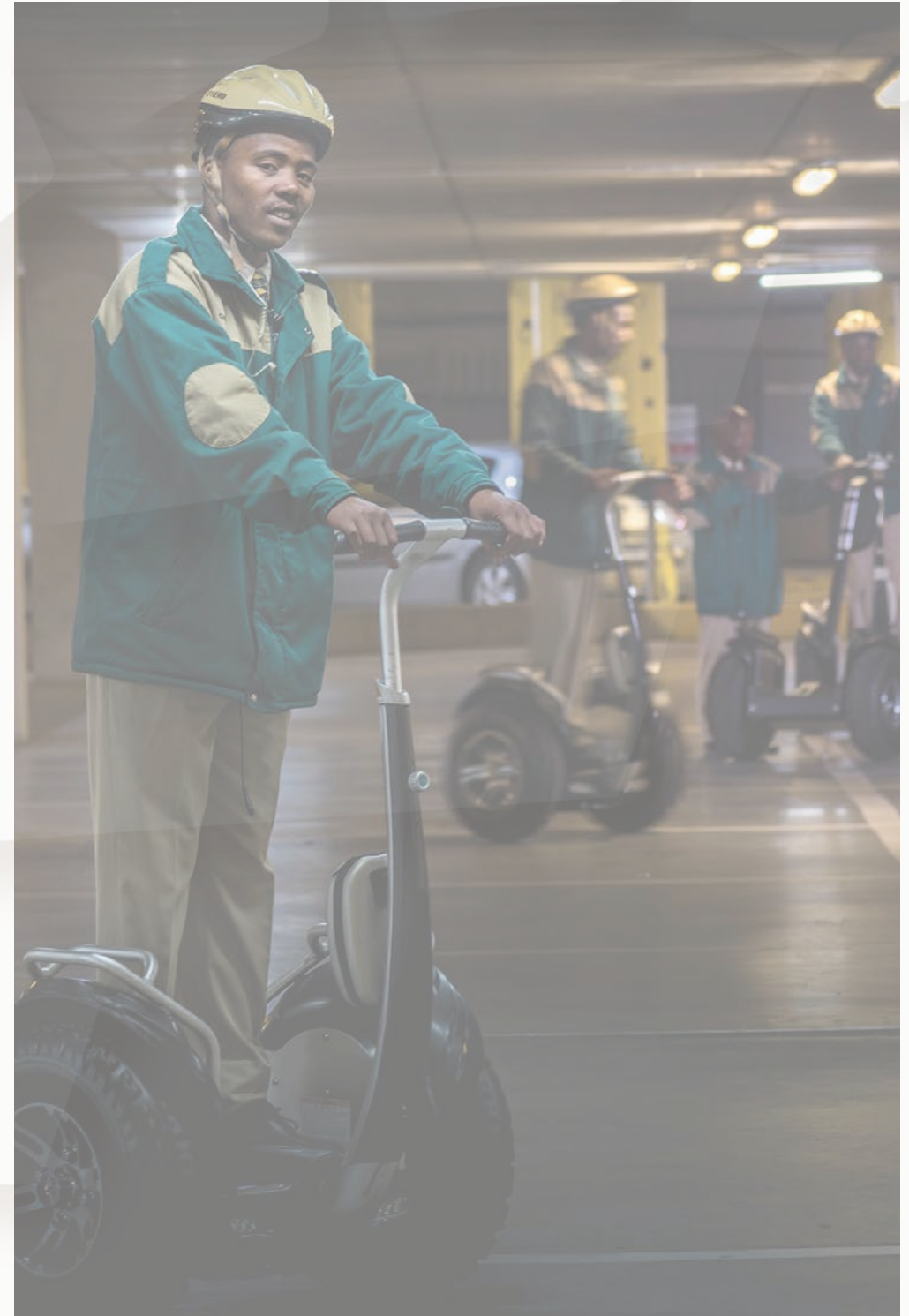
Our ESG Compliance Matrix

To achieve our ESG goals, we have developed an ESG Compliance Matrix. This tool facilitates a structured approach, involving collaboration with department heads to map out goals, targets, and plans aligned with our 2050 ESG Strategy. This initiative ensures a cohesive and integrated effort across the organisation.

Transformation and ESG

The IFRS sustainability disclosure standards form a comprehensive global baseline of disclosure information, intended to enable stakeholders to assess the exposure of a business to both sustainability-related risks and opportunities over the short-, medium-, and long-term.

Through our adoption of these standards, our stakeholders will be able to assess how we manage those risks and opportunities, to better inform their decisions in providing their resources to us.



OUR APPROACH TO SUSTAINABILITY REPORTING *CONTINUED*

Mapping the disclosure requirements of IFRS 1 and IFRS 2 to our Integrated and ESG Reporting Framework

Integrated Reporting Framework Content Elements				
Governance	Business model	Risks and opportunities	Strategy and resource allocation	Performance
IFRS S1 and IFRS S2 Disclosure Requirements Governance/ Metrics and targets	IFRS S1 and IFRS S2 Disclosure Requirements Strategy/Metrics and targets	IFRS S1 and IFRS S2 Disclosure Requirements Governance/ Strategy/ Risk management/ Metrics and targets	IFRS S1 and IFRS S2 Disclosure Requirements Strategy/Metrics and targets	IFRS S1 and IFRS S2 Disclosure Requirements Strategy/Metrics and targets

Accelerate

IFRS recommended disclosure

Governance

The governance processes, controls, and procedures used to monitor and manage sustainability-related risks and opportunities

Our response

- Our Board is ultimately responsible for ensuring the Group is a responsible corporate citizen, in accordance with the stipulations of King IV.
- The Board delegates oversight of the Group's ESG impact, including aspects relating to climate change, to the Transformation, Social and Ethics Committee (TSEC).

Proposed enhancements

- Augment and develop risk management and governance by widening the skills of the Board, management, and staff.
- Adopt and adhere to relevant aspects of the Sarbanes-Oxley (SOX) Act.

IFRS recommended disclosure

Strategy

The approach used to manage sustainability-related risks and opportunities

Our response

- We recognise that the inclusion of sustainability policy and action is central to our business and acknowledge that we have responsibilities in this regard to the communities within which we operate, including the potential to assist with and foster:
 - Safety and security
 - Economic upliftment.
- We explicitly include the appropriate management, monitoring and assessment of environmental practices, policies and procedures as per ISO 14001 among our strategic objectives.
- We work to reduce our direct carbon footprint by adopting a mitigatory approach to environmental impact, and to promote environmentally responsible initiatives.

Proposed enhancements

- Develop and invest in products and service delivery across all operations that increase our capacity to reduce our carbon emissions
- Consider climate-related impact on our value chain in our risk assessments

IFRS recommended disclosure

Risk management

The processes used to identify, assess, prioritise, and monitor sustainability-related risks and opportunities

Our response

- We incorporate sustainability-related risks into our risk-management framework with monitoring by the Risk and Opportunities Committee, assisted by the Safety, Health, and Environmental sub-committee.
- Our approach to climate change, which includes identifying, assessing, and managing climate-related risks and opportunities is formalised and integrated within our environmental policy.

Proposed enhancements

- Divisional level responsibility for prioritising and promoting risk monitoring and reporting

IFRS recommended disclosure

Metrics and targets

Performance in respect of sustainability-related risks and opportunities, including progress towards targets

Our response

- Ongoing recording and monitoring of various ESG parameters

Proposed enhancements

- Expand and refine the scope of sustainability-related metric and target reporting

OUR APPROACH TO SUSTAINABILITY REPORTING *CONTINUED*

Our sustainability approach – A Snapshot

SOCIETY*

Roll-out of Fidelity Fire First Responder project across the Gauteng region, including:

- **7** fire trucks, with two electric vehicles undergoing testing
- **3** full-size fire engines.

EMPOWERMENT**

- Proudly South African Level 1 BEE accreditation for over

11 years

• 7 810

Khula Nathi shareholders with 57.26% shareholding at 28 February 2025

SKILLS DEVELOPMENT AND HUMAN CAPITAL

• **R146 million**

spent on 8 202 learnerships (FY2024: R109.34 million; 7 122 learnerships)

• **16 882**

Youth employees under 29 (FY2024: 14 713)

- Talent attraction and retention driven from Board level
- Succession planning drive linked to executive KPIs

COMMUNITY
R15.25 million

spent on community care, out of a budget of R15 million (FY2024: R14.17 million; budget: R15 million)

ENVIRONMENT***

	Year-to-date (YTD)		
	Actual	Target 2025	2024
▪ Total carbon emissions	24 197 110 Tonnes CO ₂ e	99 929 Tonnes CO ₂ e	102 950 Tonnes CO ₂ e

- GreenPath Platinum Status renewed for 2025

• **2 625**

trees planted to date

- Target of

700

trees for FY2025 achieved

ENERGY ALTERNATIVES

• **1 149**

solar panels installed

at key locations over the last nine years to reduce dependence on conventional electricity: Parow and Midrand Ulwazi installations

• **107**

gas conversions to date

• **120**

vehicles targeted for conversion to gas during FY2025, rolled over to FY2026

BRITISH STANDARDS INTERNATIONAL (BSI) ACCREDITATIONS

- ISO 45001 Occupational Health & Safety[#]
- ISO 18788 Security Operations Management System^{*}
- ISO 22301 Business Continuity Management^{*}
- ISO 27001 Information Security Management Systems^{**}
- ISO 14001 Environmental Management System[#]
- ISO 37000 Governance^{***}
- ISO 26000 Social Responsibility^{***}
- ISO 9001 Quality Management^{*}

[#] Recertified until June 2026; ^{*} Recommended for recertification per audit results in January 2025; ^{**} Recertified until Mar'28; ^{***} Recertified until September 2025

CORPORATE GOVERNANCE

- Non-Executive Chairman, with most of our Board and Board committees being also Non-Executive Directors
- Received the 2024 Merit Award for our Integrated Annual Report during the Integrated Reporting Awards, of the Chartered Governance Institute of Southern Africa (CGISA) – the sixth consecutive year of award recognition in the Unlisted Companies category
- Our reporting is guided by the principles and requirements of the International Sustainability Standards Board's Integrated Reporting Framework (IRFS) and the King IV Code on Corporate Governance (King IV™).



02

MESSAGE FROM THE CHAIRMAN



MESSAGE FROM THE CHAIRMAN

NELSON MWALE



“As a socially and environmentally conscious organisation, Fidelity Services Group strives to integrate environmental, social, and governance (ESG) principles into its business and investment strategies. We believe that in doing this, we reinforce a strong commitment to socio-economic development. Moreover, by promoting environmental sustainability, addressing social challenges, and fostering good governance, we are confident that we can enhance community wellbeing while contributing to South Africa’s long-term economic growth.”

We recognise the unique challenges of our industry. We acknowledge that our employees face daily physical and psychological risks in their efforts to safeguard communities. We understand too, that environmental factors such as floods, storms, and fires present very real operational and personal risks.

We know that facing these challenges demands resilience and adaptability and a proactive approach – both in the way that we consider our people and their needs, and the means by which we address the environmental issues that confront us as a business, and society as a whole.

Transformation through innovation

Our transformation journey is guided by this steadfast commitment to sustainability, a value that has long been central to our operations. By leveraging global technological advancements, we continually innovate and evolve to enhance our value proposition and maintain our leadership in the security and risk solutions market.

In doing so, we remain deeply committed to the communities we serve. We go beyond safety and security to promote economic upliftment, education, and environmental awareness. Through partnerships with local authorities, ratepayer associations, charitable organisations, and the Fidelity Foundation, we deliver targeted community development initiatives tailored to local needs.

Aligning with national and global goals

Our sustainability strategy aligns with South Africa’s National Development Plan and its B-BBEE targets, as well as international frameworks such as the United Nations Global Compact (UNGC) and Sustainable Development Goals (UNSGDs). In framing our strategy with these aims in mind, we ensure that our objectives contribute to both national and global priorities, and can therefore contribute towards a meaningful and lasting impact.

Our adherence to ESG principles

We see ESG principles as being integral to the Group’s value creation strategy, and as helping to embed excellence across our operations and supply chain. We continue to advance sustainable development by actively involving all our employees. It is our belief that this increases our collective understanding, and thereby our capacity to make a significant impact, and more readily make the difference that we envisage for people and communities.

Social responsibility and engagement

Our social priorities centre on fostering meaningful community and employee engagement, promoting health and safety, ensuring employee wellness, championing inclusion and diversity, and enhancing community safety.

We are committed to maintaining a safe and healthy workplace, viewing that as a fundamental right as well as a business imperative. We continue to prioritise our employees’ wellbeing, as we do for that of our suppliers and customers, and to this end we have established health and safety committees across all our operations.

Diversity, equity, and inclusion

We remain fully committed to fostering and advancing diversity, equity, and inclusion across our workforce. In support of this goal, we conduct regular reviews of workforce composition at all organisational levels to ensure a balanced and inclusive staff complement, while mitigating the risk of complacency from natural human biases.

We recognise that our success hinges on the skills, experience, and conduct of our employees. In striving to be an employer of choice, the Group prioritises attracting and retaining top talent, and in so doing, is able to offer diverse employment opportunities to local communities. By providing both full-time and part-time roles across our operations, we continue to contribute significantly to local economic development and community upliftment.

We believe that this comprehensive approach to social responsibility reinforces our role as a trusted employer and community partner, while at the same time aligning with our broader mission of sustainable and inclusive growth.

MESSAGE FROM THE CHAIRMAN *CONTINUED*

Working with our suppliers

With these imperatives in mind, we embed social, ethical, and environmental performance criteria into our supplier selection processes. We strive to advance sustainable and responsible sourcing policies and ensure alignment with our commitment to sustainability and ethical operations through enhanced performance requirements and regular supplier reviews.

Human rights

We remain steadfast in our commitment to upholding internationally recognised human rights standards. We actively work to avoid complicity in human rights violations: we prohibit any form of discrimination, and strictly oppose forced or child labour. We are unwavering in our determination to provide fair working conditions, and maintain a safe, healthy, and respectful workplace.

The environment and our activities

We have set a target of achieving net-zero carbon emissions by 2050. This goal is supported by our carbon offset programme, and by the establishment of annual targets, as well as by our participation in the Carbon Disclosure Project (CDP). Our resource management, waste recycling, energy efficiency, and digitisation initiatives underscore our dedication to minimising our environmental impact.

We view sustainable environmental management as underpinning our goal of creating a resilient business model. In recognising the environmental impacts of our operations in this way, we have implemented a robust environmental policy and management system to achieve greenhouse gas, energy, water, and waste reduction goals.

Over the past 12 years, we have adopted various initiatives to minimise environmental impacts. With many of these having realised a net-zero cost or introduced eco-friendly alternatives, we have also generated long-term savings.

We continue to make strategic investments in renewable energy and sustainable practices. In this we are guided by the absolute contraction approach, so that our emission reduction targets align with global decarbonisation pathways.

Transparent governance

As South Africa's leading security industry organisation, the Group is committed to transparent and meticulous governance structures, policies, and procedures that are fully in compliance with legislation and regulation. We strongly believe that in adhering to rigorous standards, we will enable more effective value creation for all our stakeholders. We are resolute in ensuring the means of delivering the value we create remains trustworthy and secure, and founded on pertinent and accepted governance frameworks.

The Board of Directors (the Board) holds ultimate responsibility for the Group's success. It provides leadership and strategic direction to ensure sustainable growth and the fostering of strong relationships with stakeholders, while at the same time adding value to the realisation of our strategy.

While ESG principles are deeply ingrained in our operations, our approach to addressing their interconnectedness continues to evolve. Our aim is to drive this incremental progress by consistently integrating the concept of value creation into our ESG strategy.

Reporting

The Group has adopted the two key sustainability disclosure standards of the International Sustainability Standards Board (ISSB) – IFRS S1 and IFRS S2 – embedding them within our operating

model to enhance transparency, accountability, and alignment with global sustainability practices. We believe that this strategic adoption underscores the Group's dedication to leading with integrity and long-term sustainable value creation.

I am pleased, therefore, to be able to offer this report as a record of our commitment, activities, and implementation of ESG principles and alignment during the 2025 financial year.

NELSON MWALE
Chairman



03

WHO
WE ARE



WHO WE ARE

“Fidelity Services Group is Southern Africa’s leading provider of integrated services and risk solutions, renowned for ongoing innovation in the security industry and delivering technology-driven security and risk solutions to both residential and corporate customers.”

As the industry leader, and with our legacy of excellence, we have unmatched national coverage, with our services extended across Southern Africa and through approved contractors in Angola, Botswana, Mozambique, Namibia, Zambia, as well as in other African states.

Harnessing advanced global and internally developed technologies, we remain committed to continuous innovation to enhance our value proposition. With our service portfolio including Asset Tracking, Cleaning and Hygiene Services, SecureFire, Insurance products, and Electronic Article Surveillance (Sensormatic), our innovations span competitive differentiators such as artificial intelligence (AI), drones, helicopters and robotic process automation.

These innovations enable us to offer customised, data-driven, integrated risk management and cost-optimised facilities management solutions, with a solid base in traditional manned guarding, cash solutions, and armed response, delivered through a proactive and customer-centric culture.

Our vision

To be the pre-eminent provider of integrated services protecting the assets of our customers in Southern Africa and targeted international markets, through the consistent achievement of excellence in every sphere of our services.

Our mission

- To ensure that the customer remains the focus and centre of our activities
- To differentiate through superior service that adds value but remains affordable
- To provide operational excellence
- To continually invest in employing and developing quality personnel
- To stay innovative in the application of technologies and solutions
- To remain the market leaders who lead by example

Our values

- Focusing on the needs of our customers
- Innovating on an ongoing basis
- Determination in ensuring the ongoing success of all our stakeholders
- Encouraging our employees always to go the extra mile
- Loyalty recognised as being core to our customers and employees
- Integrity in all our actions
- Teamwork as the basis of success
- Yielding good and fair returns to all our stakeholders

Our code of ethics

Our code of ethics is reviewed annually by the Transformation, Social and Ethics Committee (TSEC), which delegates the Human Resources (HR) Department to assess the code and present its findings to the committee. This committee also monitors compliance with the code through quarterly reports from the Group Internal Audit Manager, which includes feedback from our whistle-blower hotline and our Internal Audit Department.

The code applies also to all our shareholders, directors, managers, employees, suppliers, financiers, customers and competitors, while at the same time requiring all Group representatives to act in good faith and in a manner that promotes our ongoing aspiration to remain a good corporate citizen. In addition, we require all our suppliers to acknowledge in their supply contracts that they have read and understood the code, and that they agree to be guided by it in their actions and behaviour.

Our evolving philosophy

We aspire to leadership through service, by empowering others to thrive

We have adopted the philosophy of **Servant Leadership** so that we can effectively improve inclusivity and boost morale across the Group, by implementing the philosophy’s key elements of:

- **Humility in leadership** – emphasising that true leadership is about serving others, putting their needs above personal ambition
- **Empowerment and growth** – emphasising the importance of enabling others to reach their full potential
- **Collaboration and community** – fostering an environment of shared responsibility and mutual support
- **Purpose-driven action** – ensuring that decisions and actions align with the greater good of the team and organisation



WHO WE ARE *CONTINUED*

Our code of ethics *continued*

The value added by our approach

We add value to our approach through our commitment to:

- Sustainability
- Innovation
- Transformation
- Technology
- Leadership
- Integrity
- Corporate governance
- Research and development (R&D)

Our corporate culture is founded on these building blocks, which govern our relationships with all our stakeholders.

The value in our name



A measure of our presence

"Southern Africa's leading provider of integrated services and risk solutions, renowned for its ongoing innovation in the security industry. With a legacy of excellence, the Group operates through over 25 brands, delivering technology-driven security and risk solutions."

242

Points of presence

904 000

Signals monthly

7

Control Centres

5 692

Cash-management devices

4 179

Operational vehicles, including:

9 046

Firearms

1 592

Cash-in-transit (CIT) vehicles

41 214

Public surveillance cameras

434

- 383 first responder units
- 15 second responder units
- 36 fire engines

55

Dedicated aircraft, including:

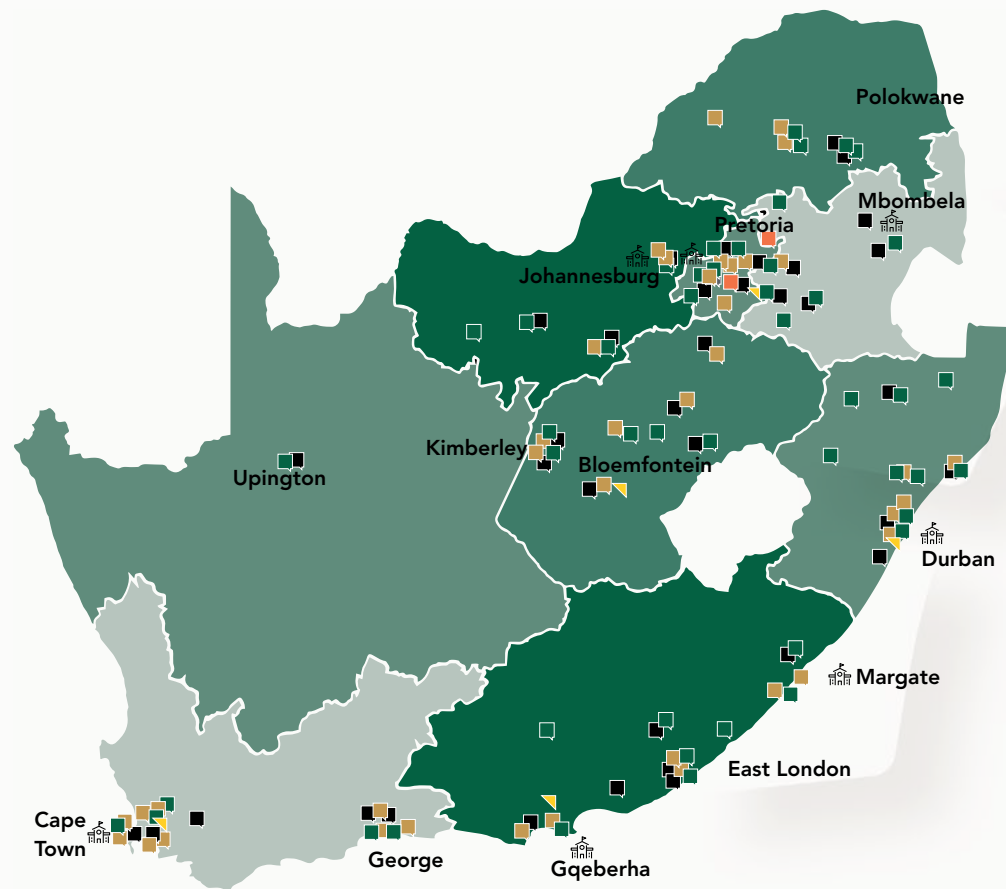
- 7 helicopters
- 48 drones

WHO WE ARE *CONTINUED*

A measure of our presence *continued*

Our national footprint

Points of presence



Guarding and Security Services

Fidelity ADT

Cash Solutions

SecureFire Response (Fire & Rescue)

Fire Solutions

Training Facilities

Our journey

ESTABLISHING OUR BUSINESS

1957

Commencement of cash-in-transit business as Fidelity Guards (FG)

1963

Founding of Springbok Patrols by AAC Bartmann Snr

The Bartmann family continue to be involved in the Group

1986

Introduction of FG and Rennie's Group

1991

Unbundling of FG from Safren

1997

Conclusion of B-BBEE transaction
Springbok Patrols becomes Khulani Springbok Patrols

1997

Retirement of Founding CEO AAC Bartmann Snr.

Wahl Bartmann appointed as Group CEO, initiating the journey to becoming a large integrated business

1999

Merger of Khulani Springbok Patrols with FG via a management buyout transaction
Robert Dickerson appointed CEO of the integrated group with Wahl Bartmann as CEO of the Guarding Division

RESTRUCTURING OUR BUSINESS

2006

Unbundling resulting in divestiture of the Cash and Cleaning businesses
Introduction of New Seasons as a B-BBEE partner alongside Khulani

2012

Replacement of our B-BBEE shareholder Khulani by Shalamuka Capital as the new partner alongside New Seasons

2023

Restructuring of corporate debt with Banking Syndicates (ABSA, Nedbank, Standard Bank, RMB, and Ashburton)
Launching of Khula Nathi Employee Share Scheme
Activation of Capital Realisation Project

2024

Further restructuring of corporate debt with Banking Syndicates, including vehicle asset finance arrangements and overdraft facilities
Planned implementation of SPV restructuring across the Group

2026

Planned shareholder-SPV restructure to simplify and realign the ownership structure, while facilitating liquidity for shareholders

WHO WE ARE *CONTINUED*

A measure of our presence *continued*

Our journey *continued*

ACCELERATING OUR GROWTH STRATEGY*

2015

Acquisition of Bidvest Protea Coin (Cash Management Solutions) and introduction of Fidelity Cameo Devices

2017

Acquisition of ADT and 2RM 2020
Acquisition of National Security contracts
Awards won for JSE Integrated Annual Report, Top Empowerment Company, and RMB Merger and Acquisition

2021

Acquisition of 7 Arrows
Awards won for Absa Technology Solutions and JSE Integrated Annual Report
Acquisition of National Security Contracts, AC Security, J&M Security and Electronic Security
Accreditations for ISO 27001/45001/18788/14001

2022

Acquisition of National Security contracts, Chubb Fire, Link-up Security, SA Security and Alarms, K9 Pro-Guard Security Services

2023

Award won for ABSA Top Supplier
Accreditation for ISO 26000/37000 – the first in Africa

2024

Acquisition of PHG Group, comprising guarding, cleaning, and landscaping contracts
Expansion of Khula Nathi employee empowerment scheme following the addition of 2 911 new participants
Merit Award for the Group's Integrated Annual Report
Roll-out of our Going Paperless sustainability initiative focusing on digitisation and cost-saving solutions
Renewal of Greenpath Platinum Status
Launched Facilities Management Business

WHERE WE'RE HEADED*

2026+

Becoming an AI-Enabled Integrated Services and Risk Solutions Provider

- Ensuring the customer remains the core focus through offering an affordable best-in-class service
- Staying at the forefront of innovation through tech-enabled solutions
- Continuing to invest in employing and developing quality personnel
- Remaining market leaders with a strong focus on community development

- Continuing to explore and capitalise on further value-creating strategic acquisition opportunities
- Introducing and embedding robotic process automation and predictive analytics support teams and procedures backed by tactical operations on the ground and in touch with the community
- Establishing a Digital Innovation Committee, with the IT team restructured under CTO/CIO with a separate technical and innovative framework

Our Group shareholders

NEW SEASONS SECURITY SERVICES

31.08%

[12.13%]

SHALAMUKA SECURITY

19.96%

[22.18%]

EAGLE CREEK INVESTMENTS 393

15.86%

[1.94%]

KHULA NATHI

0.00%[^]

[16.73%]

CORVEST 6

12.25%

[3.25%]

DICKERSON INVESTMENTS

11.00%

[0.00%]

MANAGEMENT

9.85%

[1.03%]

Effective B-BBEE shareholding [^]

57.26%

Khula Nathi effective holding derives from its holding in Fidelity Security Services and related subsidiaries

About our shareholders

New Seasons

New Seasons Investment Fund's shareholding in the Group increased through the 2018 merger between New Seasons Investment Holdings (founded in 1995) and Nodus Equity, who combined their interests. The Directors have significant and diversified business experience and a proven track record with Black Economic Empowerment Investments.

Broad-based empowerment

New Seasons Investment Fund remains committed to good corporate governance, social upliftment of historically disadvantaged South Africans and inclusive economic transformation.

Investment philosophy

New Seasons Investment Fund invests in assets with little constraints as to industry sector and duration of investment. The fund seeks to achieve a well-diversified and balanced portfolio, using an optimal mix of equity and gearing to maximise value for its shareholders, while generating attractive returns.

The fund invests in medium-sized companies with strong management, with a desire for collaboration and growth. It seeks to unlock through its B-BBEE credentials and the investees' strategic partnership with the fund manager.

The fund achieves this using clear investment criteria driven by a rigorous investment process and governed by an experienced Investment Committee and Board of Directors.

WHO WE ARE *CONTINUED*

A measure of our presence *continued*

About our shareholders *continued*

Dickerson Investments

Dickerson Investments Proprietary Limited is a privately owned investment company. Mr Robert Dickerson was the Chief Executive of the Fidelity Group until its unbundling in 2006. His wealth of experience and knowledge of the security and related service industries enables him to contribute invaluable as a Non-Executive Director of the Board.

Rand Merchant Bank – Corvest

RMB Corvest is a private equity company and is a member of the FirstRand Group. RMB Corvest has remained invested in the Fidelity Group for over 30 years.

Offering by RMB Corvest

Corvest participates predominantly in management buy-outs and buy-ins, leveraged buy-outs and B-BBEE transactions involving businesses with growing sustainable earnings and EBITDA above R40 million. They offer customers a key advantage through their status as an on-balance sheet private equity company, using its own funds for investment rather than third party funds. As a result, the company does not have exit timing pressures and is able to invest for the longer term.

Track record

With 205 deals, 91 B-BBEE deals, and 140 exits completed to date, an established track record, staff highly experienced in private equity and access to the resources of the RMB Group, the company provides a comprehensive private equity offering.

Broad-based Black Economic Empowerment (B-BBEE)

RMB Corvest has relationships with various BEE Groups to provide BEE Solutions to prospective clients and is able to offer fully funded B-BBEE investment solutions. In addition, RMB Corvest finances BEE Groups in acquiring shares in businesses they identify and bring to RMB Corvest. Over the past 14 years, RMB Corvest has concluded 74 deals, two-thirds of which involved providing a BEE solution to the investee company.

Shalamuka Capital

Shalamuka Capital is a B-BBEE private equity company that invests in unlisted established businesses across all sectors. Operating as a B-BBEE investment vehicle, Shalamuka Capital was established in 2008 when the Shalamuka Foundation was looking to invest in private equity, and partnered with RMB Corvest.

Broad-based Empowerment

One-hundred percent of Shalamuka's ultimate beneficiaries, the educators and learners of Penreach, are black, and the company's Board comprises 80% black professionals, who act for its ultimate beneficiary, the Penreach Foundation.

Penreach as Shalamuka's ultimate beneficiary

Penreach is Shalamuka's ultimate broad-based beneficiary and is the largest school-based outreach programme in Africa. The programme is concentrated in an area with over 80% illiteracy, and annually reaches 4 000 educators and 350 000 learners at 990 schools. Penreach is a non-profit, in-service educational development-training programme designed to improve the teaching skills of qualified and unqualified educators, as well as their schools, with black rural women comprising 90% of its beneficiaries.

Employees and management, including Eagle Creek and Holdco

Designated Group employees and members of management participate in an equity scheme dependent on their commitment, loyalty and performance. The result is a prosperous investment management entity that drives a sustainable business and delivers investor value. As part of the Group's employee valuation strategy, the employee share scheme functions on an ongoing basis, motivating employees through wealth creation. The Holdco Share Participation Trust holds shares of the Group and on an annual basis allocates options to designated employees as identified by Exco. These options are provided to employees at a discount, and they have three years to exercise their options, which lapse should they not be exercised.

Khula Nathi Employee Investments

Our shareholders include employees who hold shares via our Khula Nathi share participation structure. Khula Nathi means 'grow with us' and as the Group grows and creates wealth, so too do our employees who share in this wealth. We estimate that approximately 11 000 employees will eventually participate in this structure, with the rewarding of long-serving employees a pre-requisite. Khula Nathi has created a culture

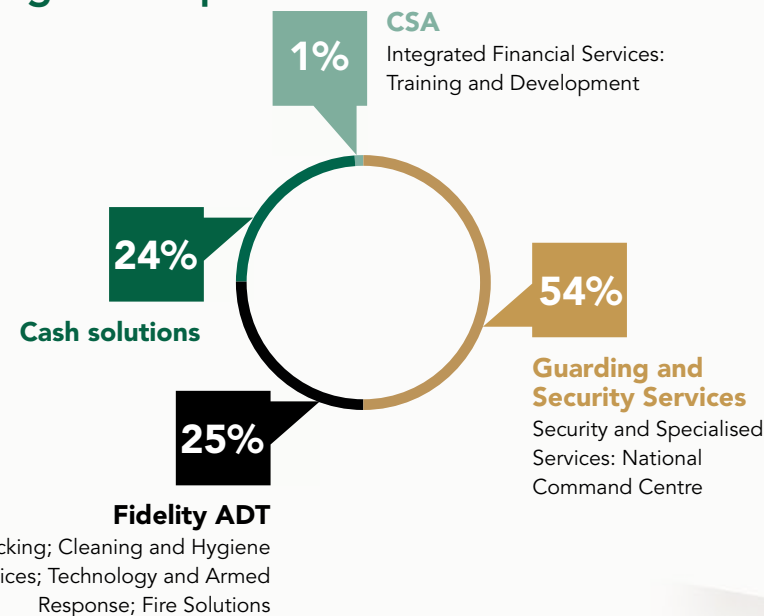
of brand loyalty and ownership and incentivises employees towards greater loyalty.

The Group and its management team remain proud to be associated with all its shareholders and support their long-term relationship and investment in the Group.



WHO WE ARE *CONTINUED*

Our integrated operations



Percentages reflected relate to the revenue contribution per Group division, based on February 2025 operating results

The social and environmental context in which we operate

The South African socio-economic picture

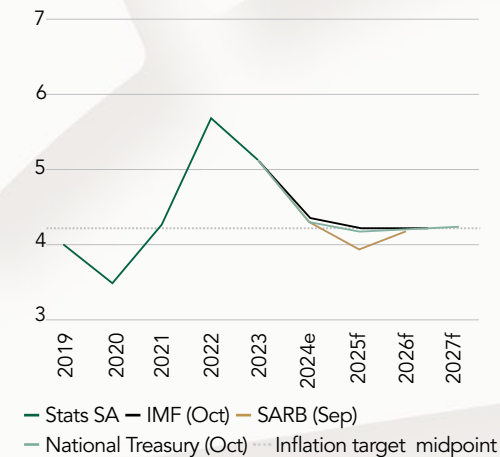
After the national elections in May 2024 and the establishment of the Government of National Unity (GNU), some gains were seen in the financial markets, with the sovereign risk premium improving from 327 to 240 basis points.

Following years of relentless power outages, loadshedding was suspended in the period prior to the elections. This relieved a slew of major constraints on vital sectors such as transport and logistics, and including the security industry, that had imposed severe limitations on the economy.

With the energy availability factor up by around 12% by October, a cautious boost in confidence on the supply side of the economy was recorded. With a drop in the consumer price index (CPI) inflation, which moderated to around the midpoint of the South African Reserve Bank (SARB) target band of 3% to 6%, the Rand increased somewhat in strength, while there was a concomitant fall in fuel prices and slowing of food price inflation.

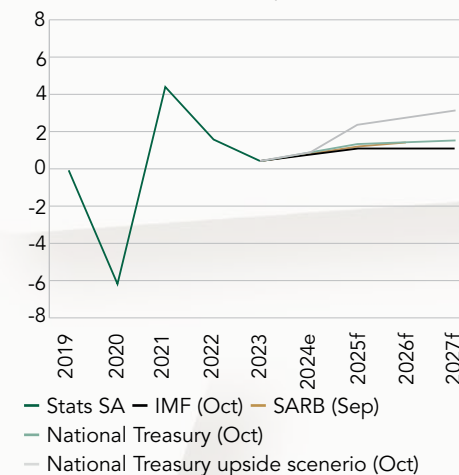
Moderating South African inflation – 2024

CPI inflation forecast (average annual percentage), 2019-2027



Projected South African growth trend in the medium-term

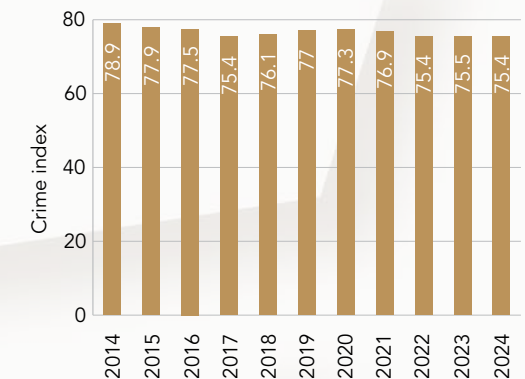
Real GDP growth forecast (percentage), 2019-2027



Crime in South Africa

South Africa continued to record the highest crime index in Africa, with the country ranking as the fifth most dangerous country globally. Despite the South African crime index remaining high during 2024 at 75.4, the level was one of the lowest recorded since 2017.

South African crime index – 2014-2024



The South African environmental picture

With almost 90% of South Africa's energy and electricity supply originating from coal, the country is the leading emitter of greenhouse gases in Africa, and ranks among the top-25 greenhouse gas-emitting countries globally.

South Africa is also a water-scarce country, and as such, remains vulnerable to impacts related to climate change. Climate-change phenomena such as droughts, heatwaves and floods are already recorded as exacerbating not only climate imbalances, but stand to worsen economic prospects in the long term.

WHO WE ARE *CONTINUED*

Our integrated operations *continued*

The social and environmental context in which we operate *continued*

The South African environmental picture *continued*

Indicator

CO₂ emissions (Metric tonnes per capita)

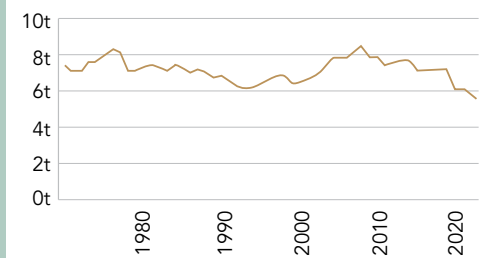
What it is

Carbon dioxide emissions are those stemming from the burning of fossil fuels and the manufacture of cement. They include carbon dioxide produced during consumption of solid, liquid, and gas fuels and gas flaring.

Most recent US\$ value and date

6.29 (2023)

South Africa: Carbon dioxide emission per capital (2023)



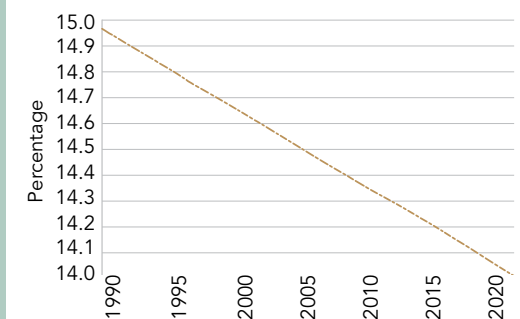
Forest area (% of land area)

What it is

Forest area is land under natural or planted stands of trees of at least 5 metres in situ, whether productive or not, and excludes tree stands in agricultural production systems (for example, in fruit plantations and agroforestry systems) and trees in urban parks and gardens.

Most recent US\$ value and date

14% (2022)



Indicator

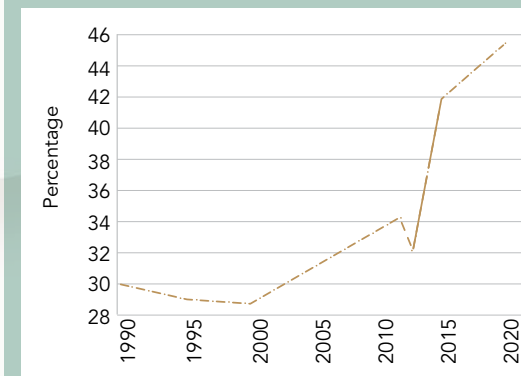
Annual freshwater withdrawals (% of internal resources)

What it is

Annual freshwater withdrawals refer to total water withdrawals, not counting evaporation losses from storage basins.

Most recent US\$ value and date

47% (2021)



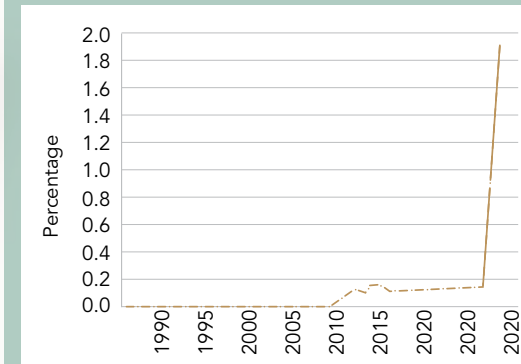
Renewable energy consumption (% of total final energy)

What it is

Electricity production from renewable sources, excluding hydroelectric, includes geothermal, solar, tides, wind, biomass, and biofuels.

Most recent US\$ value and date

9.7% (2021)



WHO WE ARE *CONTINUED*

Our integrated operations *continued*

Our BEE commitment

Impacting

Strategic objectives

Stakeholders

Capital/s

“As an organisation fully committed to responsible corporate citizenship, we understand that due consideration and action are critical if we are to participate in creating a sustainable future not only for our business, but for the wider economy of the country and its people. One of the ways we have chosen to strengthen our commitment, in addition to a forward-looking procurement framework, is to include a meaningful BEE component within our ownership structure itself.”

Khula Nathi shareholding

The aim of Khula Nathi is to foster an engaged and committed workforce that has vested interest in business success. In addition to being a part of our caring employment culture, we view this shareholding as a key differentiator. By helping to realise our philosophy of entrepreneurship, ownership, and stewardship, the Khula Nathi Employee Investment Company is a concrete representation of the Group's partnership with its employees. In providing them with the opportunity of becoming shareholders, it also affords a means of rewarding our people for their commitment to the business.

In sustainably maintaining our Level 1 B-BBEE accreditation, through Khula Nathi, the Board acknowledges the length of service of our committed employees.

We recognise that our employees are our greatest asset in making and maintaining our position as the leading risk and facilities management group in Southern Africa. We are proud that the establishment of Khula Nathi has made us the first employer within the South African security industry to set up such an employee empowerment scheme.

The aims of Khula Nathi

Khula Nathi enables our employees to become shareholders, effectively bestowing on them a 13.8% ownership of the Group. In doing so, Khula Nathi also becomes a means of acknowledging the dedicated hard work of our employees by rewarding them with material benefits as individuals. The Group believes that our employees, as direct shareholders, have a direct interest in ensuring that we collectively provide excellent service to our customers – a key component of continued business growth.

Khula Nathi's aims include:

- Acknowledging employee performance
- Retaining our employees
- Providing employees with an opportunity to share in the wealth they create

Governance of Khula Nathi

The Khula Nathi Board is chaired by an external Independent Non-Executive Director who is supported by employer and employee directors. An external independent body and the Group's Internal Audit Manager oversees the appointment of these directors in a transparent and democratic process.

Khula Nathi – an overview

Sub-Element: Voting rights

Indicator
Exercisable voting rights in the enterprise in the hands of black people

Weighting points	Actual
4	51.71%
Compliance target	Score
25.01%	4.00

Indicator
Exercisable voting rights in the enterprise in the hands of black women

Weighting points	Actual
2	10.24%
Compliance target	Score
10.00%	2.00

Sub-Element: Economic interest

Indicator
Economic interest of black people in the enterprise

Weighting points	Actual
4	51.09%
Compliance target	Score
25.00%	4.00

Indicator
Economic interest of black women in the enterprise

Weighting points	Actual
2	9.97%
Compliance target	Score
10.00%	1.99

Indicator
Economic interest of any of the following black natural people in the measured entity:

- Black designated groups (youth, unemployed, rural living, disabled)
- Black participants in employee share ownership programmes
- Black people in broad-based ownership schemes
- Black participants in co-operatives

Weighting points	Actual
3	38.17%
Compliance target	Score
3.00%	3.00

Indicator
Involvement of black new entrants in the ownership of the enterprise

Weighting points	Actual
2	14.26%
Compliance target	Score
2.00%	2.00

Sub-Element: Realisation points

Indicator
Net equity value

Weighting points	
8	
Compliance target	Score
25.00%	7.47

Total score: 24.46

WHO WE ARE *CONTINUED*

Our integrated operations *continued*

Khula Nathi shareholding *continued*

Khula Nathi – an overview *continued*

Share phase	Total no. of participants	Total no. of shares	Black participants		
			No. of participants	No. of shares	Proportion
Phase 1	10	42 500	10	42 500	100.00%
Phase 2	5 733	11 530 100	5 298	10 362 450	89.87%
Cumulative	5 743	11 572 600	5 308	10 404 950	89.91%
Phase 3*	5 000	10 075 396	4 750	9 571 626	95.00%
Projected	10 743	21 647 996	10 058	19 976 576	92.28%

Black female-owned enterprise procurement

With the aim of promoting equality in both the wider society and in our business, our commitment to fostering the empowerment of black women remains a priority for the Group.

When sourcing goods and services or partnering in projects, we therefore encourage business inclusivity by establishing black women ownership as a key criterion. We continually strive to increase the value of business awarded to black, women-owned suppliers, while at the same time providing a productive environment that benefits from their qualities.

Our value-creating business model

“ All six of our capitals act as inputs to our value-creating business model. In addition, the model takes our capitals into account in its outcomes. In doing this, our business model is also a fundamental part of our financial and intellectual capitals. Our business model describes how, based on strategy, innovation and integration, value is created within our organisation for all our stakeholders. ”

Our four STRATEGIC PILLARS guide and support our SIX CAPITAL INPUTS

SP 1

Maintain core business

SP 2

Optimise core business

SP 3

Grow market share

SP 4

Enter new markets

Directed with regard to our
16 STRATEGIC OBJECTIVES

WHO WE ARE *CONTINUED*

Our integrated operations *continued*

Our value-creating business model *continued*

High dependency on capitals

Financial capital

- **R13.55 billion**
Group revenue
- **R2.28 billion**
Fixed assets
- **R628.63 million**
Cash balance
- **R945.16 million**
Adjusted reported profit
- **R662.66 million** Capex

Intellectual capital

- Diligently researched business plan
- Well-defined future-orientated strategy
- Entrepreneurial innovative integrated services culture
- Marketing campaigns and initiatives
- IT systems and technological innovation
- Strong balance sheet
- Market and data analysis
- Strong corporate governance
- Institutional knowledge

Human capital

- **59 740** Employees
- **51 144** Security officers
- An experienced and ethical leadership team
- Commitment to equal opportunities, safety, and wellbeing
- Investing in employee development through:
 - Butterfly Incubator Programme
 - Junior Leadership Development Programme
 - Senior Management Development Programme

Social and relationship capital

- **430 436** Customers
- **57.26%** BEE shareholding
- Informed engagement with government
- Integrated brand promise
- Socially-conscious supplier partnerships
- **R209 million**
Invested in employee training
- Strong EVP with acknowledgement and reward propositions
- Invested in leadership succession
- **76%** Proportion of unemployed people among job applicants

Manufactured capital

- **R333.45 million**
Total inventory value
- **5 670** Operational vehicles
- **7** Helicopters
- **48** Drones
- **122 236** SecureDrive units
- **7** Control centres
- **48** Cash handling depots
- **9 046** Firearms
- National Command Centre
- Fidelity Data Warehouse
- Mutango Lodge

Low dependency on capital

Natural capital

- 2050 Carbon neutral plan
- Electricity
- Fuel
- Utilisation of numerous eco-cleaning products and methods
- Solar-powered electricity solutions
- Vehicle conversions to CNG
- Tree-planting campaign
- Water

Implemented through an entrepreneurial culture using technology and innovation, to establish and embed OUR VALUE-CREATION ACTIVITIES, PRODUCTS, SERVICES, SYSTEMS, AND PROCESSES

- Unique training and systems
- Proprietary methodology for posting and deployment of guards and crews
- Support processes and systems
- Profitability by sector, branch, site, route, security officer
- Business intelligence
- Research and development, registered patents
- Innovative technology
- Acquisitions
- Manufacturing

WHO WE ARE *CONTINUED*

Our integrated operations *continued*

Our value-creating business model *continued*

Delivering outputs

Financial capital*

- **R945.16 million**
Adjusted PBIT
- **R1.55 billion**
Adjusted EBITDA
- **13.0%** Equity growth
- **R110 million**
Dividend distributed

Impacting these stakeholders

Intellectual capital

- Localisation strategy implementation
- Brand reinforcement and market communication
- Deployment of new technologies
- Effective training and control processes
- Operating systems, policies, processes, and procedures
- Information technology and cyber security

Impacting these stakeholders

Human capital

- Fair and transparent pay and benefits
- **59 740** Employees
- **51 144** Security officers
- **8 596** Managers and administration staff
- Skilled Board and executive management
- Training and skills development

Impacting these stakeholders

Social and relationship capital

- **94%** of procurement spend with local suppliers
- Well-managed relationships with all stakeholder groups, including half a million customers

Impacting these stakeholders

Manufactured capital

- **R2.28 billion** Tangible fixed assets

- **242** Points of presence

Impacting these stakeholders

Natural capital **

- **107** vehicles converted to run on CNG

- **18 377**

Megawatt-hour

electricity consumed

- **21 million** litres fuel used

- **254 632m³** water used

Impacting these stakeholders

Yielding outcomes

Financial capital

- Adequate working capital is made available for growth and efficiencies
- **R11.13 billion**
Operational expenditure
- **R379.14 million**
Finance costs
- **R72.77**
Income taxes paid
- Expanding regional and service footprint
- **R94.14 million**
Customer contracts

Human capital

- We aim to build a productive and efficient working environment by focusing on safety, fair remuneration, operational excellence, and innovation
- Motivated workforce aligned with Group objectives
- Enhanced experience and skills
- Raised service levels
- Employees are able to provide for families and communities

Natural capital

- Greenpath certification renewed
- Contributions towards protecting our workplace and operational environments
- **7 072.652 tonnes Co₂e**
Carbon offsetting measures (FY2023: 99 929.745 tonnes Co₂e)
- Continually enhanced levels of environmental awareness across the Group

Intellectual capital

- **7** Industry accreditations
- Investment in technology, processes, and key personnel ensure sustainability and competitive advantage to create Software as a Service (SaaS)
- Differentiated offering with technology-enabled solutions
- Improved and flexible responses to changing consumer needs
- Resource efficiencies – people, costs, and systems
- Full legal and regulatory compliance across the markets in which we operate
- Competitor analysis and profiles conducted

Social and relationship capital

- **R16.75 million**
CSI spend
- Fidelity Cares Fund
- Fidelity Foundation
- **R8.87 billion**
Paid in salaries and benefits
- **32 875** Employees trained
- Socio-economic development in the communities within which we operate
- **889** Injuries on duty (IODs)
- Recognition and awards
- **8 202** 4 667 (+3 535 rollovers)
Learnership programme participants

Manufactured capital

- National Command Centre with fully equipped disaster recovery (DR) site
- Development and implementation of IFSaaS

WHO WE ARE *CONTINUED*

Our integrated operations *continued*

Our value-creating business model *continued*

With trade-offs

Acquisitions, investment and technology research and development reduce our financial capital, but increase our:

Social and relationship capital

Social and relationship capital, through:

- Fidelity Foundation – spend:

R4.40 million

- Fidelity Cares Fund – spend:

R3.78 million

- Tax benefits (learnership allowances):

R143.80 million

- Industry leadership

Intellectual capital

Intellectual capital, through:

- Innovative technology, systems, and services

Human capital

Human capital, through the promotion and acquisition of skills via:

- Learnerships – spend:

R146 million

Manufactured capital

- Proprietary devices – Spend:

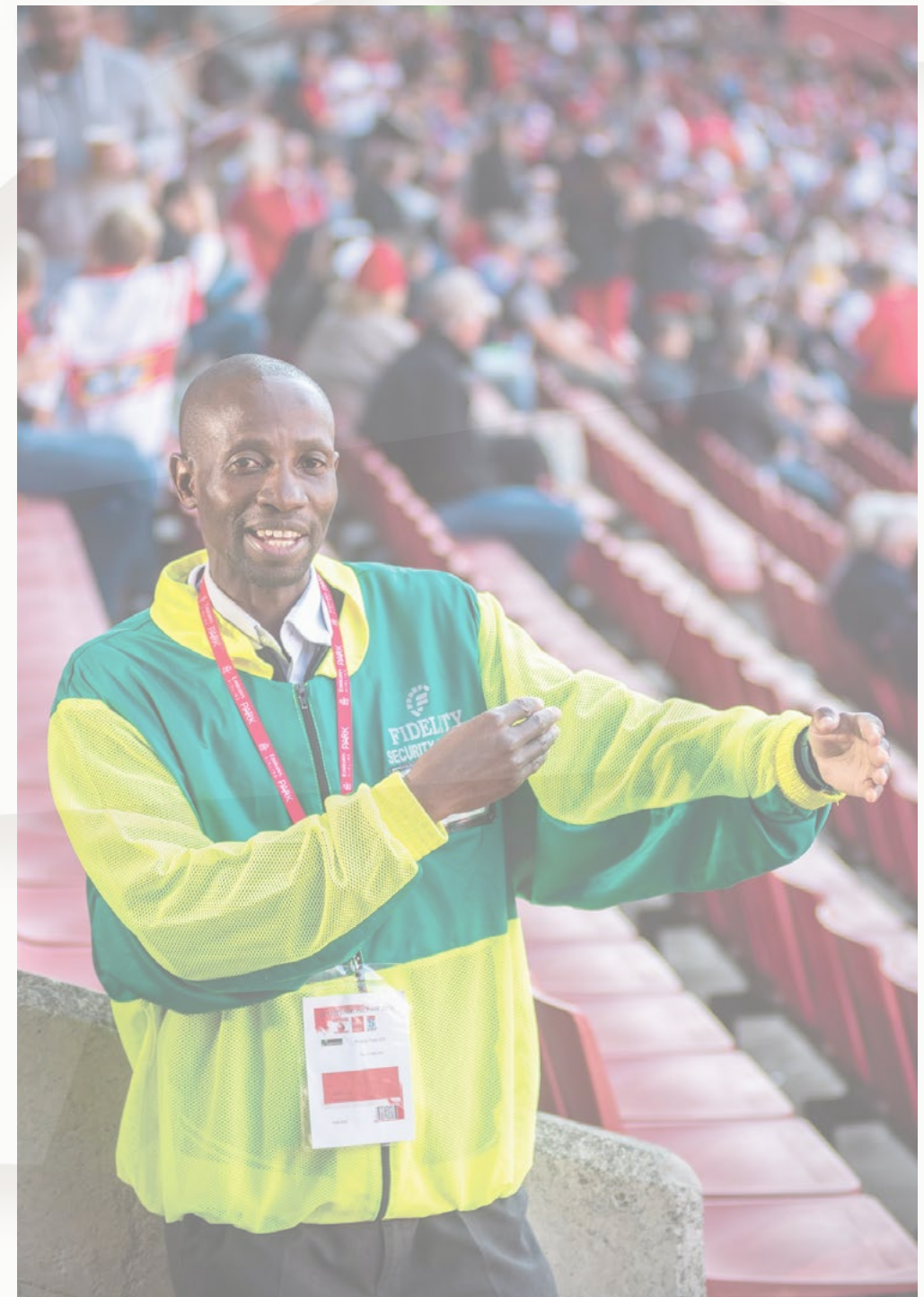
R103.52 million

- Software and added-value product and service offering

Natural capital

Natural capital, through:

- Beneficial measures reducing our impact on the environment



04

HOW WE SUSTAIN VALUE



HOW WE SUSTAIN VALUE

“As South Africa’s leading security services provider, we understand that what we do has an impact on our social, economic and physical environment. In implementing our ESG vision of ‘people, planet, profits’, we strive to improve quality of life by offering not only safety and security to the communities among which we operate, but to broaden economic opportunity through proactive and positive skills-transfer, procurement and support for education, while working to conserve and protect environmental resources wherever possible. ”

Our efforts are governed by:

- Defining those matters we deem material to our sustainability approach
- Risk management
- Overall Group strategy

This is reflected in our business model, which takes into account not just the sustainability of our business, but also the social and natural environment in which we conduct our activities.



Our sustainability material matters

Impacting

Capital/s

Strategic objectives

Stakeholders

“We define our sustainability material matters as those issues that are most likely to affect our ability realise our sustainability vision and strategy. Our sustainability material matters are therefore those that would hinder the implementation, monitoring and measuring of our financial and non-financial endeavours to mitigate environmental and societal challenges and thereby create sustainable value for our stakeholders. ”

These material matters help guide us in assessing our ESG risks, and are associated with our Group risks. Identifying them is an important component of our intellectual capital. Moreover, we recognise that they can change over time with changing socio-economic conditions and the evolving needs and requirements of the people, communities and environments among and for whom we provide services.

Our executive management team, together with the active participation of third-party consultants,

regularly and diligently work to identify and assess our sustainability material matters.

In June 2022, a **Sustainability Material Matters Survey** was conducted. Relevant stakeholders and staff and were consulted, with the aim of identifying the importance of potential sustainability material matters as perceived by both our business and stakeholder participants.

HOW WE SUSTAIN VALUE *CONTINUED*

Our sustainability material matters *continued*

Surveying our sustainability material matters *continued*



Matters most important to the business

Matters most important to stakeholders

HOW WE SUSTAIN VALUE *CONTINUED*

Our sustainability material matters *continued*

Surveying our sustainability material matters *continued*

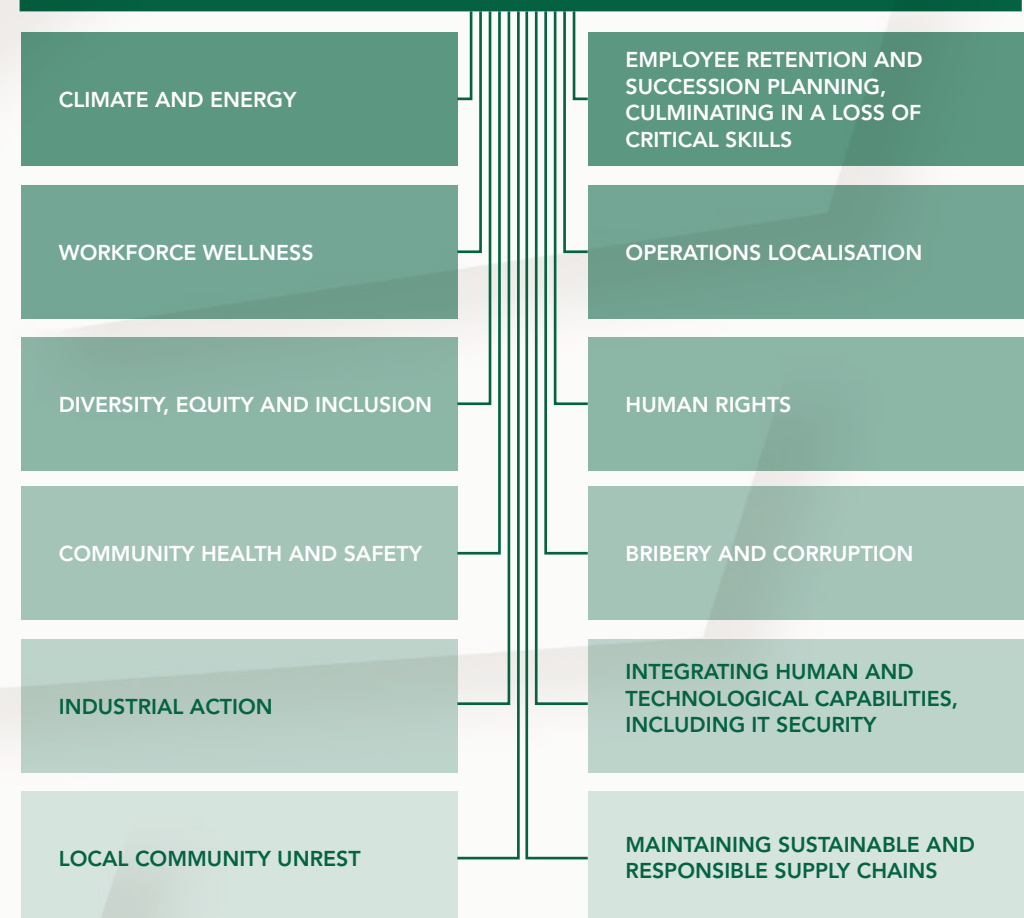


■ Matters most important to the business

■ Matters most important to stakeholders

Our ESG-related risks

As part of our enterprise risk management (ERM) framework, we also work to identify risks that are ESG-related. During the year under review, we identified 12 such risks as having the potential to impact our business as well as our commitment to corporate social responsibility:



HOW WE SUSTAIN VALUE *CONTINUED*

Our sustainability material matters *continued*

Our ESG-related risks *continued*

ESG disclosure and transparency

We consider that transparency in and reporting on the impact of our business beyond purely financial metrics is central to:

- Our commitment to good and responsible governance
- Building and maintaining strong relationships with our stakeholders
- How we do business

To this end we have:

- Set targets, benchmarks, or performance indicators wherever possible for performance and strategy-related ESG matters

- Implemented programmes to facilitate improving ESG disclosure and transparency throughout the Group

In addition, we have developed an ESG Compliance Matrix. This tool facilitates a structured approach, involving collaboration with department heads to map out goals, targets, and plans aligned with our 2050 ESG Strategy. This initiative ensures a cohesive and integrated effort across the organisation.

Our ESG targets

Social

Keeping our employees safe is of paramount importance. This imperative goes well beyond following the rules – it is a core value which underpins our Group culture. We have in place robust safety policies, procedures, and systems that guide daily working activity to enhance employees' health and welfare.

During the year under review, the Group retained its ISO 45001 (2018) and ISO 14001 (2015) certifications in respect of safety, health and environment (SHE).

Objective: Fatalities

Measurable

Total number of fatalities in a period – reduced year-on-year (YoY)

2021	2022	2023	2024	2025	2026	2027
Actual	Actual	Actual	Actual	YTD	Target	Target
40	45	41	35	28	0	0

Objective: Injuries on duty (IODs) ratio

Measurable

Total health and safety incidents per number of employees – reduced YoY

2021	2022	2023	2024	2025	2026	2027
Actual	Actual	Actual	Actual	YTD	Target	Target
1.53%	1.52%	1.59%	1.58%	1.43%	1.38%	1.35%

Environmental

We are committed to achieving net-zero carbon emissions by 2050, a goal supported by our carbon offset programme, annual targets, and participation in the Carbon Disclosure Project.

established initiatives in resource management, waste recycling, energy efficiency, and digitisation.

Sustainable environmental management underpins our goal of creating a resilient business model.

As part of our efforts to implement our dedication to minimising our environmental impact, we have

Objective: Annual carbon offset

Measurable

Reduced GHG emissions and science-based carbon offset target (calculated on total annual emissions of 90 486 tonnes CO₂e)

2021	2022	2023	2024	2025	2026	2027
Actual	Actual	Actual	Actual	YTD	Target	Target
3 104.550 tonnes	4 320.390 tonnes	5 006.533 tonnes	6 540.495 tonnes	7 072.652 tonnes	7 500.000 tonnes	8 000.000 tonnes

Measurable

Reported/Projected annual emissions*

2021	2022	2023	2024	2025	2026	2027
Actual	Actual	Actual	Actual	YTD	Target	Target
77 532 tonnes	90 325 tonnes	102 950 tonnes	108 323 tonnes	99 929.745 tonnes	131 071 tonnes	137 625 tonnes

Measurable

Carbon offset achieved (based on reported/estimated annual emissions)

2021	2022	2023	2024	2025	2026	2027
Actual	Actual	Actual	Actual	YTD	Target	Target
40.0%	4.8%	4.9%	6.0%	5.4%	5.7%	6.0%

Objective: Gas vehicle conversion

Measurable

Cumulative number of vehicles converted to LPG

2021	2022	2023	2024	2025	2026	2027
Actual	Actual	Actual	Actual	YTD	Target	Target
–	20	83	107	107	157	207

HOW WE SUSTAIN VALUE *CONTINUED*

Our ESG strategic framework

ESG principles are integral to the Group's value creation strategy, and contribute towards excellence across operations and the supply chain. In recognising our capacity to make a significant impact, we actively encourage all employees to participate in our ESG efforts. We believe that the pursuit of the triple bottom line of 'people, planet, and profits' is achievable through innovative thinking and by embracing alternative solutions.

Involving the business: Commitment to a circular economy

Our ESG strategy includes a dedicated focus on minimising environmental impacts and transparent reporting while engaging vendors and partners in helping to promote a circular economy. This model operates on three principles:

- Eliminating waste and pollution
- Maximising the value of products and materials through circulation
- Regenerating natural systems.

Key strategic focus areas

- **Fuel and Energy Use:** Addressing carbon offset implications through structured programmes and independent assessments
- **Resource Management:** Minimising waste, optimising energy consumption, and transitioning to paperless systems
- **Community Engagement:** Supporting local economic, educational, and environmental projects in partnership with trusted organisations
- **Global Responsibility:** Aspiring to international sustainability goals through ongoing initiatives and measurable outcomes

By integrating ESG principles into all aspects of our operations, we are committed to driving positive, sustainable change for the benefit of all our stakeholders.

Strategising ESG principles, driving value and sustainable development

In working to devise and implement strategy, our commitment to mitigating our environmental impact is an important input, alongside our determination as a business to act for the betterment of our communities, society and economy.

It is our aim to achieve this through alignment the UNSGDs, and by making full disclosure. In choosing this path, we include and involve vendors and partners, working with them to adhere to methodologies and structures that will contribute towards a circular economy by:

- Eliminating waste and pollution
- Circulating products and materials at their highest value
- Regenerating nature

To this end, during the year under review, we strove to realise and implement strategies in both social and environmental strategies.



With our four Group strategic pillars in mind...

SP 1
Maintain core business

SP 2
Optimise core business

SP 3
Grow market share

SP 4
Enter new markets

...we work to define our ESG strategic intent, with important capital inputs of our Group business model, forming a foundation for the ways in which we conceive and implement our actions.

Our strategic intent

Intellectual capital

Human capital

Social and relationship capital

Manufactured capital

Natural capital

HOW WE SUSTAIN VALUE *CONTINUED*

Our ESG strategic framework *continued*

Involving the business: Commitment to a circular economy *continued*

Strategising ESG principles, driving value and sustainable development *continued*



HOW WE SUSTAIN VALUE *CONTINUED*

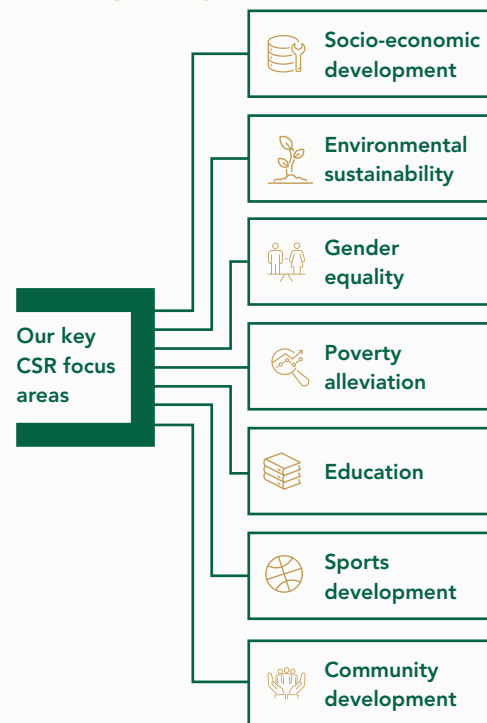
Our ESG strategic framework *continued*

Involving the business:
Commitment to a circular
economy *continued*

Implementing our strategy

We undertake Fidelity Foundation NPC interventions through public benefit organisations (PBOs). We use our strategic pillars as a guiding tool in deciding which projects to sponsor.

Our CSI programme strategic objectives



Aligning with the UNSDGs

In 2015, the United Nations adopted UNSDGs as a unified and unifying call to action to end poverty, protect the planet, with the aim that by 2030 all people will enjoy peace and prosperity.

As we work to integrate the 17 UNSDGs, we recognise that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

We understand the necessity of combining and accessing creativity, knowhow, technology, and financial resources across society to attain alignment with these UN goals.

Partnerships for SDGs Platform

The United Nations maintains the partnerships for SDGs online platform as a global registry of voluntary commitments and multi-stakeholder partnerships in support of sustainable development and the SDGs. Through this platform, the sharing of knowledge and expertise among multi-stakeholder SDG-related partnerships and progress.

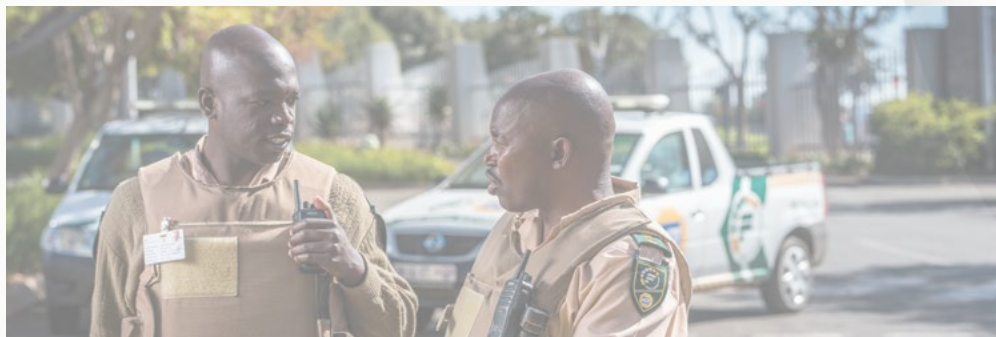
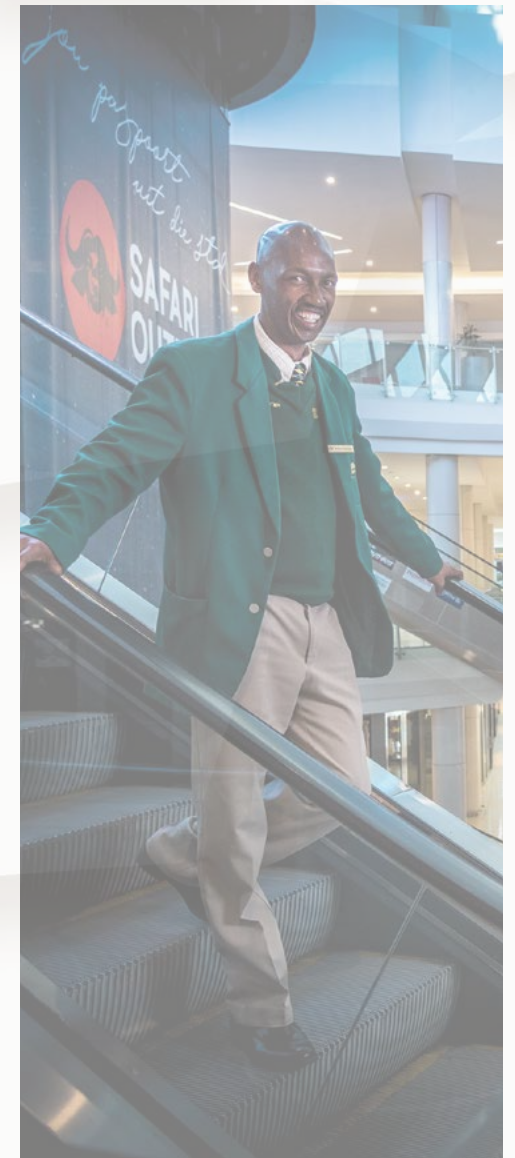
During the year under review, the Group continued throughout our business to work to implement actions that support and subscribe to relevant and achievable UNSDG goals.



1	No poverty	Part of company policy with additional actions planned
2	Zero hunger	Part of company policy with additional actions planned
3	Good health and wellbeing	Government-level responsibility
4	Quality education	Part of company policy with additional actions planned
5	Gender equality	Government-level responsibility
6	Clean water and sanitation	Government-level responsibility
7	Affordable and clean energy	Part of company policy with additional actions planned
8	Decent work and economic growth	Government-level responsibility
9	Industry innovation and infrastructure	Part of company policy with additional actions planned
10	Reduced inequalities	Government-level responsibility
11	Sustainable cities and communities	Part of company policy with additional actions planned
12	Responsible consumption and production	Government-level responsibility
13	Climate action	Government-level responsibility
14	Life below water	Government-level responsibility
15	Life on land	Government-level responsibility
16	Peace, justice and strong institutions	Government-level responsibility
17	Partnerships for the goals	Part of company policy with additional actions planned

Government-level responsibility

Part of company policy with additional actions planned



05

OUR APPROACH TO SOCIAL SUSTAINABILITY



OUR APPROACH TO SOCIAL SUSTAINABILITY

Impacting

Strategic objectives

Stakeholders

Capital/s

Caring for our people

“All aspects of our relationship with the people who make up our workforce is mediated through our Human Resources (HR) function, which is a key part of our human and social and relationship capitals. In administering and managing our human resources, it diligently implements best-practice and cutting-edge technology, innovation, training and interventions to the benefit and development of our people, and by extension, our business.”

Our culture

Our aim is to realise our philosophy of customer-centricity, knowing that it depends on embedding professionalism, loyalty, teamwork, efficiency and resilience among our employees.

To this end, we are dedicated to fostering a 'We are Fidelity' culture where every individual has access to opportunities for growth and can achieve their full potential without barriers. We recognise the diverse cultural norms and traditions within our work environment and endeavour to respect these differences. We encourage open communication across all levels of the Group's businesses to address workplace issues and strengthen collaboration and accountability between employees and management.

Our HR material matters

We identified two key issues of material concern to our efforts during the year under review:

- Legislative individual compliance with The Private Security Industry Regulation Act 56 of 2001 (PSIRA)
- Compliance with employee equity (EE) targets and Industry targets as set for 2025/2026

HR strategic imperatives

A number of strategic imperatives were identified for HR during the year under review.

Priority	Challenge	Opportunity	Strategy	Targets identified
Workforce restructuring	Change in remuneration structures	Income differentials	Equitable hiring and promotion	EE targets and succession goals
Skills development	Identification of talent to be developed and career pathing	Talent manager to identify 80% talent internally	Invest in succession programmes	Reduction in MVAs and IODs
Adapt HR strategies	Increased focus in doing basics correctly to add value	Training HR staff on basics	Further meet diversity objectives	Training on recruitment, Employment Equity, grievance handling, vision and values, etc.
Collaborative effort	Communication aimed to have buy in from all employees	EXCO buy in for all initiatives	Embrace transformation process	Total compliance drive in all aspects of business

Challenge: Skills gaps persist in basic business and leadership practices, with limited enrolment and completion on these programmes.

We face challenges in measuring the direct impact of training on job performance and productivity.

Opportunity: Introducing personalised learning paths to improve engagement and impact of training, as and where possible.

Invest in eLearning programmes to increase the accessibility to training, to reduce the gap of soft skills.

Expand the skills selection for Employed Learners to increase the upliftment of employees.

Workforce scope of skills

The scope of skills among our workforce is diverse. It embraces, but is not limited to:

- Security services
- Cleaning and hygiene
- Technology and technical
- Specialised and data security
- Innovative solutions
- Corporate compliance in terms of Legal, Finance, HR, Quality, Safety, Health and Environment (SHE)

OUR APPROACH TO SOCIAL SUSTAINABILITY *CONTINUED*

Caring for our people *continued*

Our diverse workforce

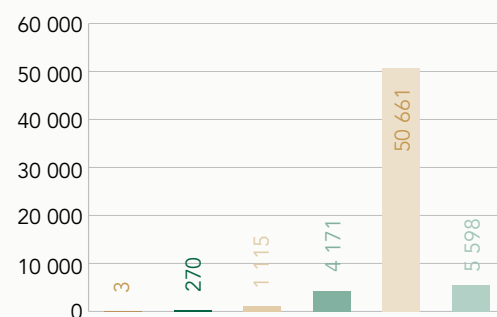


MALE					
Occupational level	African	Indian	Coloured	White	Total
Top Management	0	1	0	1	2
Senior Management	29	20	10	145	204
Professionally qualified	429	53	82	338	902
Skilled technical	1 829	130	294	447	2 700
Semi-skilled	38 108	80	893	342	39 423
Unskilled	1 689	4	13	3	1 709
Total	42 084	288	1 292	1 276	44 940



FEMALE					
Occupational level	African	Indian	Coloured	White	Total
Top Management	1	0	0	0	1
Senior Management	13	5	13	35	66
Professionally qualified	76	13	17	107	213
Skilled technical	758	67	259	387	1 471
Semi-skilled	10 456	39	555	188	11 238
Unskilled	3 811	1	74	2	3 888
Total	15 115	125	918	719	16 877

Occupational level



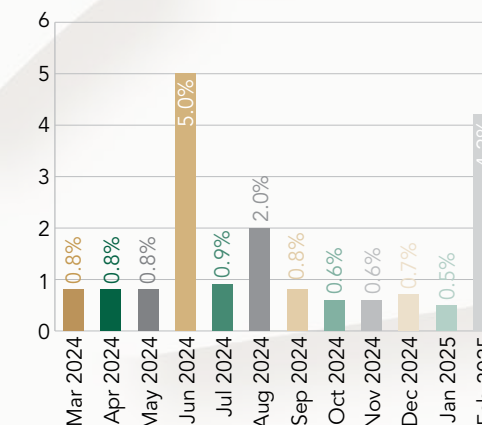
■ Top Management
 ■ Senior Management
 ■ Professionally qualified
 ■ Skilled technical
 ■ Semi-skilled
 ■ Unskilled

Grand total: 61 817

Employee turnover

During the year under review, we saw an increase in workforce diversity, with a decrease YoY in overall turnover.

Employee turnover



Employee diversity

Employee diversity under review, remained committed to diversity and equal opportunity within our workforce

Race	Employed males	Trained males	Employed females	Trained females
African	41 269	27 165	14 391	3 352
Coloured	1 259	822	910	200
Indian	282	166	118	33
White	1 246	973	687	164
TOTAL	44 056	29 126	16 106	3 749

HR focus areas and performance

During the year, in addition to SHE and Environment, Social and Governance (ESG) matters, we identified four main areas of focus, as outlined below, together with how we rated our success in achieving our targets.

Focus area	Target aim/outcome	Target status
Compliance with Firearms requirements and FAMS regulations	100% compliance	Achieved
Reduction in motor vehicle accidents (MVAs) and injuries on duty (IODs)	IODs are down but MVAs not met	Partly achieved
Develop internal talent and offer succession opportunities	Continuous drive	Ongoing
Move staff onto pension at 65	Some critical skills retained on consultancy agreements	Achieved

OUR APPROACH TO SOCIAL SUSTAINABILITY *CONTINUED*

Caring for our people *continued*

Engaging with our employees

Management and admin have established various platforms and methods for communicating with employees. During the year under review, we continued to use these effectively.

Communication method	How it is used
Formal face-to-face engagements	Used by management and admin for staff engagement
Email	Used by management and admin for staff engagement
Parades	Used for operational staff communication
Toolbox talks	Used for operational staff communication
FESS	Used for communicating with employees, as well functioning as a platform for obtaining feedback concerning staff dissatisfaction
Weekly circulars	Used for regular updates
Motivation from the CEO	Used for regular updates
EVP Teams calls and updates	Used for information sessions
Social media platforms	Available for staff to voice their views
Formal structures	Used for obtaining staff feedback

Attracting, retaining and motivating our people

During the year under review, we continued to implement our policy of holding leaders and managers accountable for their areas of responsibility. Key performance areas KPAs are defined and activated through our performance management process.

In addition, we have established job competency profiles so that staff can be fully aware and informed of business expectations, while policies and procedures exist for most of our business areas.

During the year under review, we introduced the HRIS Policy and enhanced talent and retirement policies.

Measuring and recognising individual performance

We link individual performance to key performance indicators (KPIs) and KPAs defined on the HR system, and referred to in:

- A midyear review to track progress and ensure alignment

- An annual review scored to ensure that high potential employees (HiPOs) can be identified, as well as areas where improvement is required, while employees who have shown exceptional courage and commitment in the line of duty are honoured in our annual Bravery Awards, and in the quarterly bravery ceremonies held by our Cash Services division.

Training and skills development

The Fidelity Institute of Excellence has established measures which contribute to our skills development rating in five categories:

- Category A: Bursaries
- Category B: Apprenticeships
- Category C: Internships
- Category D: Learnerships
- Category E: All Accredited Unit Standards, registered by SAQA (South African Qualifications Authority)

Employed Learnerships

Programme	African Female	African Male	Coloured Female	Coloured Male	Indian Female	Indian Male	White Female	White Male	Total
Professionally qualified	1	4	0	0	0	0	2	0	7
Semi-skilled	250	531	5	1	0	0	1	0	788
Senior Management	3	0	0	0	0	0	0	0	3
Skilled technical	24	1	0	0	2	0	4	0	31
Unskilled	0	1	0	0	0	0	0	0	1
Total	278	537	5	1	2	0	7	0	830

Unemployed Learnerships

Programme	African Female	African Male	Coloured Female	Coloured Male	Indian Female	Indian Male	White Female	White Male	Total
Unskilled	5 042	2 294	20	14	0	1	0	1	7 372
Total	5 042	2 294	20	14	0	1	7	1	7 372

Learnership spend

	2025	2024
Spent	145.60m	109.33m
Total learnerships	8 202	7 123

Butterfly incubator

This programme was established to promote the development of female junior leaders, and continued to prove its worth during the year under review. It is aligned with a National NQF 4 Management and Admin certificate that is itself aligned to the National Qualifications Framework.

Butterfly Incubator enrolment

	African Female	Coloured Female	Indian Female	White Female	Total
	12	3	0	2	17

Looking ahead

In the short- to medium-term succession reporting and management will remain a key priority. We will continue to ensure alignment with the Employment Equity Amendment Act and sectoral targets. In addition, talent pools and career pathing will remain a key part of our developmental process.

Other initiatives will include:

- Identifying operational gaps
- A revival of the grading and job design project
- Upgrading of HR management software and an increase in effectiveness
- Ensuring both the quality and quantity of our internal training offering

OUR APPROACH TO SOCIAL SUSTAINABILITY *CONTINUED*

Safety, Health, Environment (SHE)

Impacting

Strategic objectives

Stakeholders

Capital/s

How we organise and undertake our SHE activities

Comply Ensuring compliance

with relevant laws, by-laws and regulations, including:

- Implementing SHE standards
- Adhering to environmental regulations
- Administering ISO45001 and ISO14001 control requirements
- Assuming responsibility for maintaining awareness of changes in legislation

Identify Identifying and managing risks,

including:

- Potential workplace and service site hazards sites
- Assessing the likelihood and impact of those hazards
- Implementing measures to mitigate or eliminate them

Embed

Promoting a culture of SHE responsibility across the organisation, by:

- Providing employee training and education
- Communicating important SHE information
- Fostering a culture of continuous improvement
- Ensuring that all employees are aware of the importance of SHE issues and are committed to working together to maintain high standards

Monitor

Monitoring and measuring SHE programme effectiveness to ensure that the Group is able to achieve its goals in accordance with its annual charter, by:

- Collecting KPI data on, among others, incident rates, environmental impact, customer satisfaction
- Using data to identify areas for improvement

Facilitate

Fostering a safety culture and driving safety awareness through campaigns and regular communication, including:

- Driver reward programmes and site-specific awareness sessions
- Weekly toolbox-talk emails
- WhatsApp group videos
- SMS distribution with safety topics
- Microsoft Teams sessions with customer sites

- Regular and effective training
- Ensuring every employee understands the importance of safety
- Proactive hazard and potential hazard mitigation
- Encouraging safety concerns reporting or near-miss incidents
- Regular safety audits and reviews
- Conducting more First Aid cases where if a minor incident occurs, the employee will be taken to a clinic and treated as a first aid case instead of registering an IOD
- Recognising safety achievements by:
 - Monitoring and measuring safety milestones
 - Acknowledgement in MVA and SHE committee meetings of people who prioritise safety

SHE – matters of material concern

In addition to the ongoing risks posed by MVAs and CIT vehicle bombings, we saw emerging risks associated with:

- Compliance with evolving international standards such as ISO, and other applicable legislation
- Environmental sustainability, with environmental impacts becoming increasingly important, requiring us to diligently and appropriately adapt our SHE strategies
- Employee wellness

In response, we remained committed to ensuring the wellbeing of our employees, the environment, and the community by effectively maintaining our ISO recertifications for presently certified sites during the year under review. We regard this as a testament to the effectiveness of our robust SHE management systems.

Risks we faced

Risk/Challenge	Impact
Motor vehicle accidents	These account for a substantial proportion of injuries compared to all other categories and continue to pose a significant threat to the safety both of our employees and the public, as well as an ongoing impact on workforce productivity.
Vehicle bombings	These are incidents of serious violence that causes injuries to employees and public.

Our SHE performance

Policies and procedures

During a three-year review process, we conducted a thorough evaluation of policies and procedures was conducted.

The review aimed to identify any gaps or areas for improvement and ensure that the policies and procedures remain comprehensive, up-to-date, and consistent with industry best practice.

While no new policies were introduced, those already in place were scrutinised to ensure their effectiveness, relevance, and alignment with the Group's objectives.

Focus areas in FY2025

During the year under review, we:

- Prioritised a reduction of negligent IODs
- Identified four branches for solar installations, with these awaiting approval
- DDC in car assessor is a qualified trainer that spends time with the drivers in the field assessing the driver's skills and how they operate in the field. They assess drivers and make recommendations to Management on the drivers
- Increased SHE awareness at branches and customer sites

SHE certifications and commitment

Keeping our employees safe is of paramount importance to us. We believe that safety goes well beyond following the rules – it is a core value that underpins our Group culture. The robust safety policies, procedures and systems guide our daily working activity to enhance our employees' health and welfare.

During the year under review, we retained our ISO 45001 (2018) and ISO 14001 (2015) SHE certifications.

OUR APPROACH TO SOCIAL SUSTAINABILITY *CONTINUED*

Safety, Health, Environment (SHE) *continued*

Our SHE performance – FY2025 *continued*

SHE certifications and commitment *continued*

Objective	Measurable	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 YTD	2026 Target	2027 Target
Fatalities	Total number of fatalities in a period – reduced YoY	39	46	41	36	28	0	0
IOD ration	Total health and safety incidents per number of employees – reduced YoY	1.53%	1.52%	1.59%	1.58%	1.34%	1.38%	1.35%

Key SHE performance indicators

Injuries on duty (IODs)

During the year under review, we saw a reduction in IODs across our Fidelity Security Services, Fidelity ADT and Fidelity Cash Solutions divisions, with a total of 828 (FY2024: 910).

FY IODs 2024-2025

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total
FSS	43	32	45	48	50	35	33	58	58	58	41	64	565
FADT	13	8	5	10	18	15	4	13	11	11	10	9	127
FCS	15	14	7	15	25	11	9	25	13	16	18	29	197
Total													889

Motor vehicle accidents (MVAs)

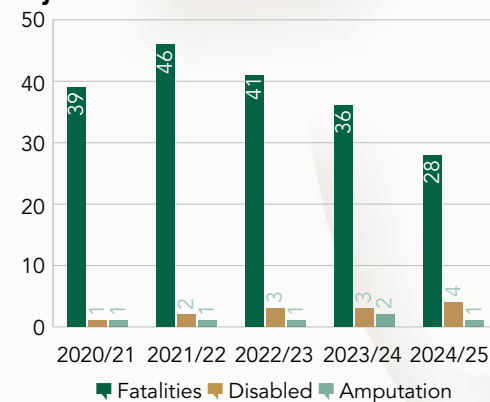
The year also saw a reduction in MVAs.

	FY 24/25	FY 23/24
Fidelity Guarding Services	759	999
Fidelity ADT	803	863
Fidelity Cash Solutions	432	382
Total	1 994	2 244

Fatalities

Despite a decrease in the number of fatal injuries on duty compared with FY2024, we remain concerned about their occurrence.

Fatalities and serious injuries – FY2021-FY2025



Employee health and wellness

During the year under review, we instituted:

- Wellness Days at various branches throughout the year
- Weekly Health Toolbox Talks
- MVA Wellness Days.

In addition, we continued to support employee wellness during the year through:

- The Affinity Health and Discovery Health medical aid and medical insurance providers
- Sharing health tips weekly
- Prioritising mental health
- A counselling programme and made available to all employees
- The hosting of 22 health and wellness events

Looking ahead

In the short-term, we will continue to strive to significantly reduce the number of motor vehicle accidents and to bring down the incidence of injuries. By prioritising safety and accident prevention, our aim will be to ensure the wellbeing of our employees while maintaining our reputation as a responsible and reliable organisation.

Our priority in the short-term will be to maintain our ISO 45001:2018 and ISO 14001:2015 certifications.

In addition, we have set several objectives to ensure sustainable operations and reduce our environmental impact. One of our key objectives is to reduce our carbon footprint by 7 000 tonnes, which will involve implementing several measures to reduce greenhouse gas emissions across our operations.

We will remain committed to effective contractor and supplier management with a focus on SHE concerns. By working closely with our contractors and suppliers, we aim to ensure that they share our commitment to sustainability and are taking steps to minimise their impact on the environment while also promoting the safety and wellbeing of employees.



OUR APPROACH TO SOCIAL SUSTAINABILITY *CONTINUED*

Ensuring community and environmental sustainability

Our corporate social investment (CSI)

Impacting

Capital/s

Strategic objectives

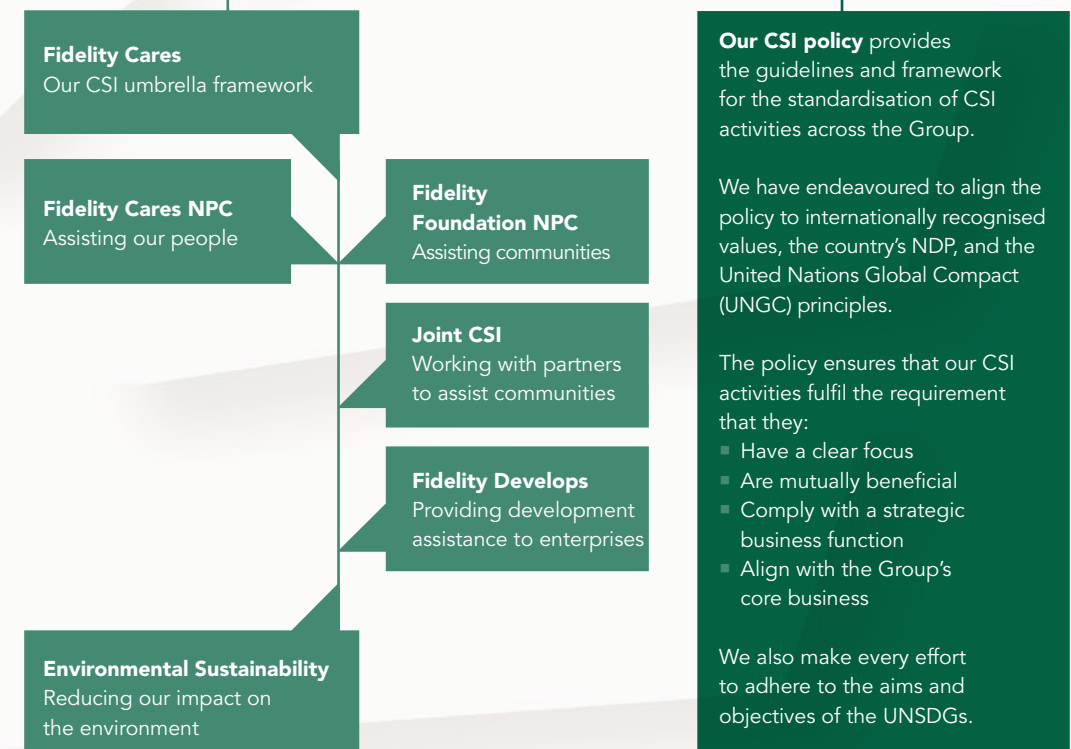
Stakeholders

“We are committed to acting on our obligations as a responsible corporate citizen. We understand the broader social and economic value of supporting our communities. In this regard, as a key part of our social and relationship capital, we strive to help improve the lives of people who are impacted by what we do, knowing also that in doing so, we contribute towards strengthening the wider economy in the long term, and preserving our environment.”

Included in this imperative is our commitment to the wellbeing of our employees. To this end, we continue to monitor and reduce as far as possible our usage of energy and resources. To enable and facilitate this, we have established key policies and entities to support both the advancement of our employees, and the betterment of opportunities in our communities.

How we structure our CSI

Our CSI structure and policy



OUR APPROACH TO SOCIAL SUSTAINABILITY *CONTINUED*

Ensuring community and environmental sustainability

continued

Our corporate social investment (CSI) *continued*

Implementing our societal commitment through BEE initiatives and Fidelity Cares

Black Economic Empowerment (BEE)

There are several ways in which we promote and foster BEE within the Group:

- With Khula Nathi, a BEE ownership component of our shareholding structure, we are a proud level one contributor
- Training and upskilling courses and opportunities for our employees
- Butterfly Incubator for promoting the development of female junior leaders
- Input and support for community educational projects

Corporate social responsibility (CSR)

The implementation of our CSR initiatives is governed by our CSR policy, which provides a framework for the standardisation of CSR activities within the Group. The policy is not only an important element that ensures the long-term sustainability of our business, but one that guides our contributions to society.

In addressing the needs of communities, our CSR initiatives relate to our strategic objective of establishing and maintaining a positive perception of our brand, business, and service levels.

We have invested significant effort in aligning this policy with internationally recognised values, the country's National Development Plan (NDP), and the principles of the United Nations Global Compact. Our CSR policy ensures that our activities:

- Have a clear focus
- Are mutually beneficial
- Align with our strategic business function and core business
- Allow expansion into new areas

Our key CSR focus areas

 **Socio-economic development**

 **Environmental sustainability**

 **Gender equality**

 **Poverty alleviation**

 **Education**

 **Sports development**

 **Community development**

Realised through five initiatives:

- A strategic focus on procuring from qualifying small enterprises (QSEs) and exempted micro-enterprises (EMEs) with an emphasis on ED and SD
- Currently supporting 14 suppliers with a total spend of over R188 million

1. Fidelity Cares NPC Assisting staff members

The Care Fund focuses on current and former employees of the Group, their immediate families, and employees injured on duty. It provides support by ensuring support, care and appropriate advice for:

- Employees injured on duty
- Sick employees
- Employees' extended families, in the event of the death of an employee
- Facilitating general emotional support through external specialised service providers
- Assistance with funeral arrangements

Other services of the Care Fund include:

- Purchasing wheelchairs and related products

for impaired employees

- Providing transport to hospitals or clinics for employees who are injured on duty
- Supporting needy employees during difficult times through once-off interventions.

2. Fidelity Foundation NPC – Total spend: >R4.4 million

3. Awareness of, and acting to foster, environmental sustainability

4. Enterprise supplier development (ESD)

5. Customer-driven community development initiatives in which we act as sponsors or joint corporate social investors

Fidelity Foundation NPC

The Foundation was established in 2014 as a conduit for the Group's commitment to CSR. It is a Section 18A and SARS-approved Public Benefit Organisation (PBO), which seeks to assist communities through local PBOs. We support 13 NGOs and PBOs across the country.

The aim of the Foundation is to support underprivileged communities in which the Group operates and to provide meaningful contributions to uplift these communities. This localised strategic methodology is a fundamental pillar in our objective of being a responsible corporate citizen. Fundraising opportunities include:

- Donations from the Group's annual golf day
- Welcome voluntary patronage
- Employee participation

The three Foundation pillars:

- Quality education aimed at benefitting youth
- Gender equality, focusing on empowerment of previously disadvantaged women through skills development and sustainable projects
- Poverty alleviation focusing on historically disadvantaged groups such as vulnerable children and people with disabilities

With our CSI spend for FY2025 standing at **R15.25 million** (FY2024: R11.25 million) against an annual budget of R15 million (FY2024: R15 million), the projects undertaken by the Foundation are facilitated through various beneficiaries, and include:

Beneficiary and what it provides	Where it is
Pioneer School Support for visually impaired children	Worcester
Bethany House Support for vulnerable children	Krugersdorp
Oliver's Village Tuition and guidance for matriculants studying maths and science	Durban
The Love Trust Teacher training in Early Childhood Development	Tembisa
Thandulwazi Trust Tuition and support for disadvantaged learners around Johannesburg	St Stithian's School, Johannesburg
CMR Middelburg Support for vulnerable children	Mpumalanga

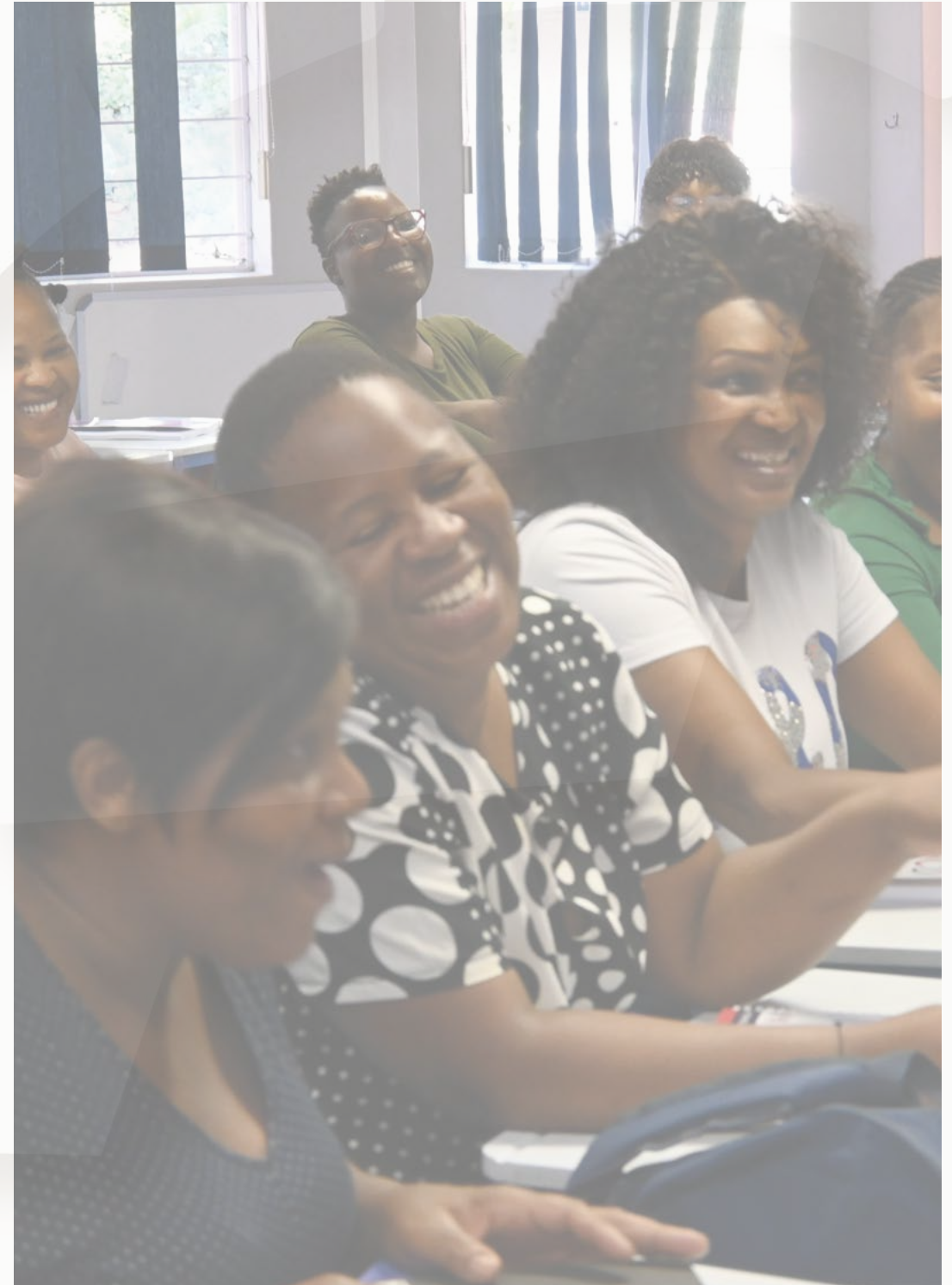
OUR APPROACH TO SOCIAL SUSTAINABILITY *CONTINUED*

Ensuring community and environmental sustainability *continued*

Our corporate social investment (CSI) *continued*

Looking ahead

In the short- to medium-term, Fidelity Foundation will continue to expand its impact by partnering with local PBOs.



06

OUR APPROACH TO ENVIRONMENTAL RESPONSIBILITY



OUR APPROACH TO ENVIRONMENTAL RESPONSIBILITY

“We understand that in order to achieve and realise the full potential of a business that is sustainable and resilient, we must remain committed to responsible management of the environment in which we operate.”

Overview

As a responsible corporate citizen, we recognise that our operations have both a direct and indirect impact on the environment. As a result, we have put in place an environmental policy to guide us in our actions. The policy outlines our approach to greenhouse gas emissions, as well as the management of resources, energy and the establishment of a waste management system.

Because these issues are integral to our ultimate success, we have, over the past 12 years, implemented various strategies to contain our environmental impact. Our view is that our corporate sustainability approach needs to accommodate people's needs, without impairing or impeding the quality of life and the preservation of the environment for future generations.

We are therefore committed to adhering to this principle, with aim of contributing towards the conservation of our natural resources, while striving at the same time ensure that our business continues to grow, create and add value.

Key environmental performance indicators FY2024

Electronic waste (P12)

33 kilograms
Feb 2025

0 kg February 2024

Natural waste recycled (P12)*

944 tonnes
Feb 2025

544 tonnes February 2024

Environmental incidents (P12)

0
Feb 2025

0 February 2024

Used oil recycled (P12)*

6.86 kilolitre
Feb 2025

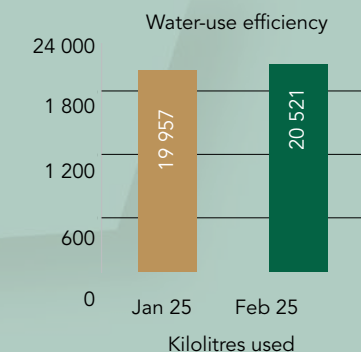
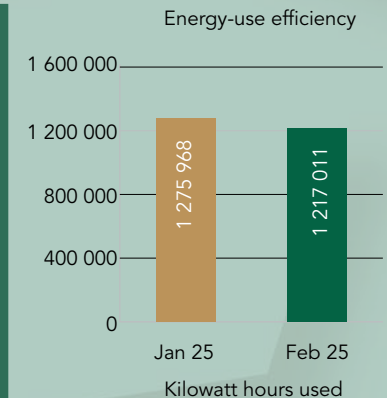
2.98 kl February 2024

Renewable energy (P12)

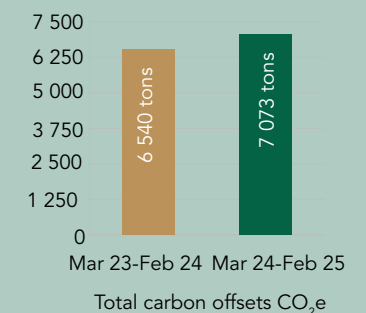
210 408
kilowatt-hour
Feb 2025

188 226 kilowatt-hour February 2024

Monthly comparisons (P12)



Carbon emissions saved (P12)



OUR APPROACH TO ENVIRONMENTAL RESPONSIBILITY *CONTINUED*

Policy and management system

We have implemented a robust environmental policy and management system to achieve greenhouse gas, energy, water, and waste reduction goals.

Over the past 12 years, we have adopted various initiatives to minimise environmental impacts, many at net-zero cost or through eco-friendly alternatives, generating long-term savings.

Carbon offsetting and cost-saving strategies

Our awareness of our carbon footprint underpins our compliance targets, and as GreenPath Initiative platinum members, we have invested in several carbon offsetting and cost-saving strategies, that we continue to expand, measure, and monitor.

Our strategies in this regard include:

- Transitioning to energy-efficient lighting (LED retrofits)
- Adopting solar power installations at operational sites
- Introducing alternative fuel options for fleet vehicles, such as liquefied/compressed natural gas or electric power
- Improving vehicle efficiency through regular wheel alignments

Climate Resilience and Resource Management

As extreme weather events such as droughts, storms, and flooding become more frequent, the Group is focused on mitigating risks to its resources, operations, and the communities it serves. Strategic investments in renewable energy and sustainable practices, guided by the absolute contraction approach, ensure emission reduction targets align with global decarbonisation pathways.

ESG targets

In June 2022, we commissioned a GAP analysis from GCX Consulting Services. This exercise benchmarked the Group against its competitors and facilitated a process for setting appropriate ESG targets.

Objective: Annual carbon offset

Measurable

Reduced GHG emissions and science-based carbon offset target (calculated on total annual emissions of 90 486 tonnes CO₂e)

2021	2022	2023 Actual	Actual	YTD	Target	Target
Actual	Actual	5.5%	7.2%	4.7%	8.3%	8.8%
3 104.550	4 320.390	5 006.533	6 540.495	7 072.652	7 500.000	8 000.000
tonnes CO ₂ e	tonnes CO ₂ e	tonnes CO ₂ e	tonnes CO ₂ e	tonnes CO ₂ e	tonnes CO ₂ e	tonnes CO ₂ e
		2024	2025	2026	2027	

Measurable

Reported/Projected annual emissions*

2021	2022	2023 Actual	Actual	YTD	Target	Target
Actual	Actual	102 950	108 323	99 930	131 071	137 625
77 532	90 325	tonnes	tonnes	tonnes	tonnes	tonnes
tonnes	tonnes	2024	2025	2026	2027	

Measurable

Carbon offset achieved (based on reported/estimated annual emissions)

2021	2022	2023 Actual	Actual	YTD	Target	Target
Actual	Actual	4.9%	6.0%	5.4%	5.7%	6.0%
40.0%	4.8%	2024	2025	2026	2027	

Objective: Gas vehicle conversion

Measurable

Cumulative number of vehicles converted to LPG

2021	2022	2023 Actual	Actual	YTD	Target	Target
Actual	Actual	83	107	107	157	207
–	20	2024	2025	2026	2027	

*Annual emissions for FY2025 and subsequent periods are finance-based projections, as influenced by the Group's current carbon offset initiatives.

Greenhouse gas (GHG) exposure

We have a good understanding of our energy and GHG exposure. Our GHG exposure is dominated by our vehicle fleet, and within that, most egregiously by our diesel vehicles. Any continued reduction in GHG emissions from the fleet will be dependent on viable alternatives, as well as changes in vehicle efficiencies.

Initiatives such as installing renewable energy systems at various key locations and converting diesel vehicles to use compressed natural gas are now well established. We report our GHG emissions and have recently embarked on disclosure through the Carbon Disclosure Project (CDP).



OUR APPROACH TO ENVIRONMENTAL RESPONSIBILITY *CONTINUED*

Carbon emissions by source

Scope	Source Category	2024/2025 Tonnes CO ₂ e	2023/2024 Tonnes CO ₂ e
Scope 1	Mobile Fuels: Company-owned Vehicles Diesel & Petrol Combined	69 163.71	69 300.44
	Stationary Fuels - Generators Diesel & Petrol Combined	134.92	971.14
	A1 Jet Fuel-Helicopters	115.90	30.32
	AV GAS (AV Spirit)	170.83	2.57
	CNG Gas-Mobile Fuel Vehicles	0.00	721.24
	Product Use: Refrigerant Gas (Kyoto Gases)	0	–
Sub-Total: Scope 1		69 639.44	71 025.71
Scope 2	Purchased Bectricity-Location Based	29 540.37	32 403.86
Total: Scope 1 & 2		99 179.81	103 429.57
Scope 3	Purchased Goods & Services: Water	42.85	23.16
	Business Travel	983.56	678.67
Sub-Total: Scope 3		1 026.41	701.83
Total Scope 1, 2 & 3		100 206.22	104 131.40
Out of Scopes	Product Use: Refrigerant Gas (Non-Kyoto Gases)	0.00	0.00
Total Measured Emissions		100 206.22	104 131.40

Environmental performance

During the year under review, we:

- Upgraded to GreenPath Platinum Plus status in March 2025 with our certification also renewed for 2025/26
- Submitted our Carbon Footprint Report FY2024 to the Carbon Disclosure Project (CDP) in September 2024, with assessments for FY2025 full year also being completed
- Achieved our carbon emission savings target for FY2025 through rainwater harvesting
- Increased solar capacity and tree planting initiatives

Total carbon emissions saved

YTD actual Tonnes CO ₂ e	Target 2025 Tonnes CO ₂ e	FY2024 Tonnes CO ₂ e
7 072.652	7 000.000	6 540.495

Tree planting

With a total of 2 625 trees already planted, we set a target of 700 trees for FY2025, a number that will account for approximately 258.30 tonnes of CO₂e offset.

To attain this target, we:

- Allocated 300 trees for the Thungela Mines restoration project, with planting taking place on 19 November 2024 in collaboration with the customer's management team
- Distributed the remaining 200 trees to a rural co-op, and 200 trees to five primary schools in Eastern Cape and Free State respectively

Energy alternatives

During the year under review, in addition to a cost-saving initiative at Ulwazi Midrand, where we successfully realigned to a lower tariff in November 2024, we implemented several solar panel initiatives, with panels installed at:

- Helderkruin Office Park – 422
- Mutango Lodge – 413
- Edenvale – 168

- Florida Training Centre – 60
- Ballito – 6
- Welkom – 80

Sites under review for new or additional solar installations include:

- Ulwazi Midrand – 1.07 Megawatt-peak system
- Germiston – 50 Kilowatt-peak system
- Edenvale – 50 Kilowatt hybrid inverter
- Klerksdorp – 50 Kilowatt hybrid inverter

In addition, supplier quotes received were assessed by solar experts Augos for suitability.

Vehicle conversions

With 107 gas conversions completed to date, we set a target of 120 for FY2025. This will be rolled over into FY2026 as a result of a low rate of conversion.

In a related effort, two electric vehicles are being tested in the Fire and Commercial divisions for technicians within Gauteng. The proof of concept (POC) was completed in December 2024 with results of the total cost of ownership evaluation still pending.

Resource consumption

Key resource	Unit of measure	Consumption
Water	Kilolitre (kl)	174 006
Electricity	Kilowatt-hour (kWh)	9 506 006
Diesel	Litre (l)	19 577 120
Petrol	Litre (l)	10 780 890
Natural gas	Litre (l)	115 786

Looking ahead

In the short- to medium-term, we will continue to implement the ESG Compliance Matrix guides to our projects and initiatives for attaining our ESG goals.

We will further embed within the Group our determination to minimise our environmental impact and uphold human rights by strengthening social, ethical, and environmental performance

criteria into our supplier selection processes. We will also enhance performance requirements and regular supplier reviews, in ongoing efforts to advance our sustainable and responsible sourcing policies, and thereby ensure alignment with our commitment to sustainability and ethical operations.

It is also our intention to roll out the implementation of the IFRS S1 and IFRS S2 standards in FY2026. We remain committed to entrenching them within our operating model to enhance transparency, accountability, and alignment with global sustainability practices.

We view this as a strategic adoption, reflecting our dedication to leading with integrity and driving long-term sustainable value creation.



07

OUR APPROACH TO ETHICAL GOVERNANCE



OUR APPROACH TO ETHICAL GOVERNANCE

"Fidelity Services Group is committed to rigorous, transparent and compliant governance structures, policies and procedures. Adherence to this commitment ensures that the way in which we create and deliver value to all our stakeholders is secured, and founded on all pertinent and accepted governance frameworks, adding value to the realisation of our strategy, while taking into account the risks we face."

Our Board

We have a unitary Board structure comprising three Non-Executive, four Independent Non-Executive and two Executive Directors. Three of the Non-Executive Directors represent shareholders, with shareholders entitled to appoint one Director for every 7.5% of shares held in the holding company in terms of the Shareholders' Agreement.

There is a clear division of responsibilities at Board level to ensure a balance of power and authority, and no one individual has unfettered powers of decision-making. The Board is responsible for directing and controlling strategy and activities, and for providing leadership and guidance to executive management in terms of a framework which delegates authority to the Group Chief Executive Officer.

The Board has a framework that, among other things, sets out its roles and responsibilities in areas such as ethical leadership, strategy, financial management, risk management, compliance, sustainability and governance in general. Important elements of good governance that are also covered, including the role of the Chairman and the Group Chief Executive Officer, the focus on stakeholder relationships, the implementation of a proper delegation of authority and the composition and evaluation of the Board and its various committees.

Board diversity Gender diversity



33%
3 Female

67%
6 Male

Age distribution



2
40-50 years

4
51-60 years

3
61-70 years

Tenure



1
0-5 years

0
6-10 years

8
10+ years

Transparency

Our governance framework provides an adequate, transparent organisational structure with a clear allocation and appropriate segregation of responsibilities. The roles and responsibilities of those accountable for the management and oversight of the Group are clearly defined.

Compliance with legislation has received ongoing attention during the year under review and will continue to do so in future.

While the Fidelity Services Group is governed by the Group's Board of Directors, various wholly owned and partially owned subsidiaries have their own boards of Directors. The Group Chief Executive Officer and the Group Financial Director, who are both executive members of the Board, also act as Directors on the various subsidiary boards.

An appropriate system of delegation is in place, in terms of which the direction of the operations of the Group has been delegated to the Board. The Board has, in turn, delegated some of the activities and tasks associated with its role and responsibilities to Board committees, The Senior Executive Committee, senior management and other employees of the Group.

In 2022, a gap analysis was performed based on the governance requirements of King IV. Several aspects of compliance with industry governance expectations for a private entity, were identified. The Board, while maintaining the Group's ISO37000 accreditation, continues to address various factors in the following areas:

- Responsible corporate citizenship
- Role of the governing body
- Independence of the governing body
- Audit committees
- Performance evaluations
- ICT governance
- Compliance governance
- Remuneration report

OUR APPROACH TO ETHICAL GOVERNANCE *CONTINUED*

Our Board *continued*

Transparency *continued*

During the year under review, the Board acted to enhance the Group's governance with two important initiatives:

Initiative	Date	Purpose
Risk and Opportunities Workshop	5 March 2024 4 February 2025	Adapt to risk environment, identify, assess, mitigate risks, improve internal processes
New PWC external audit partner appointed	September 2024	Companies Act four year rotation process requirement

Board performance assessment

The Board and its various committees undertook a self-evaluation performance assessment questionnaire in June 2024. Both Board and the committees performance were ranked highly, with the Board achieving an overall average of 93.34%.

The Directors confirm that the Board and committees have functioned in accordance with their written terms of reference during the financial year.

Activities

All Directors have direct access to the services of the Group Company Secretary who advises them on all matters pertaining to the Board. This includes Board procedures, information flows and compliance with the Shareholders' Agreement and the Memorandum of Incorporation.

The minutes of the main Board, subsidiary Boards and Board committee meetings are produced and maintained by the Group Company Secretary. Comprehensive Board papers are provided to the Directors in advance of each meeting through the Group Company Secretary or the Group Financial Director, as appropriate. Members of the Board have access to independent professional advice at the Group's expense, as deemed necessary, to discharge their responsibilities as Directors.

The Chairman's key responsibility is to provide leadership, to oversee the setting of strategy and

to promote effective communication among all the Directors. The Group Chief Executive Officer has the overall responsibility for managing the Group's business and its operations in line with policies and strategic objectives, as agreed with the Board.

The Group Chief Executive Officer reports on the Group's performance and other material matters through monthly reports to the Board and at Board meetings. The Group Chief Executive Officer or the Group Financial Director may present additional papers on issues which the Board could require, and senior management can attend Board meetings by invitation to present and deal with matters, as the Board may deem appropriate.

Board charter

Although there is no formal Board charter in place, the Board acknowledges the principles recommended in King IV, and functions in accordance with the Shareholders' Agreement signed on 17 February 2012.

Internal control environment

The Board has overall responsibility for the Group's system of internal control and is accountable for reviewing its effectiveness. As these systems are designed to manage risk rather than eliminate them entirely, they can only provide reasonable, and not absolute, assurance against misstatement or loss. The Board recognises the need to monitor and evaluate these systems in line with best practice.

The requirement for oversight, establishment and implementation in this regard is delegated to executive management.

Developments in the regulatory landscape had an impact on FSG during the financial year:

- Promulgation of the Employment Equity Amendment Act – January 2025
- Pending legislative changes to the Compensation for Occupational Injuries and Diseases Act, which will have a significant impact on the Group.
- Pending AARTO legislation may also potentially have an impact, with management delegated to prepare the implementation of both these approaching enactments

Strengthening and enhancing of governance processes

In addition to the newly formed Digital, Innovation and Governance Committee, Group policies are regularly analysed by Executive Management and the Board sub-committees. In accordance with this, the Group introduced a Transformation Policy in September 2022 and subsequently developed a Transformation Charter in March 2024.

Internal audit reviews

BSI and quality assurance internal audit reviews were performed during FY2024 with improvement to policies and procedures compliance and ultimately to ISO9001: 2015 requirements, thereby reducing the risk to loss of, or failure to maintain, ISO certification. Recent internal and external audits indicate that controls implemented are effective and adequate.



OUR APPROACH TO ETHICAL GOVERNANCE *CONTINUED*

Our Board *continued*

CSI governance and board meetings

Fidelity Cares NPC board meetings – Membership and attendance FY2025

N Mwale  1/4 11 Jun 2024	WJ Bartmann 3/4 11 Jun 2024 26 Sep 2024 12 Nov 2024	N Dladla (née Ndwandwe) 4/4 12 Mar 2024, 11 Jun 2024 26 Sep 2024, 12 Nov 2024
HM Madima 4/4 12 Mar 2024, 11 Jun 2024 26 Sep 2024 12 Nov 2024	VS Maharaj  4/4 12 Mar 2024, 11 Jun 2024 26 Sep 2024, 12 Nov 2024	IP Mogotlane (Chairperson) 3/4 12 Mar 2024 26 Sep 2024 12 Nov 2024
D Schultz 4/4 12 Mar 2024, 11 Jun 2024 26 Sep 2024, 12 Nov 2024	EP Zondo  4/4 12 Mar 2024, 11 Jun 2024 26 Sep 2024, 12 Nov 2024	Invitees R Kekana, B Talane, B van der Spuy Jnr, P van der Spuy, K Vundla, S Ndlovu, S Thulsie

 Chairperson
 Alternate
 Invitees

Fidelity Foundation NPC board meetings – Membership and attendance FY2025

HM Madima  4/4 12 Mar 2024, 11 Jun 2024 29 Aug 2024, 12 Nov 2024	WJ Bartmann 3/3 11 Jun 2024, 29 Aug 2024 12 Nov 2024 	N Dladla (née Ndwandwe) 4/4 12 Mar 2024, 11 Jun 2024 29 Aug 2024, 12 Nov 2024
VS Maharaj  4/4 12 Mar 2024, 11 Jun 2024 29 Aug 2024, 2 Nov 2024	N Mwale 4/4 12 Mar 2024, 11 Jun 2024 29 Aug 2024, 12 Nov 2024	 Chairperson  By invitation
FP Zondo  4/4 12 Mar 2024, 11 Jun 2024 29 Aug 2024, 12 Nov 2024	Invitees R Brouwer, R Kekana, M Stephens, B Talane, S Ndlovu, S Thulsie	

Fidelity Cares is governed according to the Five Pillars of Hardship as stipulated in the Group's Standard Operating Procedures (SOP). The entity is funded via donations made through monthly salary deductions.



OUR APPROACH TO ETHICAL GOVERNANCE *CONTINUED*

Our Board committees

The Board has established five permanent standing Board committees with specific responsibilities to assist the Board in discharging its duties:

- Finance Committee
- Risk and Opportunities Committee
- Transformation, Social and Ethics Committee (TSEC)
- Remuneration Committee (Remco)
- Acquisition and Investments Committee

The responsibilities of these committees are defined in terms of their respective charters as approved by the Board. There is full disclosure, transparency and reporting from the standing committees to the Board at each quarterly Board meeting.

Ultimate governance responsibility resides at all times with the Board. The Board does not abdicate this responsibility to the committees and exercises its oversight responsibility accordingly.

Fidelity Cares NPC Committee Members

IP Mogotlane (Chairperson)
WJ Bartmann (Alternate: VS Maharaj)
N Dladla (Alternate: FP Zondo)
HM Madima

Role

To provide support and assistance to former and current employees of the Group, in times of hardship experienced due to:

- Exposure to incidences of IOD or death on duty
- Psychological consequences emanating from those incidents

Responsibilities

The Committee is responsible for:

- The management of Fidelity Cares
- Safeguarding the funds held by Fidelity Cares
- Ensuring that funds are utilised for their intended purposes
- Ensuring that the administration of the fund is in compliance with the Corporate Governance Rules and Companies Act, and guided by the SOP.

Finance Committee Members

Members

SJ Brown (Chairperson)
WJ Bartmann
KP Human
S Khumalo
HM Madima
VS Maharaj
IP Mogotlane
P Pelcher (Representing PwC)
E Gerryts (Representing PwC)

Invitees

M Dawood
B Dube
W Lindeque
M Mabanga
S Ntombela
S Thulsi

Role

To assist the Board in considering acquisitions, mergers and disposal opportunities, and on weighing acquisition matters generally within broad policies determined by the Board, including assessment of funding structures.

Responsibilities

The Committee is responsible for:

- Affording guidance, when it is sought by Management, in seeking acquisitions, mergers and disposal opportunities, and on acquisition matters generally within broad policies determined by the Board, including the assessment of funding structures.

Focus areas for FY2025	Focus areas for FY2026
<ul style="list-style-type: none"> ■ Promoting awareness and participation in Fidelity Cares initiatives across all regions 	<ul style="list-style-type: none"> ■ Ensuring ongoing awareness of and participation in Fidelity Cares initiatives across all regions
<ul style="list-style-type: none"> ■ Collaboration with the unions 	<ul style="list-style-type: none"> ■ Strengthen partnerships and enhance impact-driven and strategic projects
<ul style="list-style-type: none"> ■ Strengthening internal alignment and reinforcing Fidelity Cares as a key pillar of the Group's corporate responsibility 	<ul style="list-style-type: none"> ■ Promote holistic employee wellness across all regions to create a healthy and productive workforce and environment
<ul style="list-style-type: none"> ■ Ongoing engagements in projects that promote employee wellbeing and community upliftment 	<ul style="list-style-type: none"> ■ Continue to extend support to employees injured on duty and during after-care while they recover
<ul style="list-style-type: none"> ■ Additional support to employees who have suffered duty related injuries while they are in recovery and transition 	<ul style="list-style-type: none"> ■ Ensure continued engagements with other unions and encourage members to participate in Fidelity Cares
<ul style="list-style-type: none"> ■ Support through referrals to external agencies for counselling and rehabilitation programmes 	



OUR APPROACH TO ETHICAL GOVERNANCE *CONTINUED*

Our Board committees *continued*

Finance Committee *continued*

Focus areas for FY2025	Focus areas for FY2026
<ul style="list-style-type: none"> Impairment considerations relating to Fidelity ADT goodwill reviewed 	<ul style="list-style-type: none"> Continued enhancement of the audit function
<ul style="list-style-type: none"> Review of bad debt provision policy and increased bad debt 	<ul style="list-style-type: none"> Consider upgrade from SAP ECC6 to SAP ECC8 as well as implementation of COUPA which uses RPA
<ul style="list-style-type: none"> Review of instances of fraud taking place within the business 	<ul style="list-style-type: none"> External audit procedures over data migration from Fidelity ADT's Listener software to Project Transformer before it goes live during the year
<ul style="list-style-type: none"> Continued implementation of combined assurance review policies with review of top-30 risks being performed 	<ul style="list-style-type: none"> Continued investigations into Automation/AI within the business which is top on the agenda for all CFOs in the business
<ul style="list-style-type: none"> The IT environment was tested including procuring an Internal Network Penetration Testing Report from an external reviewer, review of SAP IT General Controls and SQL Server controls 	
<ul style="list-style-type: none"> Various <i>ad hoc</i> internal audits and investigations, including investigations of identity theft and property theft and fraud, attendance of cash counts at branches, review of conflict of interests and scanning of firearms 	
<ul style="list-style-type: none"> Performance of various quality assurance audits and implementation and approval of various ISO accreditations including ISO9001 and ISO27001, as well as upgrading to additional accreditations 	
<ul style="list-style-type: none"> Review of SARS audits including PAYE, VAT, ETI and TERS 	
<ul style="list-style-type: none"> Review of Workmen's Compensation audits 	
<ul style="list-style-type: none"> Review of CFO financial forum minutes of meetings carried out during the year 	
<ul style="list-style-type: none"> Dividend payment calculations were reviewed against the Dividend Policy and necessary adjustments were made 	
<ul style="list-style-type: none"> Reviews of tax returns, ESG and Learnership Claims were performed 	
<ul style="list-style-type: none"> Review of Project Transformer progress 	
<ul style="list-style-type: none"> Review of move to a SOX compliance environment 	

The committee met three times during the year under review.

Risk and Opportunities Committee Members

Members

S Khumalo (Chairperson)
WJ Bartmann
HM Madima
VS Maharaj
N Mwale

Invitees

L Bartmann, J Bezuidenhout, L Cox, V de Sousa, B Dube, M du Toit, R Erwee, E Fowlds, A Gibson, D Jacobs, I Jamieson, E Janeke, W Lindeque, A Mohanlal, S Ntombela, A Oost, C Parkin, M Stephens, L van der Walt, J Wentzel, C Wessels, C Hattingh, M Maganga, M Mahabeer, D Shultz, D van As

Role

To review and assess the integrity of the Group's risk management process, including safety, health, environmental, and sustainability matters.

Responsibilities

The Committee is responsible for:

- Addressing the Group's exposure to strategic, reputational, financial, operational, regulatory, legal, and IT risks

Focus areas and considerations for FY2025	Focus areas for FY2026
<ul style="list-style-type: none"> Effectiveness of the Group's internal financial controls and systems of internal control and risk management 	<ul style="list-style-type: none"> Ensuring the effective functioning of the Group's internal financial systems and processes, financial control environment, monitored by an effective combined assurance model
<ul style="list-style-type: none"> Compliance with legal and regulatory requirements to the extent that might have an impact to the Group 	<ul style="list-style-type: none"> Management's response in respect of future changes to legislation and other regulations impacting Group's compliance processes
<ul style="list-style-type: none"> Monitored emerging risks 	<ul style="list-style-type: none"> Continue to exercise oversight over the Innovation Governance Committee
<ul style="list-style-type: none"> Overseeing the implementation of SOX compliance 	<ul style="list-style-type: none"> IT governance and strategy
	<ul style="list-style-type: none"> Monitor the cyber environment and the Group's prevention and defence capabilities from a risk exposure perspective
	<ul style="list-style-type: none"> Mitigate top 20 risks tabled at the annual strategic risk workshop held on 4 February 2025, within the respective risk tolerance or appetite as per the risk appetite statement and achieve the opportunities identified in the past financial year
	<ul style="list-style-type: none"> Fraud risk management reporting
	<ul style="list-style-type: none"> Business continuity testing and simulation process
	<ul style="list-style-type: none"> Reporting on risk mitigations

The committee met five times during the year under review.

OUR APPROACH TO ETHICAL GOVERNANCE *CONTINUED*

Our Board committees *continued*

Transformation, Social and Ethics Committee (TSEC)

Members

Members

HM Madima (Chairperson)
WJ Bartmann
VS Maharaj
IP Mogotlane

Invitees

J Agliotti, J Bezuidenhout, B Dube,
I Gower, R Kekana, C Ott, M Thorpe,
K Vundla, P Zondo, N Dladla

Role

To assist the Board in monitoring the Group's activities relating to ethics, employment equity, training, talent and skills development, preferential procurement, enterprise development, diversity, socio-economic development, environmental sustainability, and engaging with stakeholders.

Responsibilities

The Committee is responsible for:

- Assisting the Board in monitoring the Group's activities relating to ethics, employment equity, training, talent and skills development, preferential procurement, enterprise development, diversity, socio-economic development, environmental sustainability and engaging with stakeholders.

Focus areas and considerations for FY2025	Focus areas for FY2026
<ul style="list-style-type: none"> Continued enhancement of Employment Equity initiatives. Continued training and skills development Support of employee wellness Ensuring ESG compliance Continued improvement on procuring from women-owned businesses. Improve on the Group's B-BBEE status Continued support of the Code of Good Practice on elimination of harassment and unfair discrimination in the workplace. 	<ul style="list-style-type: none"> Continued enhancement of Employment Equity initiatives. Continued training and skills development Support of employee wellness Ensuring ESG compliance Continued improvement on procuring from women-owned businesses. Improve on the Groups B-BBEE status Continued support of the Code of Good Practice on elimination of harassment and unfair discrimination in the workplace.

The committee met three times during the year under review.

Remuneration Committee (Remco)

Members

Members

RI Dickerson (Chairperson)
WJ Bartmann
J Bezuidenhout
SJ Brown
KP Human
S Khumalo
VS Maharaj
N Mwale

Role

To assist the Board in the consideration of, and by making recommendations to the Board, in respect

of salaries, incentive bonuses and share allocations and facilitate succession for planning for the Group.

Responsibilities

The Committee is responsible for:

- Considering the level of salary and the principles of any variable element of packages and other aspects of the remuneration packages as applicable, with all targets set for executives being budget-, target- and/or KPI-based and related to achievement.

All such targets are objectively monitored and measured, with due consideration given to not rewarding and measuring the taking of excessive risk by Executive Directors and executives.

Focus areas and considerations for FY2025	Focus areas for FY2026
<ul style="list-style-type: none"> Succession planning for senior executives. Development and mentoring of EE candidates in order for them to progress into more senior roles. 	<ul style="list-style-type: none"> Continued development of the executive management team. Continued development of the EE candidates. Ensure successors of retired senior executives and management have maintained performance levels.

The committee met three times during the year under review.

Acquisition and Investments Committee

Members

Members

KP Human (Chairperson)
WJ Bartmann
SJ Brown
RI Dickerson
S Khumalo
HM Madima
VS Maharaj
IP Mogotlane
N Mwale

Invitees

G Bryce-Borthwick, Y Moolla, P Rorich

Role

To assist the Board in considering acquisitions, mergers and disposal opportunities, and on weighing acquisition matters generally within broad policies determined by the Board, including assessment of funding structures.

Responsibilities

The Committee is responsible for:

- Affording guidance, when it is sought by management, in seeking acquisitions, mergers and disposal opportunities, and on acquisition matters generally within broad policies determined by the Board, including the assessment of funding structures.

OUR APPROACH TO ETHICAL GOVERNANCE *CONTINUED*

Our Board committees *continued*

Acquisition and Investments Committee *continued*

Focus areas and considerations for FY2025	Focus areas for FY2026
<ul style="list-style-type: none"> The enhancement of the Group's shareholding structure with a recommendation made to the Board to proceed with the restructure as outlined 	<ul style="list-style-type: none"> Continued assessment of acquisition opportunities
<ul style="list-style-type: none"> A review of various acquisition prospects, including a strategic acquisition in the guarding and cleaning space 	<ul style="list-style-type: none"> Further exploration of capital realisation opportunities for shareholders
<ul style="list-style-type: none"> Overseeing the successful acquisition of PHG Group in August 2024 	
<ul style="list-style-type: none"> Evaluation of an offer for a shareholding in the Group by a Private Equity investor which was ultimately declined due to strategic misalignment 	
<ul style="list-style-type: none"> Monitoring throughout the year of the Group's debt facilities utilisation 	
<ul style="list-style-type: none"> Exploration of various capital realisation opportunities for shareholders 	

The committee met four times during the year under review.

Remuneration

Remuneration packages for the two executives serving as Directors on the holding and subsidiary company boards, and who are defined as senior executive committee members (Senior Exco) is determined by the Remuneration Committee. The deliberations of this committee are substantially influenced by independent third-party consultants and remuneration surveys.

All targets set are for executives' or KPI-based and are related to achievement. All such targets are objectively monitored and measured, with due consideration given to not rewarding and measuring the taking of excessive risk by Executive Directors and executives.

All shareholders are fully briefed on the earnings of all the Directors and executive management, and hence no further disclosure of Directors' earnings is made in this report. No restraint payment commitments, term contracts or any extraordinary obligations were afforded to any of the Directors during the year under review.

ADMINISTRATIVE INFORMATION

Company registration number	2002/030292/07
Income tax reference number	9361294151
Registered security services provider	PSIRA 993250
Financial Services Board registration number	FSP 46753* FSP 18823**
Registration number for Carbon Disclosure Project (CDP)	CRM:0917054
Registered address and principal place of business	Fidelity Corporate Park 104D Mimosa Road Helderkruijn 1724
Postal address	Private Bag X5 Westgate 1734
External auditors	PricewaterhouseCoopers Inc.
Bankers	Absa Bank Limited First National Bank Limited Nedbank Limited Standard Bank of South Africa Limited
Transaction advisors	Nodus Capital
Website	www.fidelity-services.com
Group Tip-offs Anonymous Hotline	0800 00 22 22
Prepared by	Mrs S Thulsie
Assisted by	Mr E Kanga
Supervised by	Mr M Dawood
Design by	Ms C Hattingh
Published	25 June 2025

* Fidelity Cash Solutions Proprietary Limited

** Fidelity Risk Proprietary Limited



British Standards International (BSI) Accreditations

ISO 45001 Occupational Health & Safety[#]
 ISO 18788 Security Operations Management Systems
 ISO 22301 Business Continuity Management
 ISO 37000 Governance
 ISO 14001 Environmental Management System
 ISO 27001 Information Security Management Systems #
 ISO 9001 Quality Management
 ISO 26000 Social Responsibility

[#] Audit scheduled Q1 (FY2025)

