GOVERNANCE AND SUSTAINABILITY

Doing business sustainably is a competitive business necessity. Sun International's ongoing commitment to sustainability ensures that we maintain our operational and social licence to operate. We integrate our business decisions and operate in line with our sustainability strategy to create long-term shared value and, ultimately, lasting memories for all key stakeholders.

Governance and sustainability are fundamental to Sun International's operations and are embedded in our strategy and decision-making process, from board to operations. We remain committed to being a responsible corporate citizen.

Governance and sustainability are one of the group's five strategic objectives. To allow for detailed feedback on both aspects the group's governance is comprehensively covered under the 'supporting good governance' section. The narrative that follows focuses mainly on the group's sustainability strategy and performance for the year under review, including the environment; health, safety and wellbeing; socio-economic development (SED); enterprise and supplier development (E&SD) and the group's broad-based black economic empowerment (B-BBEE).

OUTCOMES

Covid-19 impacts:
- Water, waste and electricity consumption decreased
- Decrease in work related injuries
- Cross-unit audits replaced with self-assessment sustainability audits
- Postponed the integrated management system (IMS) implementation
- Aligned SED projects to also include projects that addressed the immediate needs of communities during Covid-19

Improved reporting and increased spending on corporate social investment (CSI) (2020: R7.1 million vs 2019: R3.6 million)

Won the CGISA/JSE Integrated Reporting Award for Small-Cap Company

Received acknowledgement for the group's Covid-19 health and response plans and controls

Maintained our B-BBEE level 1 rating for the fourth year in a row

STRATEGIC OBJECTIVES

Governance and sustainability

FOCUS AREAS

SELF-ASSESSMENT: ∧ Achieved/Good progress ＞ In progress ∨ Limited progress/No progress

OUR FOCUS FOR 2020	WHAT WE ACHIEVED	SELF-ASSESSMENT
Integrating the relevant UN Sustainable Development Goals (SDGs) into the sustainability and overall business strategy to ensure a focused approach	Reviewed and updated our sustainability strategy to link all aspects of sustainability to applicable SDGs. Aligned environmental, health, safety and wellbeing and SED initiatives to address SDGs where possible	∧
Developing a fully integrated management system that includes environment, health and safety, SED and CSI to improve the current reporting and management platforms	IMS implementation was placed on hold due to financial constraints and the Covid-19 lockdown. The group is committed to implementing this system going forward	∨
Increasing the number of SED projects that include a holistic sustainability approach	Various SED projects now include environmental and health, safety and wellbeing aspects. For more detail refer to the case studies in the SED section of this report	∧
Developing a sustainability communication plan to promote sustainability initiatives internally and externally	Due to Covid-19 several sustainability projects were placed on hold, resulting in limited external communication. Internally, the employee communication focus was on health, safety and wellbeing to address the risk of Covid-19	＞
Continuing to enhance our sustainability e-learning training and awareness campaign and to develop a reward and recognition programme to promote our culture change programme	E-learning videos were placed on hold until lockdown alert Level 2. The reward and recognition programme had to be postponed until all e-learning videos are completed, which is planned for mid-2021	＞
Reporting on the social and economic impacts of our E&SD interventions within our local communities	The group's online tender bulletin board continues to provide advertising opportunities for local suppliers. Larger units have representatives to facilitate procurement opportunities	∧
Maintaining our current B-BBEE level 1 status	Sun International maintained a B-BBEE level 1 rating	∧

LOOKING AHEAD

- Implementing the updated and revised sustainability strategy that includes new group environmental and health, safety and wellbeing (HSW) and SED targets
- Implementing a reward and recognition initiative to encourage employee participation in sustainability e-learning videos
- Launching the second series of sustainability e-learning videos
- Implementing an internal and external communication strategy to promote and share sustainability initiatives
- Focusing on key environmental; health, safety and wellbeing and SED projects to support the sustainability strategy (refer to the relevant sections for more information)
- Building sustainable relationships with our key suppliers to support and enhance our own sustainability strategy
- Continuing to integrate, monitor and report on the group's relevant SDGs
- Monitoring progress and continuing to conduct sustainability self-assessment and/or cross-unit audits at all local units.
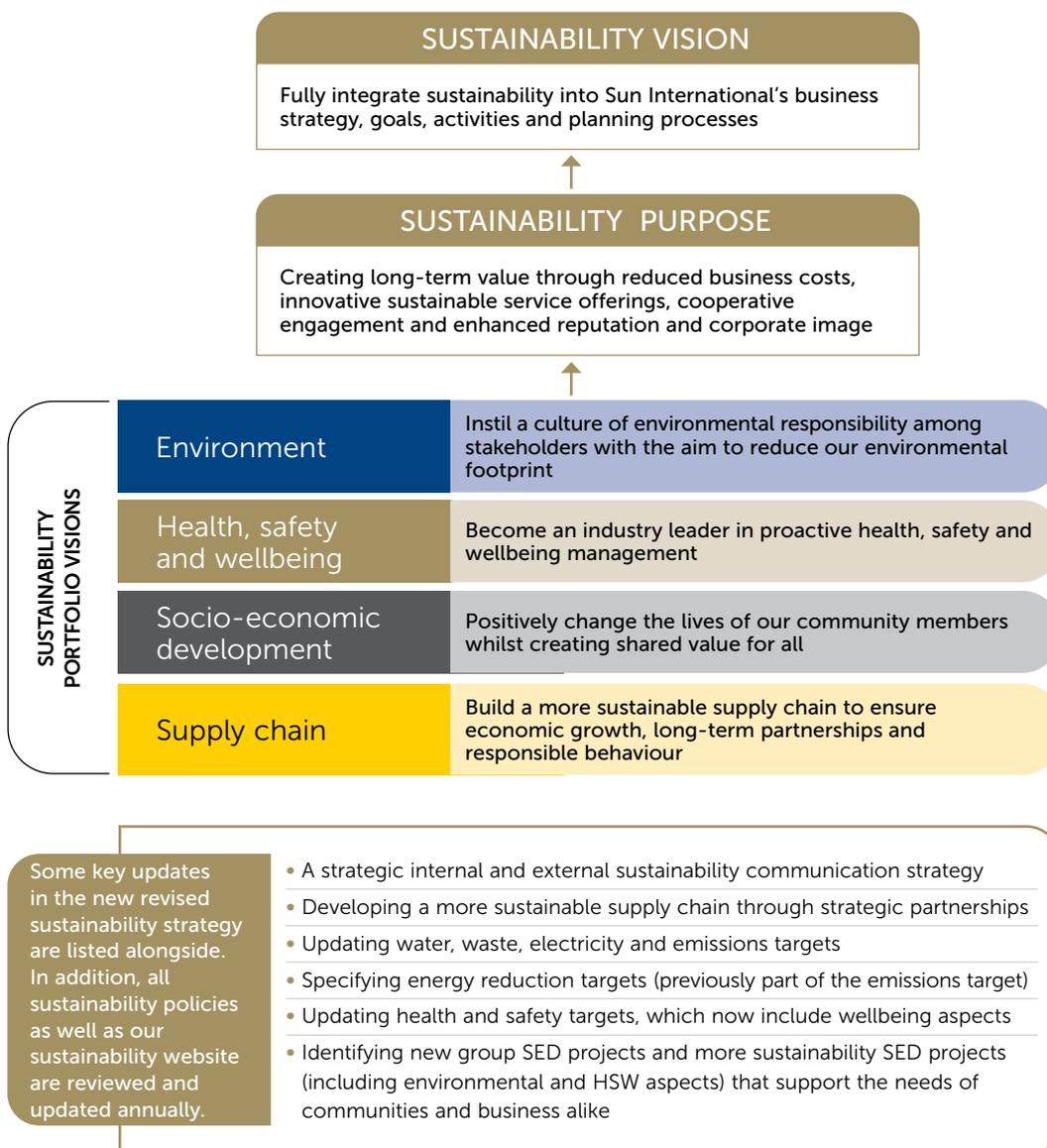
SUSTAINABILITY STRATEGY

Sustainability remains an integral part of Sun International's business strategy and decision-making process, from our board to employees at all levels. The group's sustainability portfolios encompass the environment, HSW and SED. An important part of the group's sustainability strategy is monitoring the performance of non-financial sustainability issues in all portfolios to enable informed business and board decisions. We integrate our sustainability management into our group standard operating procedures and policies at all levels of our business to create value, improve efficiencies and ultimately maintain memorable guest experiences.

While the group's B-BBEE and E&SD are not specific portfolios under the sustainability strategy, these portfolios form part of Sun International's sustainable business focus.

E&SD remains a group priority as it benefits the group as well as our local economy, and contributes to Sun International's SED commitments and B-BBEE targets. For more detail on our E&SD progress refer to the enterprise and supplier development section of this report.

Our sustainability strategy demonstrates Sun International's commitment to advancing all its capital resources in a balanced manner (financial, productive, capital, social and relationship, and natural) through our sustainability performance. The group sustainability policy underpins our sustainability strategy and is annually reviewed to ensure the group remains relevant in the sustainability arena. To address the group's changing needs each sustainability portfolio's strategy, framework and targets were updated in 2020. These updates were consolidated in the group's revised sustainability strategy, which was approved by the sustainability committee and the social and ethics committee in March 2021.

STRATEGIC OBJECTIVES

SUSTAINABILITY VISION

Fully integrate sustainability into Sun International's business strategy, goals, activities and planning processes

SUSTAINABILITY PURPOSE

Creating long-term value through reduced business costs, innovative sustainable service offerings, cooperative engagement and enhanced reputation and corporate image

SUSTAINABILITY PORTFOLIO VISIONS

Environment	Instil a culture of environmental responsibility among stakeholders with the aim to reduce our environmental footprint
Health, safety and wellbeing	Become an industry leader in proactive health, safety and wellbeing management
Socio-economic development	Positively change the lives of our community members whilst creating shared value for all
Supply chain	Build a more sustainable supply chain to ensure economic growth, long-term partnerships and responsible behaviour

Some key updates in the new revised sustainability strategy are listed alongside. In addition, all sustainability policies as well as our sustainability website are reviewed and updated annually.

- A strategic internal and external sustainability communication strategy
- Developing a more sustainable supply chain through strategic partnerships
- Updating water, waste, electricity and emissions targets
- Specifying energy reduction targets (previously part of the emissions target)
- Updating health and safety targets, which now include wellbeing aspects
- Identifying new group SED projects and more sustainability SED projects (including environmental and HSW aspects) that support the needs of communities and business alike
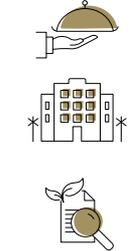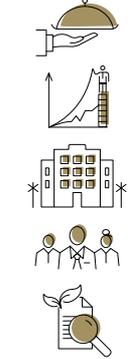
Governance and sustainability

Sun International supports the United Nations SDGs, and we endeavour to help achieve them through our operations and business strategy. The six SDGs that are most relevant to the group are discussed below and are aligned with the group's strategy. Progress against these SDGs will be regularly monitored by relevant board and management governance committees and annually reported on internally and externally.

PROGRESS AGAINST SUN INTERNATIONAL'S PRIORITISED SDGs

The table below describes Sun International's progress against our six most relevant SDGs.

SDG	PROGRESS IN 2020	STRATEGIC OBJECTIVE
4 QUALITY EDUCATION **Ensure inclusive and equitable quality education**	• Our SED policy specifies education as a key pillar for SED projects. R18.8 million (2019: R25.4 million) was invested in SED projects in 2020 of which R10.5 million was allocated to educational projects • Continued supporting 25 schools as part of our group SED Adopt a School project, including environmental, health and safety projects • Bursaries and learnerships we offered by the group to provide quality education opportunities to employees and learners • R1.6 million was allocated to employees and their families, to fulfil educational wishes in our Changing Lives campaign	
6 CLEAN WATER AND SANITATION **Ensure availability and sustainable management of water and sanitation**	• Robust environmental policies and systems ensure we operate in an environmentally responsible and proactive manner • Several group projects (and training and awareness campaigns) are in place to reduce water withdrawal and ensure clean water is provided to employees and guests • Revised group water consumption targets and environmental minimum requirements aim to continually minimise our water impact • Revised preventative maintenance and infrastructure programmes have been implemented to monitor and identify sustainable and safe technologies, to improve water efficiencies and ensure clean water and sanitation is maintained across our operations • The group has an environmental specialist and a team of safety, health and environment (SHE) officers at each unit to implement, monitor and report on environmental matters, including water consumption and treatment • Internal and external environmental audits ensure compliance with all water regulations and requirements • SED projects include an element of environmental awareness and protection where possible	
8 DECENT WORK AND ECONOMIC GROWTH **Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work**	• Sun International employs 7 548 (2019: 14 706) employees group-wide • Where feasible, our E&SD programme identifies and assists businesses at our various properties, through capital funding or other business development services, to foster sustainable business growth, create jobs and add economic value • The group committed R30.9 million (2019: R44.4 million) in supplier development during 2020 • The group contributed R18.8 million (2019: R25.4 million) in SED spend that positively impacted communities in the areas where we operate • Sun International is a major tax contributor in eight of South Africa's nine provinces and contributed R94 million (2019: R625 million) to taxes in the year under review	

| SDG	PROGRESS IN 2019	STRATEGIC OBJECTIVE
3 GOOD HEALTH AND WELL-BEING **Ensure healthy lives and promote wellbeing**	• Established a new central wellbeing committee that will meet regularly to discuss the wellbeing of our employees • Included wellbeing as part of our health and safety portfolio to ensure a more focused approach to the overall wellbeing of our employees and customers • Specific health and safety focus on Covid-19-related matters (refer to the Covid-19 and health and safety sections for more information) • Ongoing health and safety training and awareness for our employees and guests create a safe and healthy environment that aims to reduce occupational and lifestyle diseases, injuries and deaths at all our units • The group conducts regular internal and external health and safety audits, including food and hygiene audits, fire and life safety audits, and sustainability unit audits • Sun International complies with all health and safety legislation and continues to monitor compliance and, where relevant, implement best practices • The group has a health and safety specialist and a team of SHE officers to implement, monitor and report on any health and safety issues • Continued to incorporate elements of health and safety into our SED and CSI projects	
5 GENDER EQUALITY **Achieve gender equality and empower all women and girls**	• Sun International's three-year employment equity plan supports transformation at all levels of the group • A gender diversity policy is in place for the board, focusing on race and gender. In 2020 the board exceeded its black and female diversity targets • Dedicated board and management governance committees ensure oversight of gender equality progress • Renewed focus on ensuring equal pay for work of equal value • Transformation and gender equality are incorporated in all new employee appointments	
12 RESPONSIBLE CONSUMPTION AND PRODUCTION **Responsible consumption and production**	• Revised five-year environmental reduction targets for water, waste, electricity and emissions • Ongoing maintenance and infrastructure upkeep across operations improved resource efficiencies • The group did not achieve its zero waste to landfill (ZWTL) target by 2020, but has recommitted to achieving this target by 2025, with detailed unit-specific waste disposal and beneficiation projects being compiled • The group conducts regular internal and external SHE audits to minimise our environmental footprint • The group continued to integrate elements of environmental management into our SED projects • Consumption of water and electricity decreased significantly due to lockdown and although these reduced levels are not sustainable, it did allow us the opportunity to undertake infrastructure repairs and explore further opportunities • The group established an energy working group to investigate and consider alternative energy supply at some of our units	

Additional information

• Sustainability policy
• 2020 B-BBEE commission report
• Independent sustainability assurance statement
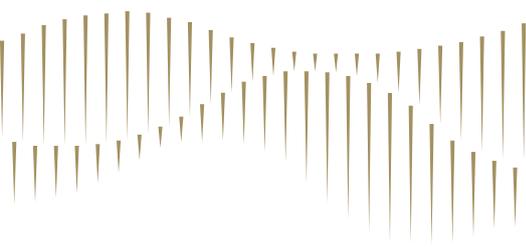
AWARDS

The Institute of Risk Management South Africa (IRMSA)

Industry award winner for Sun International's Covid-19 response plan

IRMSA

Sun International's health and safety specialist was the runner-up in the Up-and-Coming Risk Specialist of the Year award for her efforts in developing and implementing the group's Covid-19 health plan

CHARTERED GOVERNANCE INSTITUTE OF SOUTH AFRICA

Awarded first place for integrated reporting in the small-cap sector

ENVIRONMENTAL

Sun International is committed to protecting the environment and minimising our environmental footprint. Our environmental strategy recognises that the environment is integral to what we do and how we do business. We ensure our business paths are holistic, sustainable, and aligned with international standards and best practice. Our environmental journey continues to evolve as new technologies, risks and opportunities arise. In 2020 the group developed a new ENVIRO-AMBITION 2025 strategy. This five-year strategy outlines our key performance indicators (KPIs) and mechanisms for realising our environmental ambition across five key areas. It has been developed taking various factors into consideration, namely the group's sustainable business strategy, the SDGs and international best practice. We continue to review and update our water, energy and emissions reduction targets in line with the requirements of the business and new technology. As a group we also remain committed to ZWTL for all South African units by 2025.

COVID-19

Covid-19 had a significant impact on our resource consumption during 2020, as outlined in the environmental section. While operations resumed towards mid-2020, consumption remains lower than the prior year as not all employees are back at our properties. The pandemic also hampered most of our initiatives to further reduce resource consumption, with an additional delay due to budget constraints. However, we remain committed to reduce resource consumption.

PRIMARY ENVIRONMENTAL SUSTAINABILITY OBJECTIVES

Maintaining and continually improve our IMS aligned with ISO 14001 and 45001 standards

Improving efficiencies, standardising environmental management approaches and ensuring compliance with relevant environmental legislation, regulations and standards

Regularly reviewing environmental objectives and targets to align with the needs of the business and changing technology, to reduce our environmental footprint

Promoting efficient use of materials and natural resources throughout our facilities by means of environmental initiatives and technologies

Communicating and promoting awareness of shared employee responsibility and accountability

Engaging and informing stakeholders of our environmental commitments and promoting an environmental culture through ongoing awareness and reporting initiatives

Additional information

- Environmental policy
- Sustainability policy
- CDP report
- CDP water report
- Independent sustainability assurance statement
- Sustainable Seafood policy

STRATEGIC OBJECTIVES

Governance and sustainability

HEALTH, SAFETY AND WELLBEING

The health and wellbeing of our employees, guests and communities is integral to how we do business. Our health, safety and wellbeing strategy aligns to the requirements of international Occupational Health and Safety (OHS) standards and best practice for effective health and safety management. The group's HSW strategy enables Sun International to identify, manage and oversee our health and safety performance, risks and opportunities.

Our revised health, safety and wellbeing strategy outlines a holistic approach to making our business safe, healthy, socially responsible, ethically responsible and economically sustainable. The management of business impacts related to health and safety is critical to ensuring that we maintain our operational and social licences to operate.

PRIMARY HEALTH, SAFETY AND WELLBEING SUSTAINABILITY OBJECTIVES

- Proactively control and mitigate our risks

- Prevent harm to our stakeholders and create memorable experiences

- Implement innovative solutions to manage and improve our health, safety and wellbeing performance

- Embed a caring and vigilant safety culture

- Maintain legal compliance, and where relevant, align to international standards and adopt best practice

STRATEGIC OBJECTIVES

COVID-19

As a responsible employer and corporate citizen, we continually provide a safe and healthy working and operating environment for our stakeholders at our properties. We developed comprehensive health and safety protocols for all units that included the collection and protection of personal information, measures to ensure physical distancing, sanitisation and hygiene practices for our people and facilities, provision of personal protective equipment (PPE) where required, contingencies for the protection of vulnerable individuals, and measures to deal with a potential Covid-19 incident on site, including contact tracing. As a result of our already well-established health and safety protocols, the group was able to expedite the implementation of these industry protocols throughout the group.

Our protocols align with the World Health Organisation (WHO), National Institute for Communicable Diseases (NICD), Department of Health (DOH), Department of Employment and Labour (DEL) and Department of Tourism (DT) directives, guidelines and advice. We monitor these institutions for changes and updates and continue to make the necessary changes to our protocols.

This policy remains in force as long as the declaration of a national disaster remains in force. Specific measures implemented to address Covid-19 are tabled in the health, safety and wellbeing section.

Additional information

- Health, safety and wellbeing policy
- Smoking policy
- Covid-19 protocols
- Sustainability policy

Governance and sustainability

SOCIO-ECONOMIC DEVELOPMENT

Sun International understands the necessity of empowering and uplifting communities in the areas we operate in. We aim to create economic value and maximise the positive social impact on the communities that surround our operations through creating shared value. Our SED strategy ensures that we support and contribute to communities through our SED and CSI initiatives and ensure a robust stakeholder engagement process, while also engaging our staff on the group's employee volunteering initiatives.

Our framework guides us in adhering to the group strategy, gaming licence conditions, data reporting and group targets and ensures that all processes are streamlined group-wide. It guides applicable standards when identifying, approving and implementing SED projects and provides a platform for projects that integrate environment and, health, safety and wellbeing into the SED focus areas.

COVID-19

Covid-19 instilled a heightened level of fear and anxiety in communities as lives and livelihoods were in disarray due to lockdown measures, and fears of contracting the virus ran high affected community members. As part of our ongoing community engagement processes, we identified specific needs in our communities. Sun International decided to broaden its social investment to extend beyond the mandated categories of education, sports and arts and culture. Allowance was made for units to apply for special projects, as referred to in our SED policy, that aligned more closely with communities' needs during the Covid-19 lockdown period.

A total of R1.2 million was invested in these special projects, which included community feeding schemes, support to old age homes and general support to families and communities in need of clean water and energy, among others. Refer to the SED section for more information.

PRIMARY SUSTAINABILITY SOCIO-ECONOMIC OBJECTIVES

- Have a positive, sustainable and measurable impact on our communities through our core SED focus areas

- Transparently and inclusively engage with surrounding communities and other stakeholders to build and improve relationships

- Continue to enhance the group's reputation as a caring and responsible corporate citizen

- Actively communicate and promote our SED and CSI initiatives to create awareness and encourage staff volunteerism

- Demonstrate responsible behaviour through strategic objectives, targets, good governance, targeted engagement and SED and CSI investments

Additional information

- SED policy
- Community and stakeholders' engagement policy
- Sustainability policy

STRATEGIC OBJECTIVES

Governance and sustainability

ENTERPRISE AND SUPPLIER DEVELOPMENT

The group's E&SD strategy creates procurement opportunities across a broad-based supply chain, aiding socio-economic development in the communities where we operate. In South Africa, our procurement focus remains on local B-BBEE compliant suppliers.
Sun International's supplier code of conduct requires our suppliers to commit to the highest standards of ethical conduct. The code also encourages suppliers to follow specific requirements relating to labour conditions, human rights and occupational health and safety, SED and a reduced environmental footprint.

COVID-19

The group is committed to creating opportunities for all suppliers, especially B-BBEE-compliant small, medium and micro enterprises; however, procurement spend was significantly impacted due to business closures during lockdown and spend targets were revised downwards.

PRIMARY SUSTAINABILITY ENTERPRISE AND SUPPLIER DEVELOPMENT OBJECTIVES

Have a positive, sustainable and measurable impact on our supply chain

Transparently and inclusively engage with suppliers in communities where we operate

Invest and empower suppliers through local procurement spend

Maintain ethical procurement standards that align with our supplier code of conduct

Preferential procurement for suppliers with a B-BBEE level 1–3 rating

Additional information

- Supplier code of ethics policy
- Anti-fronting statement
- Ethics declaration

STRATEGIC OBJECTIVES

Governance and sustainability

SUSTAINABILITY GOVERNANCE AND COMPLIANCE

Sun International's board is accountable for approving the group's sustainability strategy and monitoring sustainability performance. The board is assisted by the social and ethics committee, the risk committee and various management committees including exco, the sustainability committee, Sun International's Social Community Development Trust (SISCDT), energy working group and the enterprise and supplier development committee. Our governance process also assists the group in monitoring relevant sustainability legislation standards and frameworks. The group's assurance process further incorporates integrated internal and external compliance programmes across all sustainability portfolios.

SUSTAINABLE CORPORATE GOVERNANCE

Support and enhance a culture of ethical behaviour, compliance and social responsibility
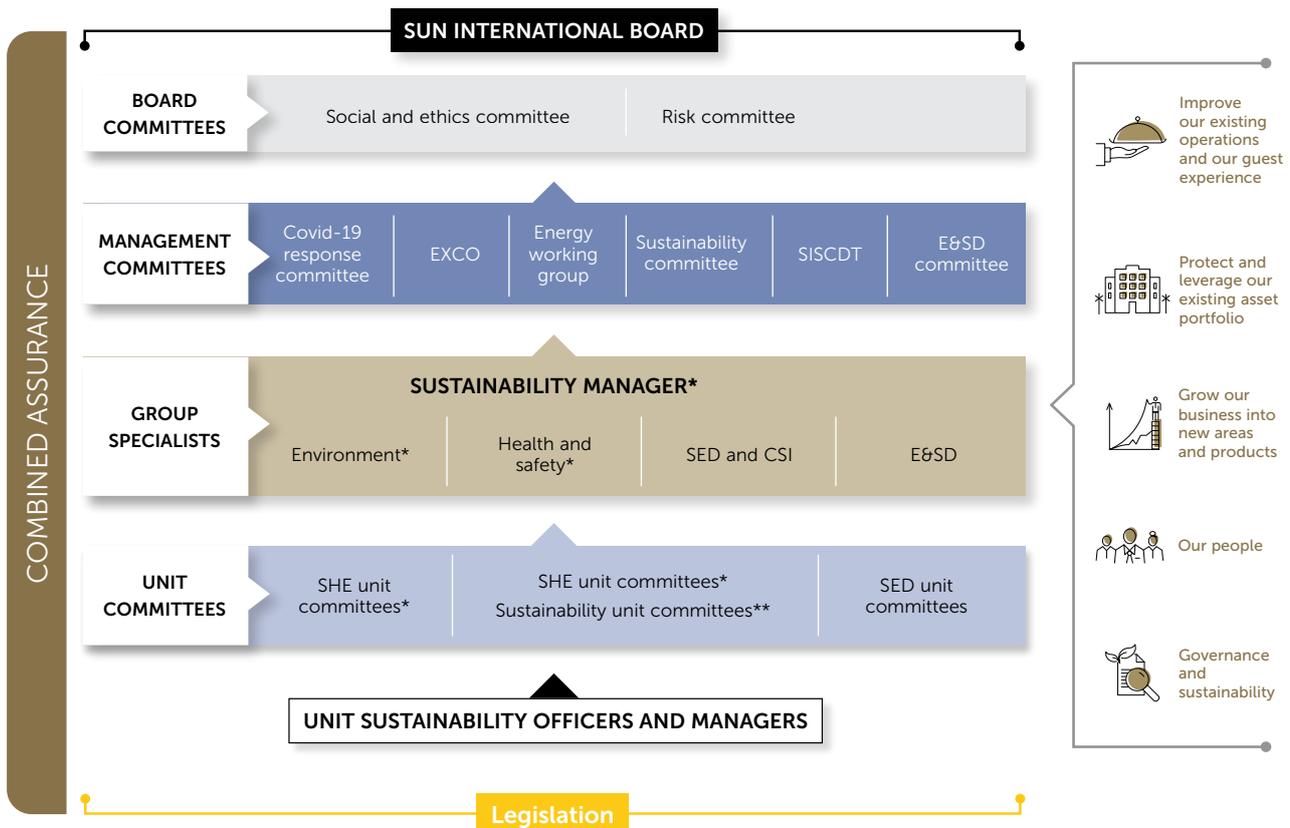
COVID-19

In compliance with relevant legislative requirements, Sun International appointed a Covid-19 compliance officer (Covid-19 officer) and established a Covid-19 risk committee that consists of key departments. This cross-functional team reports to the Covid-19 officer and unit general managers. The Covid-19 officer reports to the risk committee and provides updates on all Covid-19-related matters.

STRATEGIC OBJECTIVES

Sustainability governance structure

SUN INTERNATIONAL BOARD

BOARD COMMITTEES	Social and ethics committee	Risk committee

MANAGEMENT COMMITTEES	Covid-19 response committee	EXCO	Energy working group	Sustainability committee	SISCDT	E&SD committee

SUSTAINABILITY MANAGER*

GROUP SPECIALISTS	Environment*	Health and safety*	SED and CSI	E&SD

UNIT COMMITTEES	SHE unit committees*	SHE unit committees* Sustainability unit committees**	SED unit committees

UNIT SUSTAINABILITY OFFICERS AND MANAGERS

COMBINED ASSURANCE

Legislation

Improve our existing operations and our guest experience

Protect and leverage our existing asset portfolio

Grow our business into new areas and products

Our people

Governance and sustainability

*   Part of the Covid-19 compliance team.
** Only at central office, Sun City and GrandWest.

Governance and sustainability

SUSTAINABILITY LEGISLATION AND FRAMEWORKS

Sun International complies with all relevant legislation and frameworks and best practice where relevant. The legislative requirements depend largely on unit location, namely South Africa, Nigeria and Swaziland. Each country's compliance department is responsible for monitoring legislative developments to ensure the group remains compliant with country-specific legislation.

A SHE legal register for our South African units includes a legal library of all the SHE legislation that units need to comply with. Any regulatory changes are updated, flagged and communicated to our SHE professionals within the units. The group also considers various local and international standards, frameworks and best practice initiatives and, where relevant, aligns our sustainability strategy to these requirements.

COVID-19
Due to the severity of Covid-19's impact globally, various new legislations, regulations and guidance documents were implemented in our areas of operation. In South Africa, over 17 Covid-19-related regulations, directives and guidelines were issued by government. Some of the key Covid-19 legislation the group adheres to is tabled below. The compliance of all Covid-19 legislation forms part of the Covid-19 risk committee's mandate. This committee also keeps the board's risk committee apprised of all Covid-19 related matters.

Key legislation and frameworks in South Africa

ENVIRONMENT

- National Environmental Management Act 107 of 1998
- National Water Act 36 of 1998
- National Environmental Management: Waste Act No. 59 of 2008
- Carbon Tax Act 15 of 2019
- National Environmental Management: Biodiversity Act No. 10 of 2004
- National Environmental Management: Air Quality Act No. 39 of 2004: National Greenhouse Gas Emission Reporting Regulations

HEALTH AND SAFETY

- Occupational Health and Safety Act 85 of 1993, and regulations
- Compensation for Occupational Injuries and Diseases Act No 130 of 1993, and regulations
- Safety at Sports and Recreational Events Act 2 of 2010
- National Health Act 61 of 2003, and regulations
- National Building Regulations and Building Standards Act 103 of 1997
- Tobacco Products Control Act 83 of 1993

SED

- Broad-Based Black Economic Empowerment Amendment Act 46 of 2013
- Requirements and licence conditions of the National Gambling Board and provincial gaming boards

OTHER FRAMEWORKS, STANDARDS AND BEST PRACTICE

- Carbon Disclosure Project (CDP) and CDP Water
- SDG
- ISO 45001
- ISO 14001
- OHSAS 18001

COVID-19-RELATED LEGISLATION AND GUIDANCE DOCUMENTS

▶ Disaster Management Act 57 of 2002 and Consolidated Regulations Disaster Management Act (17 April 2020)

▶ Basic Conditions of Employment Act 75 of 1997

▶ Occupational Health and Safety Act 85 of 1993, and regulations

▶ Regulations for Hazardous Biological Agents 2001

▶ Facilities regulations (Regulation 924 of 2004)

▶ Protection of Personal Information Act 4 of 2013

▶ Consolidated Covid-19 Direction on Health and Safety measures in certail Workplaces, 2020

▶ WHO: Getting your workplace ready for Covid-19, 2020

▶ Department of Employment and Labour: Workplace Preparedness: Covid-19 (SARS-CoV-19 virus), guidelines, 2020

▶ Guidelines for quarantine and isolation relating to Covid-19 exposure and infection

▶ Department of Health:
• Covid-19: Environmental Health Response Guidelines, 2020
• Rational Use of PPE Guidelines, 2020

COMPLIANCE

Through our compliance management platform, we focus on achieving and maintaining compliance within all aspects of sustainability. This platform facilitates a 'management-on-the-go' mindset in terms of compliance and risk management. SHE professionals continually complete compliance checklists, SHE audits and risk assessments on the platform, providing the units with a real-time compliance status as required. This platform also provides access to all local, regional and national SHE legislation.

Annual sustainability assurance audits, various health and safety audits and selective environmental audits are conducted to verify compliance with applicable SHE legislation. Our trained and dedicated SHE professionals at our local units serve as lead internal compliance auditors and perform SHE cross-unit audits. In 2020 the cross-unit audits were replaced with sustainability self-assessment audits due to travel restrictions. These self-assessments allowed units to do an internal assessment of their own units, resulting in improved process and cost reductions. Once lockdown restrictions are lifted the group will continue with the cross-unit audits.

Our African properties are also governed by and comply with applicable local laws, policies, standards and systems.

Group SHE management system

The group's SHE IMS is aligned with ISO 45001:2018 and ISO 14001:2015. This system ensures a standard approach to SHE monitoring and has improved reporting. The IMS is hosted and managed on our compliance management platform. Planned system improvements were placed on hold due to Covid-19 and will be revisited in 2021, depending on the availability of financial resources.

Communication and awareness

We use various communication and awareness campaigns and platforms to promote group-wide sustainability. These communication and awareness campaigns help break down silos, ensuring a more sustainable culture and improving employee engagement and participation – reinforcing our SunWay formula for success. The revised sustainability strategy has a specific objective of improving internal and external communication, through structured engagement processes, active marketing and ongoing events.

SUSTAINABILITY AWARENESS CALENDAR

Our group-wide SHE communications and integrated awareness strategy continues to ensure collaborative communication across all units within South Africa. Our awareness calendar provides various monthly SHE communications that are either accompanied by a poster, a competition, a video or a practical demonstration.

Month	Awareness event
January	Electricity safety
February	Staff volunteering
March	World Water Day
April	Ergonomics
May	Sustainable Development Goals
June	World Environment Day
July	Plastic-free July
August	Work-life balance
September	Combine with 'Share the warmth' campaign across properties
October	Mental health awareness
November	SED 'Adopt a School' – Integrating sustainability into our SED and CSI programmes
December	Fatigue management

STRATEGIC OBJECTIVES

Governance and sustainability

SUSTAINABILITY CULTURE PROGRAMME

Our sustainability culture programme incorporates all sustainability portfolios to improve employee awareness, accountability and ownership in protecting the health and safety of all stakeholders, the environment, and the communities we operate in. During 2020, we launched six of the 10 sustainability e-learning videos prior to lockdown and the remaining videos will be released in 2021. The programme creates ongoing awareness and addresses some of the group's most pressing sustainability issues. Sun International's awareness campaign is aligned with our e-learning initiative, which reinforces the importance of having a sustainability culture in the group. A reward and recognition initiative will be developed in 2021 to encourage employee participation.

GROUP B-BBEE SCORECARD

The group maintained its level 1 rating with a total B-BBEE score of 102.42 (2019: 103.81) out of a possible 111 points.

For a more detailed view of our **2020 B-BBEE commission report** or visit

https://corporate.suninternational.com/content/dam/approved/corporate/investors/results/bbbee-commission-report-for-si-final-march-2021-new.pdf

Scorecard information	Actual score	Actual score	Target score
	1 November 2020 – 31 October 2021	1 July 2019 – 31 June 2020	31 June 2021
Ownership	22.38	22.16	27.00
Management control	12.95	13.31	19.00
Skills development	17.78	18.70	20.00
Enterprise and supplier development	41.31	41.64	40.00
Socio-economic development	8	8.00	5.00
Total score	**102.42**	103.81	**111.00**
Empowering supplier	Yes	Yes	
LEVEL	**1**	1	

STRATEGIC
OBJECTIVES

Governance and
sustainability