



# Engineering Progress Supporting Communities Sustaining the Future



# Go together Go Far

What we do in Africa extends beyond delivering engineering and infrastructure solutions. Our presence contributes directly to growth and prosperity across the region.

We are part of the communities where we operate: creating jobs, supporting local businesses and contributing to well-being.

Because at Babcock, we know that to go far, we must go together.

## Babcock in South Africa

R1.838 bn

Contribution to GDP

R7.6bn

Payments to suppliers

1,766

Staff employed

## CEO Foreword

# Strong Corporate Citizenship

For more than a century, Babcock has been a trusted partner in South Africa, delivering engineering services that support essential industries and communities. With a strong network of service centres across the region, we contribute to growth, resilience and transformation.

Corporate citizenship is not separate from our business – it is how we operate. We are committed to advancing South Africa's transformation goals, supporting communities and creating opportunities through education, skills, enterprise development and environmental stewardship.

We recognise the wider geopolitical and economic context in which we operate. Energy, infrastructure and fiscal challenges demand resilience and innovation, and we work in partnership with government, parastatals and industry to deliver sustainable solutions that contribute to national priorities.



“Delivering engineering excellence is at the heart of Babcock – but true impact comes when we pair it with resilience, inclusion and sustainability, creating a safe and secure world for generations to come.”

● Roger O'Callaghan  
CEO Africa



## Impact in Action

# Measurable and shared value



Over **R98,5 million** invested in people, communities and the environment between **2023 and 2025**



# Education that Transforms

## Highlights (2023–2025)

678

Scholarships awarded

230

Learners supported through student sponsorship partnerships

178

Apprentices enrolled in technical training programmes

92%

Apprentice graduation completion rate achieved

Education that transforms

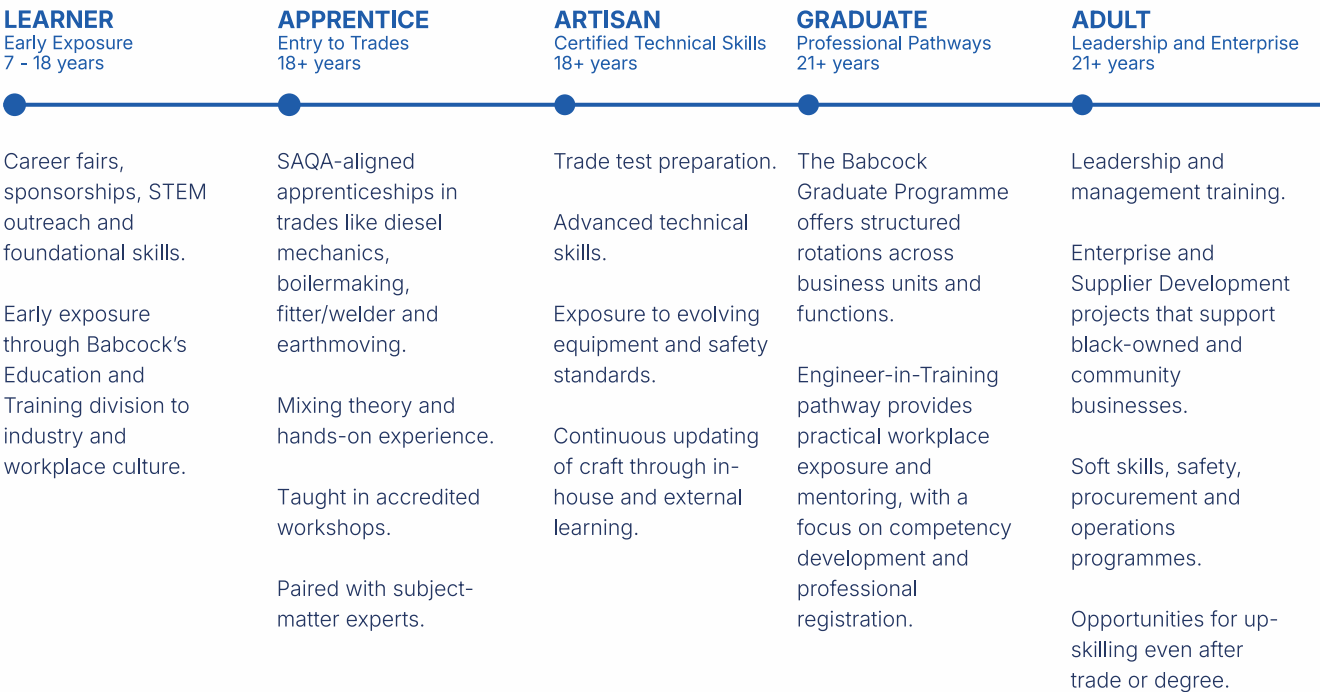
# Building a future-ready workforce

We believe that developing future technicians, engineers and leaders begins with early exposure to Science, Technology, Engineering and Mathematics (STEM) and the career opportunities they open.

Babcock supports learners throughout the entire career journey - from schools to apprenticeships

to graduate programmes - ensuring skills remain relevant for industry and society. Women diesel mechanics, crane operators and engineers are breaking barriers through our programmes, while adult learning and leadership training continue to build capability.

## Building Skills for a Lifetime



Through education, skills and enterprise development, Babcock advances SDG 8



**Babcock Scholarship Fund**

With support from the Babcock Scholarship Fund, Londiwe, daughter of Babcock employee Jabu, proudly became the first in her family to graduate. Completing a Bachelor of Business Administration at Rosebank College, her achievement highlights the life-changing power of education and reflects Babcock's commitment to empowering future generations through learning.





# Enterprises that Uplift

Highlights (2023–2025)

217

SMME's supported

130

Businesses graduated to  
preferred supplier list

## Enterprises that Uplift

# Driving inclusive economic growth

Small businesses are the backbone of inclusive growth and job creation. Through our Enterprise and Supplier Development (ESD) programme, Babcock empowers black-owned SMMEs with the skills, networks and opportunities they need

to thrive. Our goal is not just to support suppliers, but to build long-term partnerships that strengthen the value chain and drive sustainable economic development.



Babcock's ESD Programme helped me strengthen entrepreneurial skills while giving back to the community.

● Hlali Sefika  
Oven Miracles Enterprises

## Enterprise Development in Action

Launched in 2023 with Henley Business School, our ESD programme has already delivered measurable impact, helping entrepreneurs grow businesses that are sustainable, competitive and compliant.

The curriculum combines leadership and strategy with financial management, customer engagement, operations and other critical business disciplines. This blend of classroom learning, mentoring and practical application enables participants to sharpen business acumen and strengthen resilience.

Graduates of the programme are better equipped to expand services, access finance and meet the standards required by major industries. Several have achieved ISO certifications, secured new contracts and integrated into Babcock's supply chain - proof that transformation is creating real opportunity and lasting change.







The 2025 graduating class of Babcock's Enterprise Supplier Development (ESD) programme celebrate completing an intensive year of training in partnership with Henley Business School. Equipped with laptops, skills and mentoring, these entrepreneurs are ready to expand their businesses, create jobs and strengthen local supply chains. Their success reflects Babcock's commitment to investing in sustainable enterprise growth and unlocking opportunities for black-owned SMEs across South Africa.

“The programme introduced practical tools that helped us rethink how we operate – and how we can expand.”

● Refiloe Motau  
Lahleni Bolts

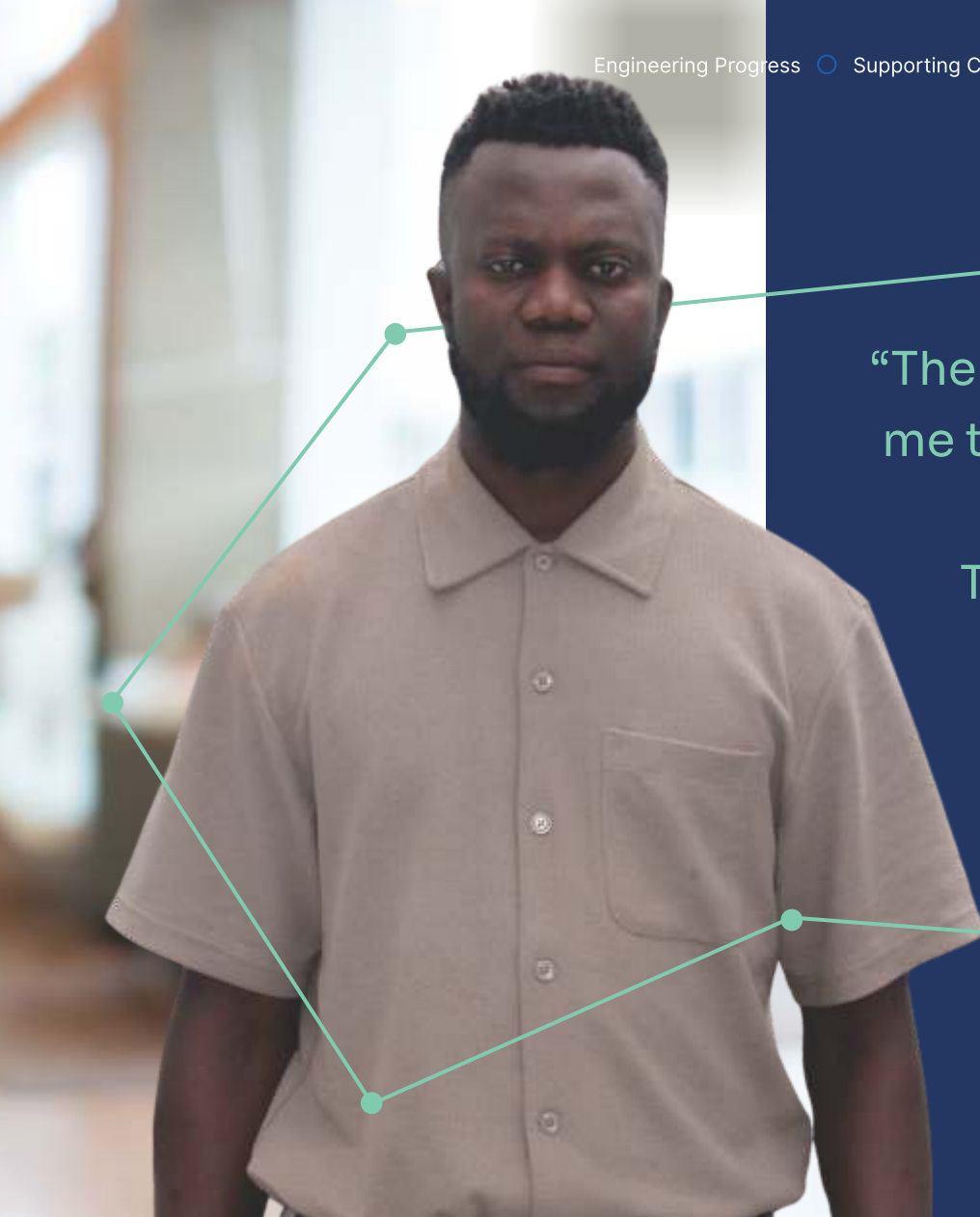


Watch the video



Refiloe Motau, founder of Lahleni Bolts, joined the programme to grow her hardware supply business. With guidance from mentors, she adopted CRM systems, explored e-commerce opportunities, and began planning for diversification into manufacturing.

These changes positioned her business for sustainable expansion in a competitive market.



“The programme gave me the vision to think beyond today. To build a resilient business that creates jobs.”

● Godfrey Muhuweru  
Biakanyo Fresh Produce


Through Babcock’s ESD Programme, agribusiness owner Godfrey Muhuweru gained valuable leadership and long-term strategy skills to grow his farming operation.

The mentorship expanded his view beyond daily operations to guiding him to build sustainable agribusiness models that strengthen community livelihoods.



Watch the video





“Every day I  
prove that diesel  
mechanics isn’t  
just a man’s  
world – It’s  
where I belong.”

● Thando  
Equipment

**Thando is a skilled diesel mechanic** whose role extends far beyond repairing equipment. She mentors young talent, inspires her colleagues, and challenges barriers for women in technical trades. Her story embodies Babcock’s commitment to inclusion - opening opportunities, breaking stereotypes and proving that true excellence has no gender.



Watch the video



# Inclusion that Innovates

## Highlights (2023-2025)

50

Women in leadership roles

30

Female trained operators and mechanics

40

Disabled learners trained

## Inclusion that Innovates

# Empowering all voices

Babcock believes that every voice matters. By breaking barriers for women, young people and people with disabilities, we are building a workforce that reflects the diversity of South

Africa and contributes meaningfully to Broad-Based Black Economic Empowerment (B-BBEE) objectives.

### Disability Learnership

Our disability learnerships create real pathways for people with disabilities to gain skills, qualifications and meaningful work experience.

These structured programmes combine technical training with workplace mentoring, ensuring participants can transition into permanent roles.

### Women in Leadership and Trades

Women are advancing across leadership roles and technical fields, from crane operators and diesel mechanics to senior management positions.

These opportunities unlock potential and drive innovation, while reinforcing our values of fairness, respect and empowerment.

### B-BBEE Commitment

Our inclusion programmes are integral to achieving our B-BBEE objectives. By supporting employment equity, skills development and preferential procurement, we contribute to sustainable transformation.

Each of our business units reports performance against B-BBEE scorecard pillars, demonstrating measurable progress in building an inclusive and empowered workforce.

## B-BBEE

### Level 1

Babcock Plant Services  
135% Procurement Recognition Level

Babcock Ntuthuko Engineering  
135% Procurement Recognition Level  
Black ownership = 31,8%

### Level 2

Babcock Education and Training  
125% Procurement Recognition Level

### Level 5

Babcock Africa Services  
80% Procurement Recognition Level

# 18.29

Skills Development score  
Weighted across all 4 BU's

By breaking barriers for women in leadership and technical trades, Babcock supports SDG 5.

**5** GENDER  
EQUALITY





# Home Safe Every Day

## Highlights

(August 2025 report)

0.43 TRIR

0.19 DIIR

Industry-leading safety performance

38.07 : 1

Proactive safety observations for every incident - exceeding global benchmark

0

LTI in FY2024/25

1.76M

Safe Manhours worked since last reportable injury

## Home Safe Every Day

# Zero harm is our promise

Safety is non-negotiable. Our people are our greatest asset, and we are relentless about ensuring every one of them returns home safely, every day.

Through behavioural programmes, continuous training and holistic well-being initiatives, we are creating a culture of care that extends beyond the workplace.



# Safety starts with me

## Safety in Action

During a high-risk lift, crane operator Siseko exercised his Stop Work Authority, halting the operation when conflicting signals created a critical hazard.

His decisive action prevented potential injury and damage, reinforced Babcock's safety culture, and earned him the International Safety Star Award.

His story now inspires teams across Africa to act decisively in unsafe conditions.

**"ZERO  
injuries.  
ZERO  
damage.  
100%  
safety  
compliance!"**

● Siseko - Plant Services

# Sustainable Environment

## Strategic Priorities



Tackling  
climate  
change



Managing our  
resources  
responsibly



Protecting  
the natural  
environment



Ensuring the  
health, safety  
and wellbeing  
of our people



Building an  
inclusive, diverse  
and resilient  
workforce



Supporting our  
communities



## Sustainable Environment

# Protecting the planet

At Babcock Africa, protecting the environment is integral to how we operate. From solar installations and light retrofits to waste recycling hubs and water-saving systems, we are embedding sustainability into our projects and operations.

These initiatives reduce our footprint, conserve scarce resources, and align with the UN

Sustainable Development Goals most relevant to our business and communities.

They also support Babcock International's global ESG priorities, including Net Zero by 2050, responsible consumption and cleaner production, with actions in Africa ranging from renewable energy installations to emissions reduction and climate risk resilience.

### Our environment projects include:

#### 6 CLEAN WATER AND SANITATION

##### Clean Water and Sanitation

Rainwater harvesting, wastewater reuse, stormwater systems and low-flow fixtures.

#### 7 AFFORDABLE AND CLEAN ENERGY

##### Affordable and Clean Energy

Renewable installations and efficiency retrofits.

#### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

##### Responsible Consumption and Production

Recycling hubs, circular economy practices and waste symbiosis.

#### 13 CLIMATE ACTION

##### Climate Action

Emissions reduction, cleaner production, Net Zero 2050.

#### 15 LIFE ON LAND

##### Life on Land

Tree planting, alien vegetation removal and biodiversity projects.

## Practical Solutions

Our environmental goals come to life through real projects on the ground. From renewable energy to waste reduction, Babcock is tackling challenges and building practical solutions that protect the planet.



### Solar at Middelburg

A 150 kW solar system is delivering energy savings and emission reductions. High local pollution has created maintenance challenges, turning the site into a testbed for adaptive renewable solutions.



### Bartlett Recycling Hub

Our flagship recycling hub diverts waste from landfill and promotes a circular economy across operations, supporting cleaner production cycles and cost savings.



# Supporting Communities

Highlights (2023–2025)

R1.3m

Invested in local  
community projects

## Supporting Communities

# Going far by growing together



## Building stronger communities

At Babcock Africa, we believe infrastructure and community progress go hand in hand. Our social projects focus on creating safe spaces, expanding access to technology, and inspiring young people to reach for brighter futures.

### **Laus Deo Primary School** **Planting Roots for the Future**

In Orange Farm, Laus Deo Primary serves nearly 1,200 learners, most from disadvantaged backgrounds. Babcock supported the school by donating trees for shade and shelter, repairing a damaged borehole, and providing seedlings for a vegetable garden. These efforts restored vital resources and created a healthier, more sustainable environment for learners.

### **Bokantsho Primary School** **Safe Spaces for Learning**

At Bokantsho Primary, we refurbished classrooms and facilities, upgrading furniture, lighting and infrastructure to create a safe, modern environment. For children and teachers, the

transformation made learning easier, restored pride, and created new opportunities.

### **Enon Primary School** **Opening the Digital World**

Partnering with Enon Primary, Babcock delivered a fully equipped computer lab for 30 learners. For the first time, students gained access to digital resources and tools, bridging the technology gap and developing essential skills for the future.

Our projects may differ in scale and scope, but they share a single purpose: empowering children and strengthening communities. At Babcock, social responsibility is part of how we engineer progress, creating lasting value for people and the places we serve.

*By upgrading schools and facilities, Babcock helps build safer, stronger communities in line with SDG 11*

**11** SUSTAINABLE CITIES AND COMMUNITIES





# Ethical Governance

Ethical Governance

# Doing the right thing – Every Time

Babcock Africa operates within Babcock International's global governance framework, underpinned by strong Board oversight, robust controls and a zero-tolerance approach to misconduct.

Local governance is strengthened through active minority shareholder engagement and the oversight of dedicated committees – Audit and

Risk, Remuneration, Social and Ethics, and the Africa Executive Committee – ensuring compliance with South African and regional requirements.

In FY25, the Group's focus remained on strengthening controls and enhancing operational delivery, building on multi-year improvements led by the Board and its Audit, Nomination and Remuneration Committees.

OVERSIGHT AND RISK

Supervision supported by dedicated governance teams.

Integrated risk management aligned to international standards, as well as compliance with local regulations including B-BBEE, labour, privacy and anti-money laundering.

Focus on safeguarding resources, schedules and quality.

SPEAK UP

Confidential, independently managed Whistleblowing channel encouraging openness without fear of retaliation.

Culture of openness where issues can be raised safely and addressed quickly.

DATA AND SUPPLY CHAIN

Information security, privacy and data resilience managed through Group policies.

Responsible supply chain management, with supplier audits, B-BBEE verification and human rights commitments.

Stronger accountability embedded through due diligence processes.

RESPONSIBLE CSI

Sustainability fully integrated into governance, with clear criteria for how projects are selected and measured.

Transparent reporting, measurable impacts and meaningful stakeholder engagement ensure community investment delivers long-term value.

ETHICS AND COMPLIANCE

Zero tolerance for bribery, corruption and facilitation payments.

Mandatory compliance training across all employees.

Group Code of Conduct and policies applied across all operations.

Annual Modern Slavery Statement and supplier due diligence to uphold ethical standards.

Our governance framework upholds ethics, transparency and accountability in line with SDG 16

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

**What this means for you:**  
Assurance at scale, integrity you can trust and transparent partnerships that stand up to scrutiny.



# Engineering the future

Babcock Africa's commitments align with both local priorities and Babcock International's global ESG strategy. Our focus is on the areas where we can create the most impact for people, industry and society.

## **People**

Train more artisans by 2030 and grow female participation in technical roles.

## **Planet**

Expand renewable energy capacity and reduce operational emissions in line with Net Zero 2050.

## **Prosperity**

Scale SME participation in supply chains and expand community partnerships.

## **Partnerships**

Strengthen collaborations with government, industry and education partners.

## **Governance**

Uphold the highest standards of ethics, transparency and accountability across all operations.

Together, these pillars ensure that Babcock Africa delivers measurable impact - creating opportunities, protecting resources and building stronger industries and communities for the future.





**Babcock International Group**  
Riley Road Office Park  
15e Riley Road  
Bedfordview 2007  
South Africa  
+27(0)10 001 0730

[babcock.co.za](http://babcock.co.za)