



# SOCIAL & ETHICS REPORT

SUPPLEMENT TO THE ANNUAL REPORT

**2025-2026**

*at Casidra, we make  
the difference!*



Western Cape  
Government  
**FOR YOU**

Casidra is a Provincial Government  
Business Enterprise for the Western Cape

# Our 2025/26 Specific Focus/ Deliverables



**3 108**

HOUSEHOLD FOOD  
SECURITY PROJECTS



**156**

COMMUNITY FOOD  
SECURITY PROJECTS



**R103,8m**

PAYMENTS TO BBBEE  
CONTRIBUTING SERVICE  
PROVIDERS



**R13m**

DISASTER MANAGEMENT  
SUPPORT FUNDS



**R2m**

WATER TANKS DELIVERY



**R202m**

VALUE OF PROJECTS  
DELIVERED



**11 594**

NUMBER OF JOBS CREATED  
IN PERSON-DAYS IN  
ALL PROJECTS



**39**

NUMBER OF SMALLHOLDER  
FARMERS SUPPORTED BY FINANCIAL  
RECORD-KEEPING PROGRAMME

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## FOREWORD



As we reflect on the 2025/26 financial year, I am pleased to present this Human Capital and Social & Ethics Report, which highlights the progress we have made in strengthening our people, embedding ethical governance, and advancing our commitment to social responsibility.

At **Casidra**, we recognise that our greatest asset is our people. The dedication, professionalism and resilience demonstrated by our employees continue to be the driving force behind our achievements and the meaningful impact we make in the communities we serve. Their unwavering commitment to our mandate enables us to respond effectively to opportunities and challenges while remaining focused on delivering sustainable development outcomes.

During the year under review, we continued to invest in building a high-performing, inclusive and values-driven organisation. We remained committed to creating an environment that nurtures talent, encourages innovation and promotes employee wellbeing. Our efforts in human capital development have been guided by the principles of fairness, respect and collaboration, ensuring that every employee has the opportunity to contribute and thrive.

Equally important has been our commitment to ethical leadership and responsible corporate citizenship. The Human Capital and Social & Ethics Committee continued to provide oversight to ensure that our policies, practices and decisions align with the highest standards of integrity, accountability and transparency. We remained steadfast in promoting ethical conduct and ensuring that our operations contribute positively to the social and economic wellbeing of our stakeholders and the communities we serve.

This report reflects our collective efforts and achievements over the past year and reaffirms our commitment to fostering a culture that values people, upholds ethical principles and drives sustainable impact.

On behalf of the Human Capital and Social & Ethics Committee, I extend my sincere appreciation to the Board, Management and every member of the **Casidra** family for their dedication, hard work and passion. Together, we continue to build an organisation that is resilient, ethical and purpose-driven, creating opportunities and contributing to a future of shared prosperity for all.

**Emily Hendricks**  
Chairperson HC and Social & Ethics Committee



# 1

## PURPOSE

The purpose of **Casidra's** Human Capital and Social and Ethics Report for the 2025-26 financial year is to provide a comprehensive overview of the Company's efforts and progress in promoting ethical business practices, legal compliance, employee well-being, stakeholder engagement, and sustainable development. This report aims to demonstrate **Casidra's** commitment to responsible corporate citizenship by transparently reporting on initiatives that support workforce transformation, social investment, environmental stewardship, and governance.

It serves to inform stakeholders, including the Board, employees, partners, and the broader community, about **Casidra's** dedication to creating long-term value in a socially and ethically responsible manner.

This report is prepared by Human Capital and Social & Ethics Committee. The Committee is responsible to assist the Board in reporting on and overseeing **Casidra's** activities in terms of legal compliance, stakeholder relationships, ethics, responsible corporate citizenship and sustainable development. The Committee works closely with the CEO's office to assist the Board in achieving its business objectives sustainably and ethically through monitoring several important sustainable development initiatives of the Company.





# 2

## KEY FOCUS

**Casidra** has a developmental focus with a mandate to bring about agricultural and economic development within a rural development and land reform context. In an attempt to bring life to this mandate, the Board and Management reviewed our company's strategic elements: Strategic Priorities, Vision, Mission, Values, and Slogan to ensure alignment with the Ministerial Priorities: Agricultural Support, Business Support, Food Security and Nutrition, and Market Access.

This review also aimed to connect with the Western Cape Government's broader objectives of the Growth for Jobs Strategy (G4J), which aspires to cultivate a provincial economy characterised by substantial growth, resulting in increased employment and opportunities. The G4J envisions an economy that is sustainable, resilient, diverse, and prosperous, fostering confidence, hope, and prosperity for all.

This report highlights **Casidra's** efforts to be a responsible corporate citizen through the implementation of several initiatives that contribute to key focus areas for 2025/26 as follows:





## Social Ethics and Sustainability

2.1

*The sustainability priorities considered material to **Casidra** are reported in this section. Key priorities include pursuing further partnerships in both the public and private sectors and diversifying income streams to ensure the long-term sustainability of the business.*



## 2.1 Social Ethics and Sustainability

**Casidra** continues to support the Western Cape Government's vision of an equal society with opportunities for all and our project implementation is aligned to ensure that we prioritise services to children, women, people with disabilities and senior citizens.

This aligns well with the objectives of the 17 SDGs that seek to reduce inequality, improve standards of living and protect lives and the planet.

**Casidra has identified the following three SDGs 1, 2, and 13 that resonate with our mandate and can contribute in the following ways:**



### 1 NO POVERTY

**Casidra** plays an important role in the fight against poverty (SDG 1) by implementing agricultural infrastructure and providing production grant support to beneficiary farms in the Western Cape. **Casidra** delivered agricultural projects to the value of R156 Million through the Commodity Producer Allocation Committee (CPAC), Departmental Project Allocation Committee (DPAC), Land Reform Advisory Desk (LREAD), and Unit for Technical Assistance (UTA). The company achieved 100% of training interventions facilitated to beneficiaries.

Poverty in rural areas was addressed by:

- **Empowering Communities:** Through initiatives that promote education, capacity building, and skills development, **Casidra** helps individuals and communities become self-sufficient, reducing dependency on external aid and alleviating poverty.
- **Improving Access to Resources:** **Casidra** helps rural communities access essential resources such as land, water and infrastructure, enabling people to create sustainable livelihoods.
- **Facilitating Economic Opportunities:** **Casidra** works with local entrepreneurs, businesses, and farmers, promoting job creation and income-generating opportunities in rural areas. The total number of jobs created measured in person-days were 7804.



### 2 ZERO HUNGER

**Casidra** contributed to food security, nutrition, sustainable agriculture and implemented approximately 3264 community and household gardens and created 422 jobs across the Western Cape to address the issue of food insecurity by:

- **Promoting Sustainable Agriculture:** Through training and support for farmers, **Casidra** promotes environmentally friendly agricultural practices that improve productivity and sustainability.
- **Improving Food Systems:** **Casidra** works on projects that improve access to nutritious food, such as supporting small-scale farmers in improving crop yield, providing access to better agricultural technologies, and facilitating local food production.
- **Enhancing Food Security:** By assisting in the development of agricultural infrastructure and supporting rural economies, **Casidra** helps reduce hunger and malnutrition in rural communities.



### 13 CLIMATE ACTION

**Casidra** assisted the Western Cape Department of Agriculture (WCDoA) by providing support to smallholder farmers and communities. Solar power solutions were installed on several farms across the Province. In addition, we supported both the private and public sectors in delivering water security initiatives and implemented river protection and stabilisation works. Approximately 3368 total number of jobs created measured in person-days were achieved.

**Casidra** contributes to climate action by:

- **Promoting Climate-Smart Agriculture:** By supporting farmers with knowledge on climate change resilience and sustainable farming practices, **Casidra** helps mitigate climate risks in rural areas.
- **Supporting Renewable Energy:** **Casidra** supports the adoption of renewable energy solutions in rural areas, such as solar power, to reduce the dependence on fossil fuels.
- **Building Resilience to Climate Change:** **Casidra** supports communities in adapting to the impacts of climate change, such as droughts and floods, by promoting water management, soil conservation, and disaster risk reduction strategies.



## 2.1 Social Ethics and Sustainability

### 2.1.1 Economic Sustainability and Viability

**Casidra** recognises that its continued existence and prosperity depend on maintaining economic viability. To this end, the Company actively pursues partnerships within both the public and private sectors to diversify income streams and ensure the long-term sustainability of the business.

Currently, **Casidra**'s funding structure includes an annual Core Funding Allocation from the Western Cape Department of Agriculture (WCDoA), which is designated for delivering specified services. In addition, **Casidra** generates revenue by offering project management services to clients across both sectors. To support growth and expansion, the Company prioritises delivering cost-effective and efficient project implementation services that enhance its funding potential.

**Casidra** remains proactive in engaging with prospective partners from private and public institutions to explore opportunities for collaboration and new business partnerships.

### 2.1.2 Financial Resources

**Casidra** continues to maintain operational stability and sound financial management, despite ongoing timing differences between funding receipts and programme revenue generation.

For the nine-month period ended 31 March 2026:

- A reported surplus of R7.441m was achieved, primarily due to the timing of WCDoA funding receipts.
- After adjusting the WCDoA funding of R24.3m, the organisation reflects a true deficit of approximately R668k, driven by:
  - Delayed programme revenue, and
  - Departmental cost pressures.
- Cash resources remain strong at R27 million, providing adequate liquidity.
- No supplier balances older than 30 days at Head Office, reflecting improved payment controls.
- Excluding project balances, total operational assets amount to R36.7 million, with liabilities of R7.1 million.
- Administrative costs are below budget due to:
  - Internal audit fees not incurred,
  - Savings from a new communications supplier,
  - Consulting and travel costs placed on hold due to total revenue shortfalls of R6.4m.
- Departmental expenses reflect pressure from delayed targeted external revenue streams.

### 2.1.3 Information and Communication Technology (ICT)

During the 2025/26 financial year, several key ICT initiatives were successfully implemented, contributing to improved operational efficiency, system integration, and digital transformation across the organisation.

#### Modernisation and Integration of ICT Software

The ICT software integration project is progressing well. The new system for personnel Human Capital Unit is successfully implemented since November 2025. The old system is now inactive.

### 2.1.4 Responsibility and Quality

**Casidra** is committed to aligning itself with the Western Cape Government's Strategic Priorities, i.e. (i) Safety, (ii) Jobs, and (iii) Dignity and Well-being within our communities as well as the Ministerial Priorities: Agricultural Support, Business Support, Food Security and Nutrition, and Market Access.



**Safety**

**Jobs**

**Wellbeing**



**Casidra** has been proactive in implementing rural infrastructure projects in river systems. As custodians and beneficiaries of the environment, its protection or safekeeping is crucial to the sustainability of agricultural production. **Casidra** has been playing a key role in the rollout of river protection projects for WCDoA to mitigate against floods brought about by the onset of extraordinary weather events due to climate change.

## The Nuweberg footbridge in Hottentots-Holland Nature Reserve

The Nuweberg footbridge in the Hottentots-Holland Nature Reserve restore safety and reliable pedestrian access for the Viljoen's Pass community. Rebuilt after flood damage, the durable, low-impact structure is now complete and marks an important milestone in improving safety, connectivity, and mobility in the area through strong partnerships and sustainable delivery.

**Casidra** CEO, Dr Keith du Plessis, also expressed his appreciation to the project funder, CapeNature, for their trust and partnership; "We extend our sincere gratitude to CapeNature for believing in **Casidra's** project management capabilities and entrusting us with the rollout of this important rehabilitation project.

Your confidence in us is deeply valued. I also want to commend our Environmental Sustainability team for their professionalism, commitment, and exceptional delivery in implementing the project to ensure is on time or even ahead of schedule in terms delivery. This success reflects the dedication and expertise within our organisation."

*"We extend our sincere gratitude to CapeNature for believing in Casidra's project management capabilities and entrusting us with the rollout of this important rehabilitation project." - Dr Keith du Plessis*





**Casidra** supported a large number of smallholder farmers who are cultivating various commodities as part of job creation. More than 600 projects are being implemented and contribute positively to increasing job opportunities within the Province.

The total number of person days created in the 2025/2026 financial year on infrastructure projects was 11594. Person-days of employment refers to the number of job opportunities created during a given period in the financial year. **Casidra** measured this by counting the number of days worked per person.

## Hex River Erosion Protection Structures Successfully Completed

**Casidra** has successfully completed a vital flood-mitigation initiative along a 300-metre section of the Hex River in De Doorns, Western Cape. The project, which ran from 1 July to 11 December 2025, involved the construction of gabion erosion protection structures, commonly known as groynes, as well as a stabilising weir. These interventions were designed to curb erosion, protect surrounding ecosystems, and enhance the resilience of local communities facing recurrent flood risks.

The Hex River has historically been prone to seasonal flooding and significant riverbank erosion, posing threats to agricultural lands, critical infrastructure, and natural habitats. In response, **Casidra** installed a series of robust gabion groynes: rock-filled wire structures engineered to extend into the river and redirect water flow, thereby reducing pressure on the banks. The newly constructed weir further regulates water movement and aids in sediment control, contributing to long-term river stability and erosion prevention.

Together, these structures represent a strategic and environmentally conscious intervention. They not only mitigate immediate flood hazards but also reinforce the ecological health of the river system. By supporting natural hydrological processes, the project bolsters biodiversity and advances sustainable resource management in the region.

Project Manager: Technical, Farzaad Khatieb, underscores the broader intent behind the initiative and says, "This is part of the flood disaster risk reduction projects for the Western Cape Department of Agriculture, aimed at safeguarding communities and strengthening resilience against future floods." This project was executed to rigorous technical and environmental standards, contributing meaningfully to the province's climate-adaptation objectives.

*"More than 600 Projects are being implemented and Infrastructure Projects created 11 594 personal days"*



# Dignity & Wellbeing

During this 2025/26 financial year, **Casidra**'s Food Security Team continue to work tirelessly to ensure the availability of food garden starter packs for distribution to the needy. Food production units, in the form of vegetable gardens or chicken houses, are delivered and set up speedily in many communities. **Casidra**'s Food Security team encourages communities and households to establish food gardens, thereby shifting the focus from food 'relief' to food 'security'.

## Casidra Growing Futures Together for FS Human Boerdery in Haarlem

Located in Haarlem, a settlement in the Garden Route District Municipality, is the FS Human Boerdery, a food security project that has been cultivating a variety of vegetables for more than 15 years. Under the dedicated management of Kroos Human, the project continues to play an important role in supporting local food production and contributing to the fight against food insecurity.

Over the years, the project faced several challenges that limited its ability to produce sufficient quantities of quality vegetables. Among the most pressing were access to seedlings, damage caused by birds, and harsh winter conditions such as snow. These obstacles placed a strain on the farm's productivity and profitability.

"Thanks to grant funding from the Western Cape Department of Agriculture and project implementation support from **Casidra**, the farm has recently taken a significant step forward. The funds were used to procure and erect a new shadenet structure, which enabled us to produce our own seedlings and protect vulnerable crops from bird damage. The shadenet also creates a more controlled environment for growing vegetables, improving both yield and quality", say Human.

As a result, FS Human Boerdery now delivers higher-quality produce to the local market and is in a stronger position to secure better prices for its vegetables. This progress not only strengthens the farm's sustainability but also contributes to greater food security within the community.

This milestone was made possible through the collaborative efforts of WCDoA, **Casidra**'s Project Manager, Yandisa Ndongeni, and the farm manager, Kroos Human. Their commitment and teamwork have ensured that this long-standing food security project continues to thrive and support the people of Haarlem.

*"156 community food security projects were implemented"*





## 2.1 Social Ethics and Sustainability

### 2.1.5 Ethics and Compliance

In its quest to ensure best practice with respect of issues relating to social, ethical, transformation and sustainability issues, **Casidra** constantly monitors the following:

#### Social and Ethics Charter

*Guide to **Casidra**'s dealing with all of its stakeholders*

The Company has a Social and Ethics Charter that serves as a guide to **Casidra**'s dealings with all of its stakeholders, which includes but is not limited to its shareholder, Board of Directors, employees, government institutions and regulators, the media, its beneficiaries, the communities it serves and its suppliers of goods and services. Violation of this Charter may be grounds for disciplinary action, including termination of employment, or even termination of **Casidra**'s relationship with a particular stakeholder.

#### Fraud Line

*New independant ethics Hotline: Whistle Blowers (Pty) Ltd.*

We have established the whistleblower platform which is accessible through our website. No whistleblower incidents were reported during the 2025/26 financial period. A declaration of interest is also a standard item on the agenda for all company meetings, and attendees are given the opportunity to declare any interests and report fraudulent activities.

#### Receiving of Gifts

*Gift register for any gifts or donations.*

The Company maintains a gift register in the CEO's office to monitor and manage any gifts or donations declared by employees. During this period, 1 gift received by employee exceeding the value of R350 were recorded and declared and other two gifts were under the value of R350. These gifts were addressed in line with the policy.

#### Tender Appeals

*Standard Operating Procedure (SOP) for all advertised tenders.*

The Company has a Tender Appeal Standard Operating Procedure (SOP) for all advertised tenders, in line with **Casidra**'s Supply Chain processes. All tender appeals are investigated independently by an Appeal Committee, which makes a recommendation to the CEO for approval or rejection. During the 2025/26 period, 3 appeals were recorded.

#### PAIA/POPIA Manual

*Updated and published on **Casidra**'s website.*

The PAIA/POPIA manual was updated and published on **Casidra**'s website, in accordance with the requirements of the Promotion of Access to Information Act (PAIA) and the Protection of Personal Information Act (POPIA). The manual outlines the types of records held by the Company, procedures for requesting access to information, and the measures in place to safeguard personal information.

**Casidra** has an Information Officer, who conducted internal awareness training, and implemented appropriate technical and organisational measures to ensure compliance with the Acts. As a result, the Company is currently compliant with both PAIA and POPIA as prescribed by South African legislation.

#### Archives and Records Service

*Up to date, and scheduled meetings and inspections for records managers have been conducted accordingly.*

All records are up to date, and scheduled meetings and inspections for records managers have been conducted in accordance with **Casidra**'s internal records management procedures. An online compliance survey was completed for the Western Cape Archives and Records Service, as required by the National Archives and Records Service of South Africa Act (Act No. 43 of 1996).

Based on the feedback received, further recommendations were implemented to enhance our records management practices. These include improvements in classification systems, retention schedules, and digital archiving processes to ensure the proper preservation, accessibility, and disposal of records in line with legislative requirements.



## Occupational Health and Safety

2.2

**Casidra** is aware that our employees' wellbeing is a key factor in determining the Company's long-term effectiveness. It implements Occupational Health and Safety (OHS) standards to ensure that employees are safe, healthy, satisfied and engaged in the workplace.



## 2.2 OCCUPATIONAL HEALTH AND SAFETY

**Casidra knows that our employees' well-being is a key factor in determining the Company's long-term effectiveness. It implements Occupational Health and Safety (OHS) standards to ensure that employees are safe, healthy, satisfied and engaged in the workplace.**

### 2.2.1 Employee Health and Safety

**Casidra's** employees are located across various sites, including the Head Office in Paarl, the Regional Office in George, and two operational farms: Amalienstein in Zoar and Waaikraal in Oudtshoorn.

The Health and Safety (H&S) Committee meets quarterly and plays an active role in monitoring and enhancing the Company's Occupational Health and Safety (OHS) measures. This ensures both long-term operational effectiveness and the ongoing well-being and safety of employees across all sites.

### 2.2.2 External Health and Safety

Adherence to external contractors' Safety Plans is actively monitored by **Casidra's** Project Managers within Environmental Sustainability have received formal training in construction health and safety compliance. Contractors appointed for short-term projects are required to comply with the Occupational Health and Safety Act (Act No. 85 of 1993) and must be registered under the Compensation for Occupational Injuries and Diseases Act (COIDA Act), with a valid COIDA letter of good standing.

For all construction-related projects, baseline risk assessments and Occupational Health and Safety specifications are included as part of the tender documentation to ensure compliance from the outset. Projects identified as having a high-risk profile are assigned to a dedicated Occupational Health and Safety (OHS) consultant, appointed by **Casidra**, to oversee compliance on-site and provide regular monitoring reports.

In all instances where labour is to be employed, the submission of a valid COIDA letter of compliance is mandatory for contractors before any work can commence.





## Environment and Climate Change

2.3

*Casidra's philosophy is, what is good for the environment is also good for the Company's pocket - whether at home or at the office.*



## 2.3 ENVIRONMENTAL AND CLIMATE CHANGE

***Casidra is committed to environmental sustainability and actively implements strategies to reduce its carbon footprint through its Green Initiative Strategy. Employees are encouraged to identify and adopt simple, practical changes in their daily operations that contribute to a more environmentally friendly and resource-efficient business. These efforts include cost-optimisation projects and the streamlining of internal processes to improve operational efficiency.***

As part of its environmental stewardship, **Casidra** recognises the responsibility to measure, reduce, and, where reasonably practicable, eliminate the negative environmental impacts of its operations. This commitment extends across the Head Office, Regional Office, and agricultural sites, where ongoing environmentally responsible activities are implemented and monitored as outlined in Green Initiative Strategy table.

**Casidra's** stakeholders and beneficiaries have also demonstrated strong support for the Green Initiative Strategy by actively implementing their own environmentally friendly practices. In collaboration with these stakeholders, **Casidra** is currently rolling out the following green infrastructure projects:

- Solar panel installations at various farms to ensure a reliable and clean energy supply, particularly during load shedding periods.
- Water surveying and borehole drilling projects, aimed at securing sustainable water sources for agricultural and operational use.

These joint efforts represent a shared commitment to responsible environmental management and resilience against the challenges posed by climate change.

Further to these initiatives, **Casidra** has been and is still actively implementing the Flood Relief Programme. The programme aimed to address significant riverbank erosion, loss of arable land and risks to agricultural livelihoods.

**Casidra** SOC Ltd was appointed as the implementing agent and effectively delivered a range of river protection and rehabilitation interventions, including the construction of weirs, groynes, gabions, and revegetation works. These efforts were supported by structured project management, transparent procurement processes, and strict compliance with environmental and safety regulations, ensuring that all project objectives were achieved within scope, budget and timeframe.

The integration of engineering solutions with ecological restoration measures, such as invasive plant clearing and indigenous vegetation re-establishment, played a key role in enhancing river stability, reducing erosion and improving long-term environmental sustainability.

The programme resulted in improved resilience for both agricultural land and surrounding communities, while also contributing to job creation and stakeholder collaboration.

Despite challenges related to regulatory approvals and baseline data limitations, the project demonstrated strong governance and effective implementation.

Overall, the programme delivered measurable and lasting benefits, providing a solid foundation for future initiatives focused on sustainable infrastructure development and disaster risk reduction.





## 2.3 ENVIRONMENTAL AND CLIMATE CHANGE

| GREEN INITIATIVE STRATEGY                                                                                |                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ACTIVITY/ OBJECTIVE                                                                                      | EXPECTED OUTCOME                                                                                                                                                                                                                                                               | ACTIONS MEASURED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Reduce carbon footprint                                                                                  | Quantify the carbon footprint associated with operations and key elements of the supply chain                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>The measuring of paper used for printing and photocopies is done on a monthly basis</li> <li>The recycling of used paper</li> <li>Setting printers to print double-sided, and defaulting printing to black and white copies</li> <li>MS teams are used regularly for meetings, instead of travelling to meetings</li> <li>Using electronic communication (tablets and cellular phones) to reduce the amount of driving</li> <li>Sharing/group travelling to work is promoted among employees</li> <li>Reducing the consumption of plastic bottles of water purchased for meetings by installing water purification tanks</li> </ul> |
| Reduce water usage across operations                                                                     | Monitor water usage and encourage staff to reduce water consumption                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Staff requested to flush toilets only when needed</li> <li>Hand sanitisers are used in bathrooms</li> <li>Water harvesting tanks were installed at Head Office</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Reduce energy consumption and associated emissions                                                       | Monitor energy usage                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Switching lights off during the day and using sunlight</li> <li>Switching air conditioners off when practical</li> <li>Geyser timers were installed to save electricity</li> <li>Staff members are encouraged to switch off electrical equipment not in use</li> <li>Staff members are encouraged to use the stairs instead of the lift at Head Office</li> <li>High-energy bulbs were replaced with LEDs at the Head office</li> <li>Motion-sensor lights were installed at the Regional Office</li> </ul>                                                                                                                         |
| Ensure continuous monitoring of, and reduction in, the impact associated with farming                    | <ul style="list-style-type: none"> <li>Support best farming practices, less tillage and planning of tractor work and trips</li> <li>Sensitise staff about reducing the farm's carbon footprint.</li> <li>Recycle</li> </ul>                                                    | <ul style="list-style-type: none"> <li>Consider electrical quadbikes for supervisor transport on farms</li> <li>Install solar geysers when replacing geysers</li> <li>Recycling was introduced at the farms</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Inform staff on the Green Initiative and equip them with skills to achieve its objectives                | <ul style="list-style-type: none"> <li>Staff engagement, formal development and training</li> </ul>                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Carbon footprint tips are published on the Intranet</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Continuously improve on environmental performance and adhere to all applicable environmental legislation | <ul style="list-style-type: none"> <li>Implement and maintain an effective Environmental Management System (EMS)</li> <li>Provide a structured framework for continuous improvement.</li> <li>Continuously review and revise the ambit and effectiveness of the EMS</li> </ul> | <ul style="list-style-type: none"> <li>On construction projects where an Environmental Record of Decision was issued, a Consultant ECO is appointed to monitor compliance and provide reports to the DEADP</li> <li>As part of the tender conditions, a penalty system on the contractor is implemented for all transgressions</li> </ul>                                                                                                                                                                                                                                                                                                                                  |





## Stakeholder Engagements and Relationships

2.4

***Casidra** considers stakeholder engagement and relationship building as mutually important and beneficial to the Company as well as its current and future partners. The Management team continues to forge relationships with potential stakeholders and considers their legitimate interests and expectations with the Company.*



## 2.4 STAKEHOLDER ENGAGEMENTS AND RELATIONSHIPS

**Casidra's** stakeholders were identified and its Management has developed tactics to further engage with each of them most effectively and efficiently. **Casidra** views its stakeholder data as sacred and, therefore, has a vociferous stakeholder data management process in place. **Casidra's** Management continued to approach several companies for possible business partnerships.

During the 2025/26 financial year, the marketing team actively engaged in various outreach initiatives aimed at adding value, proudly representing the Company, and building a strong network database of potential business partners, suppliers, and beneficiaries.

### Stakeholders Engagement Strategy

Key stakeholders are regularly informed about the Company's progress, events and relevant industry information through approved media platforms utilised by **Casidra**.

| Stakeholder                           | Why engagement is important                                                                                                                                                   | Avenues of communication                                                                                                                                                                                         |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Shareholder                         | <b>Casidra's</b> Board of Directors is ultimately accountable to the Executive Authority to ensure that Casidra executes its mandate as outlined by the WC government cabinet | Quarterly meetings, the AGM, Treasury meetings, SCOPA sessions, social functions, Annual Reports, Corporate Plans, Strategic Plans, Shareholders 'Compact, standard electronic communication tools and platforms |
| 2 Board of Directors                  | <b>Casidra's</b> Management team is accountable to the Board as its Accounting Authority that oversees that the Company executes its strategy successfully                    | Board meetings, Board Sub-Committee meetings, Statutory/regulatory meetings (MTEC, SCOPA), and Ministerial meetings                                                                                              |
| 3 Employees                           | To ensure that staff are updated on business information and strategy to enhance individual contributions and to achieve the Company's objectives                             | Intranet; Viva engage, Board and Management meetings, Personnel Forum and its meetings, Noticeboards, Information sessions, WhatsApp groups, SMS, E-mails, Screensavers                                          |
| 4 Government and Regulators           | To ensure that <b>Casidra</b> complies with laws, regulations and policies as prescribed by the Department of the Premier and Provincial Treasury                             | Meetings, MS Teams/Zoom meetings, Budgets, Corporate Plan, Strategic Plan, Annual Report, Emails, Website, use of WC Premier's legal department                                                                  |
| 5 Media                               | To ensure that there is interaction with media outlets and to deal with issues that concern stakeholders at large                                                             | Media press releases, statements, email marketing and branding, advertising features, website interaction, and social media platforms                                                                            |
| 6 Beneficiaries / Clients / Customers | To ensure that <b>Casidra</b> has direct consumer interaction and feedback on client needs and Casidra's performance                                                          | Onsite visits, exhibitions, indabas, seminars and conferences, social media platforms, media statements, advertising features and website, electronic and print media and ceedee mailer newsletter               |
| 7 Communities                         | To ensure that <b>Casidra's</b> environmental strategy is enabled with resource-deficient citizens on the ground in the Western Cape                                          | Direct interaction in various communities via roadshows, organised community meetings, public events, social media platforms, ceedee mailer newsletters, e-mails and marketing brochures                         |
| 8 Suppliers / Service Providers       | To evaluate the quality of the products and services delivered on <b>Casidra's</b> behalf to its beneficiaries.                                                               | Onsite visits, face-to-face meetings, social media platforms, exhibitions, website usage, ceedee mailer newsletters, e-mails and marketing brochures                                                             |





## ENGAGEMENT SUMMARY ON ALL STAKEHOLDERS



Historic Milestone Klein Goederust Boutique Wine Estate



Minister's Budget Speech in Cape Town



NAMPO Agricultural Show in Bredasdorp



Stakeholder Engagement with ABSA



In Collaboration with Old Mutual



African Farming Workshop



KZN DARD Delegation Visit Nuweberg Footbridge



The Parliament Standing Committee on Agriculture During Oversight Visit at Waaikraal



***Casidra** submits employment equity reports and plans in compliance with legislation. Communication and consultation with relevant stakeholders take place on a regular basis. **Casidra** is committed to uphold the country's national and international employment laws and regulations.*



## 2.5 LABOUR AND EMPLOYMENT

### 2.5 Labour and Employment

**Casidra**'s labour and employment statistics are presented quarterly to both the committee and the Board. The report provides detailed information on employment equity, vacancies, new appointments, terminations, disciplinary actions, and overall headcount.

#### 2.5.1 Employment Equity

**Casidra** is committed to upholding both national and international employment laws and regulations. The Company consistently submits employment equity reports and plans to ensure full compliance with applicable legislation.

The purpose of the Employment Equity Plan is to enable **Casidra** to make reasonable progress towards employment equity by eliminating unfair discrimination in the workplace. The Plan aims to achieve equitable representation of employees from designated groups through the implementation of affirmative action measures where feasible.

**Casidra** submits its employment equity reports in accordance with the Employment Equity Act (No. 55 of 1998), which is regulated by the Department of Labour. **Casidra**'s current Employment Equity Plan is effective from 1 September 2025 until 31 August 2030.

#### 2.5.2 Broad-based Black Economic Empowerment (B-BBEE)

**Casidra** continuously monitors its performance against South Africa's B-BBEE regulations and sector codes, focusing on key areas such as management control, skills development, enterprise and supplier development, and socio-economic development.

The Company completes its annual B-BBEE verification through an affidavit, applicable to qualifying small enterprises (specialised), with a dedicated emphasis on supporting black beneficiaries.

As a State-Owned Entity, **Casidra** reports its B-BBEE compliance status to the B-BBEE Commission, which formally acknowledges and accepts the verification outcome. For the past three years, **Casidra** has achieved a Level 1 status, with a notable 135% procurement recognition level.





Good  
Corporate  
Citizenship

2.6

*The purpose of all these efforts is to ensure that our Company invests in social projects that help uplift society and communities in which we operate - and that they conduct the Company's business in an ethical manner. This means taking into account the social, economic and environmental impact, including human rights' issues.*



## 2.6 GOOD CORPORATE CITIZENSHIP

### 2.6 Good Corporate Citizenship

**Casidra** participates in social projects that seek to uplift society and communities in which we operate.

In 2025, **Casidra** initiated an inter-SETA transfer from the Services SETA to the AgriSETA following a review of its strategic objectives and organisational mandate. The transfer process has been ongoing for more than six months.

**Casidra's** functional operations were found not to align optimally with the focus areas of the Services SETA. In contrast, AgriSETA's programmes and strategic priorities were identified as being more closely aligned with **Casidra's** mission to strengthen project management capabilities and to create increased opportunities for agricultural development and economic growth in rural areas.

The inter-SETA transfer is expected to enable **Casidra** to access skills development programmes that are more relevant and impactful within the agricultural and agri-business sectors.

#### 2.6.1 Social and Community Investment

**Casidra** is dedicated to improving the lives of the communities in which it operates. The Company focuses on uplifting these communities through various initiatives and projects that promote food security, support rural infrastructure development and preservation, and facilitate alien vegetation clearing, among other efforts. These targeted interventions aim to foster sustainable development and enhance the well-being of local populations.

##### Mandela Day Commemoration at Amalienstein in Zoar

In honour of Mandela Day on 18 July 2025, **Casidra** partnered with Landbank, Agrimark, Tri-Toad, Nel Tanks, RLT to donate school shoes to the disadvantaged learners as well as donate the seedlings, compost, etc and end the day by working in the food garden at Amalienstein LB Primary School. This was a great impactful initiative embracing Nelson Mandela's legacy of selfless service.





## 2.6 GOOD CORPORATE CITIZENSHIP

### World Food Day Commemoration in Moorresburg

On Friday, 10 October 2025, the Moorresburg community gathered at their local sports field to mark the United Nation's (UN) World Food Day (WFD). This day, hosted in partnership with the Western Cape Department of Agriculture (WCDoA), and **Casidra**, reminded people of the need to ensure food security and access to nutritious food. Founded by the UN Food and Agriculture Organization on 16 October 1945, WFD has become one of the most celebrated events in the UN calendar. This year's theme is "Hand in Hand for Better Food and a Better Future."





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## POSITIONING FOR A BETTER FUTURE

**Casidra** remains committed to continuous improvement in all matters that affect the sustainability of the environment, the Company and its operations.

**Casidra** plans, facilitates and implements integrated rural development projects in impoverished communities of the Western Cape, to bring about lasting improvements in the lives of the people in those communities.

**Casidra's** mission is to provide project management services to sustainably improve the social, economic and environmental well-being of rural-based citizens of the Western Cape.

We aim to:

- Encourage stability;
- Open doors of opportunity for and provide the relevant resources for people in need; and
- Make a measurable impact on the reduction of poverty.

The Company seeks to build partnerships that facilitate local resource mobilisation and action, that encourage local participation and advocacy for development efforts, and that foster cooperation among local role-players. Due to a lack of resources experienced by many communities, we always look for various donations and sponsorships in order to assist wherever possible.

## RECOMMENDATION OR APPROVAL

That the content of the report be noted.

### REPORT COMPILED BY:

Experience Matshediso

**PR/COMMUNICATIONS MANAGER**

**DATE:** 31 August 2026

### SUPPORTED BY:

Dr Keith du Plessis

**CHIEF EXECUTIVE OFFICER**

**DATE:** 31 August 2026

### APPROVED BY:

Ms Emily Hendricks

**CHAIRPERSON**

**DATE:** 31 August 2026





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*at Casidra, we make  
the difference!*