

2023 GRI content index

Key: **ESG:** 2023 ESG report | **IR:** 2023 Integrated Report | **SR:** 2023 Shareholder Report | **QR:** 2023 Quality Report | **FS:** 2023 Annual Financial Statements

GRI 2: General disclosures 2021

Code	Description	Section reference or explanatory notes	Page reference
Organisational profile			
2-1	Organisational details	ESG: Our reporting suite	PG IFC
2-2	Entities included in the organisation's sustainability reporting	ESG: Our environmental, social and governance report ESG: Who we are IR: Our report IR: Where we are FS: Full financial statements	PG 4 PG 8 PG 2 PG 8 Online
2-3	Reporting period, frequency and contact point		
2-4	Restatements of information	Restatements for non-financial information are clearly denoted using footnotes, explaining the reason for the restatement and – if needed – the effects of this restatement.	None
2-5	External assurance	ESG: Our environmental, social and governance report IR: Our report SR: Combined assurance	PG 4 PG 2 PG 31
Activities and workers			
2-6	Activities, value chain and other business relationships	ESG: Who we are ESG: ESG governance overview ESG: Driving socioeconomic inclusion in our sector ESG: Ensuring ethics in our supply chain IR: Who we are IR: Our business model IR: Social and relationship capital	PG 8 PG 13 PG 103 PG 118 PG 7 PG 10 PG 108
2-7	Information on employees and other workers	Permanent employees are reported by occupational level, gender and race. There are no material seasonal variations in employee numbers, and reliance on self-employed workers or contractors is not considered material. Information on our employees and relevant employee breakdowns is available here:	
2-8	Workers who are not employees		
		ESG: Our people ESG: Additional data IR: Our people	PG 70 PG 125 PG 135
Governance			
2-9	Governance structure and composition	IR: Our leadership IR: Governance overview SR: Board of directors SR: Board composition SR: Delegation of authority	PG 22 PG 35 PG 2 PG 17 PG 19
2-10	Nomination and selection of the highest governance body	SR: Board composition	PG 17
2-11	Chair of the highest governance body	IR: Governance overview SR: Board of directors	PG 35 PG 2

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Code	Description	Section reference or explanatory notes	Page reference
Governance continued			
2-12	Role of the highest governance body in overseeing the management of impacts	ESG: ESG governance overview ESG: Governance: Upholding our values and principles SR: Responsibilities of the Board SR: Ethical culture	PG 13 PG 112 PG 16 PG 6
2-13	Delegation of responsibility for managing impacts	SR: Good performance SR: Delegation of authority SR: Operating committees	PG 14 PG 19 PG 19
2-14	Role of the highest governance body in sustainability reporting	ESG: Our environmental, social and governance report IR: Our report	PG 4 PG 2
2-15	Conflicts of interest	SR: Ethical culture	PG 6
2-16	Communication of critical concerns	Information is communicated to the Board and its committees regularly. This includes details on material concerns, significant developments in our operating context, strategy, performance and our business and operational risks and opportunities. The Board, either directly or through relevant committee members is kept apprised of all critical and material developments; these are detailed in the full governance report (aligned with King IV principles) under each relevant section. Our material matters also represent a synthesis of communications to the Board for the reporting year. We do not currently quantify this reporting. ESG: Our material matters IR: Our material matters SR: Governance overview	PG 18 PG 1 PG 4
2-17	Collective knowledge of the highest governance body	SR: Governance overview	PG 4
2-18	Evaluation of the performance of the highest governance body	SR: Performance evaluation	PG 17
2-19 2-20	Remuneration policies Process to determine remuneration	IR: Remuneration overview SR: Remuneration report	PG 95 PG 38
2-21	Annual total compensation ratio	We do not publicly report on this in detail. However, initiatives to narrow the income gap are noted in our Remuneration report (located in our shareholder report).	PG 38

Code	Description	Section reference or explanatory notes	Page reference
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	ESG: Message from the chair of the Social and Ethics Committee IR: Board chair's review IR: Chief executive officer's review	PG 10 PG 23 PG 29
2-23 2-24	Policy commitments Embedding policy commitments	In addition to regulatory commitments, Netcare subscribes to various external policy commitments, the details of which are reflected in our internal policies and frameworks (these are listed throughout the ESG, IR, SR and QR and link to our publicly available internal policies). Our external frameworks and commitments include: • The Constitution of the Republic of South Africa (1996). • International Labour Organization's Declaration on Fundamental Principles and Rights at Work. • King IV Report on Corporate Governance for South Africa (2016). • UN Global Compact. • UN Universal Declaration of Human Rights. • UN Sustainable Development Goals. • Task Force on Climate-related Financial Disclosures. • Climate and Water CDP. Human rights Our operations and strategies align with the human rights principles encapsulated in SA's Constitution and with the UN Universal Declaration of Human Rights. This covers child, forced or compulsory labour and the right to freedom of association and collective bargaining. Our adherence to these principles is further supported by our human rights awareness programme. Read about our approach to human rights in: ESG: Ensuring ethical and compliant business conduct ESG: Ensuring ethics in our supply chain SR: Ethical culture Approval Policy commitments are approved at the most senior level, with some forming part of our Board Committee's terms of reference (e.g. the UN Global Compact is included in our Social and Ethics Committee terms of reference)	Read about our application of King IV in our shareholder report. Read about our commitment to the UN Global Compact online ¹ . Read about our commitment to the UN Universal Declaration of Human Rights online ² . Read about our commitment to the UN Sustainable Development Goals and the TCFD in our ESG report. Read about our CDP performance and disclosures online ³ . PG 115 PG 118 PG 6

1. <https://unglobalcompact.org/what-is-gc/participants/18053-Netcare-Limited>

1. <https://unglobalcompact.org/what-is-gc/participants/18U53-Netcare-Limited>.
2. https://www.netcare.co.za/Portals/0/Investor%20Relations/Governance/JSE%20SRI/Environmental%20Survey/E3_UDHR.pdf?ver=2017-05-15-152310-103#:~:text=Two%20key%20principles%20in%20the,which%20Netcare%20is%20a%20signatory.

3. <https://www.cdp.net/en/responses/13019>.

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Code	Description	Section reference or explanatory notes	Page reference
Strategy, policies and practices continued			
2-23 2-24	Policy commitments Embedding policy commitments continued	Scope Our ESG policy commitments extend across all of our operations, and we work with suppliers to ensure that our values and commitments are represented in their activities (e.g. working with suppliers to quantify and reduce their emissions and environmental impacts, partnering with suppliers who demonstrate good broad-based black empowerment performance where feasible). Read about the application of our commitments in: ESG: ESG governance overview ESG: Our environmental sustainability programme ESG: Our social transformation imperatives ESG: Driving socioeconomic inclusion in our sector ESG: Ensuring ethical and compliant business conduct ESG: Ensuring ethics in our supply chain SR: Ethical culture Communication Our commitments to high levels of ethics, human rights, non-discrimination, anti-fraud, bribery and corruption, and competition law compliance are reinforced through training and awareness programmes for our employees. Suppliers are made aware of our priorities through the contracting process and through environmental and social impact assessments. Read about this in: ESG: Ensuring ethical and compliant business conduct ESG: Ensuring ethics in our supply chain SR: Ethical culture	PG 13 PG 43 PG 92 PG 103 PG 115 PG 118 PG 6 PG 115 PG 118 PG 118
2-25 2-26	Process to remediate negative impacts Mechanisms for seeking advice and raising concerns	ESG: Environment: minimising our impact on our planet for a better future for all ESG: Curating a meaningful and engaging employee experience ESG: Ensuring fairness in the workplace ESG: Ensuring ethical and compliant business conduct ESG: Ensuring ethics in our supply chain ESG: Cultivating a diverse and inclusive workplace SR: Ethical culture SR: Effective control	PG 38 PG 79 PG 82 PG 115 PG 118 PG 99 PG 6 PG 16
2-27	Compliance with laws and regulations	ESG: Our FY 2023 governance performance ESG: Ensuring ethical and compliant business conduct SR: Ethical culture SR: Compliance governance There were no significant fines or non-monetary sanctions for non-compliance with laws and regulations recorded in FY 2023.	PG 114 PG 115 PG 6 PG 28
2-28	Membership associations	Hospital Association of South Africa. Global Green and Healthy Hospital Network SA Future Nursing Workforce Project Business Unity South Africa Business for South Africa	None

Code	Description	Section reference or explanatory notes	Page reference
Stakeholder engagement			
2-29	Approach to stakeholder engagement	ESG: Our stakeholder concerns and expectations IR: Our stakeholders SR: Legitimacy	PG 20 PG 56 PG 35
2-30	Collective bargaining agreements	ESG: Ensuring fairness in the workplace In the interest of promoting fairness and enhancing pay parity, employees not covered by recognised trade unions receive the same adjustments and benefits as those represented by recognised trade unions.	PG 82

GRI 3: Material topics 2021

3-1	Process to determine material topics	ESG: Our environmental, social and governance report ESG: Our material matters	PG 4 PG 18
3-2	List of material topics	IR: Our material matters	PG 1
3-3	Management of material topics	IR: Our report Information on how we manage our material matters and impacts is distributed across the reporting suite as the material matters are used to inform the composition of the reports. The integrated report provides the broadest coverage of our material matters, primarily detailing how these are managed in the performance sections of the report. The ESG report details ESG-related material matters – how these are managed are likewise presented in the performance sections of the report. The shareholder and quality reports have narrower scopes and report on how related material matters are managed.	PG 2

GRI 201: Economic performance 2016

201-1	Direct economic value generated and distributed	IR: Overview of strategic progress IR: Social and relationship capital IR: Our people IR: Chief financial officer's review	PG 79 PG 108 PG 135 PG 170
201-2	Financial implications and other risks and opportunities due to climate change	ESG: Our ESG risks and opportunities ESG: Our environmental sustainability programme IR: Our risks and opportunities Climate and Water CDP	PG 26 PG 43 PG 65 Online ¹
201-3	Defined benefit plan obligations and other retirement plans	FS: Full annual financial statements	Online
201-4	Financial assistance received from government	No financial assistance was received from government over the course of FY 2023.	

GRI 202: Market presence 2016

202-2	Proportion of senior management hired from the local community	ESG: Ensuring fairness in the workplace	PG 82
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1. <https://www.cdp.net/en/responses/13019>.

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Code	Description	Section reference or explanatory notes	Page reference
GRI 203: Indirect economic impacts 2016			
203-2	Significant indirect economic impacts	ESG: Environment: minimising our impact on our planet for a better future for all ESG: Social: caring for our people, our patients, and our country IR: Overview of strategic progress IR: Social and relationship capital IR: Our people IR: Chief financial officer's review	PG 38 PG 64 PG 79 PG 108 PG 135 PG 170
GRI 204: Procurement practices 2016			
204-1	Proportion of spending on local suppliers	ESG: Our FY 2023 social transformation performance ESG: Driving socioeconomic inclusion in our sector IR: Suppliers	PG 67 PG 103 PG 125
GRI 205: Anti-corruption 2016			
205-1	Proportion of spending on local suppliers	Corruption risk is assessed across the Group and no significant risks relating to corruption have been identified other than minor exposure to bribes, kickbacks and gratuities.	
205-2	Communication and training about anti-corruption policies and procedures		
205-3	Confirmed incidents of corruption and actions taken		
		ESG: ESG governance overview ESG: Our FY 2023 governance performance ESG: Ensuring ethical and compliant business conduct IR: Governance overview SR: Ethical culture	PG 13 PG 114 PG 115 PG 35 PG 6
GRI 206: Anti-competitive behaviour 2016			
206-1	Legal actions for anti-competitive behaviour, antitrust, and monopoly practices	There were no pending actions for anti-competitive behaviour, antitrust, and monopoly practices for FY 2023.	None
GRI 301: Materials 2016			
301-1	Materials used by weight or volume	No materials are used in the provision of our services.	None
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	ESG: Progress against our 2013 – 2023 environmental sustainability strategy	PG 40
302-3	Energy intensity	ESG: Our FY 2023 environmental sustainability performance	PG 41
302-4	Reduction of energy consumption	ESG: Optimising efficiencies and investing in renewable energy IR: Natural capital IR: Manufactured capital Climate and Water CDP	PG 52 PG 161 PG 155 Online ¹

1. <https://www.cdp.net/en/responses/13019>.

Code	Description	Section reference or explanatory notes	Page reference
GRI 303: Water and effluents 2018			
303-1	Interactions with water as a shared resource	ESG: ESG governance overview	PG 13
303-2	Management of water discharge-related impacts	ESG: Progress against our 2013 – 2023 environmental sustainability strategy	PG 40
303-3	Water withdrawal	ESG: Our FY 2023 environmental sustainability performance	PG 41
303-4	Water discharge	ESG: Reducing consumption and minimising our impact on SA's freshwater reserves	PG 60
303-5	Water consumption	IR: Natural capital IR: Manufactured capital Climate and Water CDP	PG 161 PG 155 Online ¹
GRI 304: Biodiversity 2016			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	No operational sites owned, leased or managed are located in, or adjacent to, protected areas or areas of high biodiversity value outside protected areas. Our operations have no significant impacts on biodiversity.	None
304-2	Significant impacts of activities, products, and services on biodiversity		
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	ESG: ESG governance overview	PG 13
305-2	Energy indirect (Scope 2) GHG emissions	ESG: Progress against our 2013 – 2023 environmental sustainability strategy	PG 40
305-3	Other indirect (Scope 3) GHG emissions	ESG: Our FY 2023 environmental sustainability performance	PG 41
305-4	GHG emissions intensity	ESG: Reducing our emissions IR: Natural capital	PG 49 PG 161
305-5	Reduction of GHG emissions	IR: Manufactured capital Climate and Water CDP which also reports our Scope 1 methane, nitrous oxide and hydrofluorocarbon emissions. Note: we also report totals for our emissions falling outside of the Kyoto Protocol in the environment section of our ESG report and	PG 155 Online ¹
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	ESG: ESG governance overview	PG 13
306-2	Management of significant waste-related impacts	ESG: Progress against our 2013 – 2023 environmental sustainability strategy	PG 40
306-3	Waste generated	ESG: Our FY 2023 environmental sustainability performance	PG 41
306-4	Waste diverted from disposal	ESG: Reducing waste sent to landfill IR: Natural capital	PG 55 PG 161
306-5	Waste directed to disposal	IR: Manufactured capital	PG 155

1. <https://www.cdp.net/en/responses/13019>.

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Code	Description	Section reference or explanatory notes	Page reference
GRI 308: Supplier environmental assessment 2016			
308-2	Negative environmental impacts in the supply chain and actions taken	ESG: ESG governance overview ESG: Our FY2023 governance performance ESG: Ensuring ethics in our supply chain	PG 13 PG 114 PG 118
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	ESG: Ensuring fairness in the workplace IR: Our people	PG 82 PG 135
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG: Fair, responsible and competitive remuneration and retention	PG 89
401-3	Parental leave	ESG: Fair, responsible and competitive remuneration and retention	PG 89
GRI 402: Labour/management relations 2016			
402-1	Minimum notice periods regarding operational changes	ESG: Fair, responsible and competitive remuneration and retention	PG 89
GRI 403: Occupational health and safety 2018			
403-1	Occupational health and safety management system	While we do not measure our safety performance in line with GRI's breakdown by region and gender, OHS and employee wellbeing are important elements of our Consistency of Care strategy and our human resources objectives.	
403-2	Hazard identification, risk assessment, and incident investigation		
403-3	Occupational health services		
403-4	Worker participation, consultation, and communication on OHS	Safety, health, environment and quality (SHEQ) activities are supported by the SafeCyte digital platform, which is used to manage the governance structures for quality management, OHS and integrated waste management to ensure regulatory compliance. We continue to do extensive work to standardise our SHEQ operational procedures and practices across the Group. SHEQ is overseen by the Consistency of Care Committee.	
403-5	Worker training on occupational health and safety		
403-6	Promotion of worker health		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	For more information on OHS: ESG: Our FY 2023 people performance ESG: Supporting our people's health, safety, resilience and wellbeing IR: Our people QR: Governance	PG 66 PG 73 PG 135 PG 42
403-8	Workers covered by an occupational health and safety management system		
403-9	Work-related injuries		
403-10	Work-related ill health		

Code	Description	Section reference or explanatory notes	Page reference
GRI 404: Training and education 2016			
404-2	Programmes for upgrading employee skills and transition assistance programmes	ESG: Our FY 2023 people performance ESG: Driving blended learning and development and talent management initiatives IR: Our people	PG 66 PG 84 PG 135
404-3	Percentage of employees receiving regular performance and career development reviews	ESG: Fair, responsible and competitive remuneration and retention	PG 89
GRI 405: Diversity and equal opportunity 2016			
405-1	Diversity of governance bodies and employees	ESG: Our FY 2023 people performance ESG: Driving blended learning and development and talent management initiatives IR: Board of directors IR: Executive Committee IR: Our people	PG 66 PG 84 PG 26 PG 32 PG 135
405-2	Ratio of basic salary and remuneration of women to men	SR: Remuneration report	PG 38
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	ESG: Cultivating a diverse and inclusive workplace ESG: Ensuring ethical and compliant business conduct SR: Ethical culture	PG 99 PG 15 PG 6
GRI 407: Freedom of association and collective bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESG: Ensuring ethical and compliant business conduct ESG: Ensuring ethics in our supply chain	PG 115 PG 118
GRI 408: Child labour 2016 & GRI 409: Forced or compulsory labour 2016			
408-1	Operations and suppliers at significant risk for incidents of child labour	ESG: Ensuring ethical and compliant business conduct ESG: Ensuring ethics in our supply chain SR: Ethical culture	PG 115 PG 118 PG 6
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour		
GRI 411: Rights of indigenous peoples 2016			
411-1	Incidents of violations involving rights of indigenous peoples	We do not currently distinguish between discrimination and violations of rights of indigenous peoples.	None

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Code	Description	Section reference or explanatory notes	Page reference
GRI 413: Local communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programmes	ESG: Our FY 2023 social transformation performance ESG: Caring for the health of our communities IR: Society	PG 67 PG 108 PG 128
GRI 414: Supplier social assessment 2016			
414-2	Negative impacts in the supply chain and actions taken	ESG: Our FY 2023 governance performance ESG: Ensuring ethics in our supply chain	PG 114 PG 118
GRI 415: Public policy 2016			
415-2	Political contributions	No political contributions were or have been made by Netcare.	None
GRI 416: Customer health and safety 2016			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	ESG: Our FY 2023 governance performance	PG 114
GRI 417: Marketing and labelling 2016			
417-3	Incidents of non-compliance concerning marketing communications	ESG: Our FY 2023 governance performance	PG 114
GRI 418: Customer privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG: Our FY 2023 governance performance ESG: Protecting our data and our stakeholders' privacy IR: Digital transformation and data	PG 114 PG 119 PG 146