

Development Impact Report 2018



bigen[®]

Doing good while
doing business



company



city



country



continent



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about this report

CREATING VALUE

As an organisation, our social conscience centres our focus on unlocking opportunities to deliver people-centred infrastructure in Africa.

Bigen considers itself a champion of the infrastructure development impact agenda in Africa. Localisation and inclusivity are integral to all our projects to address inequality, unemployment and poverty wherever we work. This 2018 Development Impact Report, the second in an ongoing annual series, again provides an informed insight into **Bigen's** intent, ability and commitment to create prosperity for the people and the future of our continent.

About this report

This report covers the October 2017 to September 2018 financial period. Along with a message from our Executive Chairperson, we profile some of our performance highlights, describe **Bigen's** unique approach of **doing good while doing business** and reflect on our performance impact in delivering infrastructure solutions and community beneficiation in six major market sectors during the past financial year.

In preparing this report, management and the Board considered the Companies Act, 71 of 2008 and related legislation, The New Code of Corporate Governance published for Mauritius in 2016, as well as the King report on Corporate Governance for South Africa 2017 (King IV). The contents were guided by the purpose and nature of **Bigen's** core business, steeped in our purpose of **doing good while doing business**, as well as the usefulness of the information to our shareholders and stakeholders in the sectors and region where we operate.

We believe that the report provides a fair summary and balanced appraisal of our ability to create business and social value during the reporting period.

The icons reflected here are used throughout this report to highlight how **Bigen's** social conscience as a development activist finds traction in our strategic drivers, key enablers and sustainable deliverables as we journey towards our goal of becoming a Top-5 African Impact Firm by 2021.

Responsibility and assurance

As the accounting authority, the Board acknowledges its responsibility for the accuracy of this report. Board members applied their collective expertise to this end and are satisfied with the quality of information sourced and processes used to prepare the report. In the Board's opinion, the report addresses **Bigen's** strategic and material issues and presents an integrated and accurate overview of the company's performance and impact during the year under review.

The assurance is vested in our internal processes and we do not deem it necessary to conduct third party assurance over any information in the report.

Registered names	Bigen Africa Group Holdings (BAGH), South Africa Bigen Global Limited (BGL), Mauritius
Founded	1971
Shareholders	Majority employee-owned
Registered address: BAGH	Allan Cormack Street off Hotel Street, cnr Meiring Naudé Road, The Innovation Hub, Pretoria, South Africa
Postal address	P O Box 29, The Innovation Hub, Pretoria 0087
Telephone	(+27) 012 842 8700
Registered address: BGL	6th Floor, Tower A, 1 Cyber City, Ebene, Mauritius, 72201
Email	info@bigenglobal.com
Website	www.bigengroup.com
Company Secretary	Ian Bettsworth
Contact person for this report	Annette van Zyl, Group Marketing and Communications Manager Tel (+27) 012 842 8869 Email annette.vanzyl@bigengroup.com
Reporting period	01 October 2017 to 30 September 2018
Reporting cycle	Annually
Date of last report	2017

This 2018 Development Impact Report provides our shareholders, clients, stakeholders and partners with a reflective summary of our performance, value creation and impact for the financial year September 2017 – October 2018.

We use the following icons for ease of navigation and to highlight the integration between our strategic drivers (SD's), our key enablers and our alignment with the UN Sustainable Development Goals (SDGs).

Values



Purpose



Probity



Partnership

Strategic Drivers (SDs)



Africa expansion



Expanding the core



Strategic investments



Employer of choice



Efficient+



Investment of choice

Six capitals of value creation



Financial capital



Manufactured capital



Intellectual capital



Human capital



Social and relationship capital



Natural capital

Financial Sustainability

Healthy forward project pipeline

Sound balance sheet

Strong leadership team and resources

Strong accountability, risk management and compliance

Zero tolerance to corruption

Efficiencies +

Sector Capabilities



Agriculture



Energy



Health



Real Estate



Transportation



Water

Services Infrastructure Development



Sustainable Business Practice



Sustainable Development Goals (SDG's)



UN Sustainable Development Goals (SDGs) relevant to **Bigen** activities as reflected upon in this report.

Competitive



Other





Bigen's social conscience guides our vision and inspires our people to see beyond engineering outputs to the potential of crafting a new story for Africa – one that empowers people to improve their livelihoods, now and into the future.

message from the
EXECUTIVE
chairperson

I take pleasure in presenting our 2018 **Bigen** Development Impact Report, the second in our annual series of development impact reporting. It has again given us pause to reflect on our purpose of **doing good while doing business** and our response to this imperative during the past financial year.

Driving socio-economic change to improve quality of life

While infrastructure development in Africa remains critical to its growth, socio-economic development (SED) is the key enabler in human development, poverty reduction, improved livelihoods and societal well-being. For almost half-a-century, **Bigen** has delivered sustainable infrastructure across the continent. Active in 19 countries across the continent, the Group's proactive humanitarian approach and influential contribution to socio-economic development is acknowledged widely by peers, partners, shareholders and others in the industry.

For the past decade our strategic foundation has been the springboard from which we have re-purposed the ability, culture and capacity of our people to lead the charge in infrastructure development inclusivity, impact and longevity.

Our social conscience, which is ingrained in our corporate culture, gave life to **Bigen's** Vision 2021 strategy: to create development impact for current and future generations that create benefit for the disadvantaged communities in proximity to the infrastructure we deliver for our clients.

Bigen's pursuit of becoming one of Africa's top-five development impact activists by 2021 is inherent in our role as a social enterprise. Achieving a keen balance between profitability and our passion for benefiting community well-being is a business ethic that is aligned with helping Africa attain its Sustainable Development Goals (SDGs) by 2030.

The improved SED imperative

Our purpose of **doing good while doing business** is not merely a matter of altruism. It is formalised in our strategy, part of our DNA as a company and a passion we pursue with conviction. The relaunch of the **Bigen** brand at the start of 2018 reflects this commitment as well as our focus, unapologetically, on empowering entrepreneurs, women and the youth in the communities adjacent to where we work.



For our engineers and other professionals, contributing to societal well-being has become top-of-mind and concomitant with collaborating with public and private sector partners to deliver integrated and sustainable social and economic development benefits.

Our need to track, measure and evaluate our development impact and investments was given impetus with the launch of **Bigen's** ImpactPro at the end of 2017. This is a first-of-its-kind electronic platform that monitors project progress against SED objectives and assists our clients and partners with real-time information for decision-making.

We implemented the first development phase of the ImpactPro during the past year and look forward to its full-capacity use. I believe this tool will add significant value to reporting on the long-term benefits of our SED activities in the years ahead.

Our performance context

Slow growth in the Southern African region and South Africa's poor performance during 2018 had a spillover effect into neighbouring countries. Despite this challenging landscape and an intensely competitive global market, **Bigen** remained a valuable industry player with a reasonable financial performance.

I ascribe this resilience, also evidenced by a healthy balance sheet growth for the reported period, to our robust business model, diversified service offerings and customer base, strong leadership and committed, skilled people.

Accreditation, recognition and awards

Certainly, a highlight during the past year was the Group's achievement of 51% black ownership (modified flow - through principle used) following a number of strategic appointments that included share ownership.

I am especially proud of the industry's recognition of our work in gender empowerment during the reporting period. **Bigen** received the 2018 Standard Bank Top Gender Empowered Company in Infrastructure Development Award, endorsing our passion for empowering women as quality-of-life improvement leaders.

Bigen also won the South African Professional Services Awards (SAPSA) 2018 Infrastructure Development Company of the Year Award, while I was humbled to have received the SAPSA's 2018 Lifetime Achievers Award.

Towards the end of last year, **Bigen's** certification as a Large Enterprise B-BBEE Level 1 Contributor, which is relevant to our activities in South Africa, also confirmed our commitment to transformation, diversity, black ownership and investments in enterprise, leadership and people development. Going forward, we will ensure that **Bigen** retains its positioning as a valued trailblazer for social and economic development impact in an industry that is critical to creating prosperity in Africa.

Acknowledgments and appreciation

A heartfelt note of appreciation goes to our non-executive directors for their incisive guidance and to the board committees for ensuring conscientious governance and stable business systems that support the achievement of **Bigen's** Vision 2021 strategy.

We again thank our clients, partners and suppliers for their continued and loyal support. Your contributions to our pursuit of socio-economic beneficiation are greatly appreciated and integral to our role as a development activist.

And on behalf of the **Bigen** Group, I commend with great appreciation the commitment, loyalty and sterling performance of the **Bigen** team. Indisputably our core asset, your invaluable contributions and unwavering passion for **doing good while doing business** resulted in projects with lasting impact and consistent value for our shareholders, clients, partners and the communities where we work.

A future perspective

As staunch African-optimists, we take pride in **Bigen's** development footprint and the life-changing impact of our activities on Africa's people.

We believe that it is time for Africa to tell its own story. A story in which social and economic development responds effectively to the complexity of the continent's growth needs. A story in which **Bigen** is determined to champion the inclusivity, indigenisation, cohesion and human dignity that will liberate, inspire and empower those who will help us to build a better Africa.

DR SNOWY KHOZA

Executive Chairperson

December 2018



we make every day count

Bigen **BUSINESS** PROFILE

At Bigen, our purpose of **doing good while doing business** defines who we are and what we do. Living our creed reflects a firm belief in respecting, supporting and adding value to our business environment and all who share in it. Experience has taught us that we grow by uplifting others. This means that we take seriously our role of entrenching social good in Bigen's footprint, wherever that takes us.

2018  Stakeholder acknowledgement as a valuable industry player

MAJORITY Employee-owned company 

3024  Projects delivered across all major sectors in Africa

HEALTHY  Balance sheet growth in 2018

510000  Direct and indirect jobs created during 2018 (SDG 5)

20%  Net Group revenue from Namibian and Botswana operations, aligned with our strategic intent to expand our business beyond RSA and Mauritius borders

1,5 million  People benefit from water infrastructure

30  Construction Education and Training Authority (CETA) bursaries issued for the 2019 academic year

20000  Families provided with safe and secure housing services in the Real Estate Directorate alone (SDG 11)

US\$ 67 000  Contribution in cash and in kind donations to CSI beneficiaries during 2018

US\$ 45 million  Investment over next 10 years in early-stage projects through the African Infrastructure Preparation Facility (AIPF)

IMPACT PRO  First-of-its-kind electronic reporting tool to measure the socio-economic impact of infrastructure development projects

19  Countries in Africa where Bigen delivered infrastructure development solutions

PRISM  Project Risk Screening and Mitigation firm established to screen and analyse early-stage projects

Business profile

Bigen is a truly African infrastructure development group of companies based in Mauritius and South Africa (where we have 7 offices) and with regional offices in Ghana, Botswana, Namibia, Zambia and Mozambique. As a driver of socio-economic development impact through innovative, solutions-focused infrastructure, **Bigen** provides a broad spectrum of socio-economic, financial, technical, environmental and institutional services in the agriculture, energy, health, real estate, transportation and water sectors across Africa.

We focus on what truly matters. We understand the imperative of public and private sector affiliations in an intensely competitive business environment. We partner with experienced and reliable service providers with synergistic capabilities and commitment to value creation and practical solutions to deliver lasting economic change.

We consciously develop infrastructure that creates benefit beyond financial gain. We work with those whose lives are affected so that their stories of success build the legacies that will inspire and empower future generations. **Our development impact can be heard in the song of African women drawing water from a tap, from the laughter of successful entrepreneurs, and the rush of traffic along the roads that connect economies and cities. We see it in the smiles on faces of men, women and young people who return home from gainful employment on our projects. We see it on dark nights when energy generation lights up towns and homes and hear it in the gush of water that brings life and wellness to communities. These are the sounds and sights of infrastructure development impacts – a socio-economic imperative for sustainable growth in Africa that is helping a continent realise its potential – and we feel it in the very heartbeat of Bigen.**

the making
the impossible
possible





ssible v2021

Our clients and partners in agriculture, energy, health, real estate, transportation and water in 19 countries across Africa benefit from **Bigen's** innovative, bespoke infrastructure solutions that address the continent's economic challenges and support the achievement of its sustainable development goals by 2030.



two 2018 Standard Bank Top
Gender Empowered
Company Awards in 2018



48 year footprint on the African continent



a host of talented, proficient, experienced and highly-skilled employees



13 offices throughout Africa with highly skilled and proficient professionals



bespoke infrastructure solutions with a social conscience in **19** African countries



unashamedly compliant with OECD
Anti-Bribery Convention



light environmental impact aligned with
ISO 14001 international standard



US\$ 540 000 contributed towards adopted charities since 2014



US\$ 14 billion invested in infrastructure development in Africa over past 10 years



50+ industry awards and recognition over the past 10 years



creating **inclusivity** and social equity for people in Africa by **doing good** while doing business

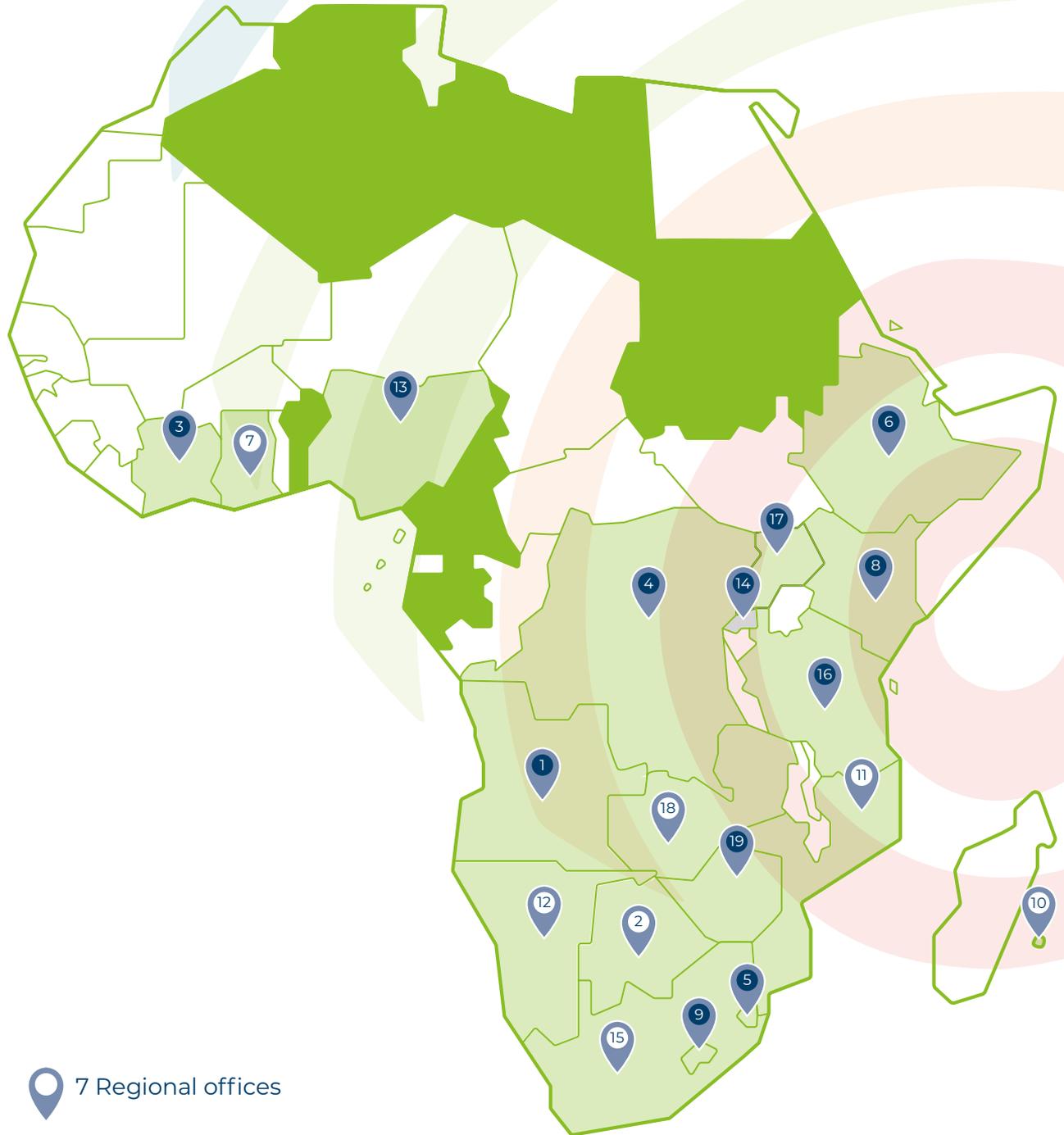


projects pipeline continued to **expand** during 2018



first-of-its kind **AIPF, PRISM & ImpactPro** established

OUR FOOTPRINT in Africa



- 1 ANGOLA
- 2 BOTSWANA
- 3 COTE D'IVOIR
- 4 DRC
- 5 ESWATINI
- 6 ETHIOPIA
- 7 GHANA
- 8 KENYA
- 9 LESOTHO
- 10 MAURITIUS
- 11 MOZAMBIQUE
- 12 NAMIBIA
- 13 NIGERIA
- 14 RWANDA
- 15 SOUTH AFRICA
- 16 TANZANIA
- 17 UGANDA
- 18 ZAMBIA
- 19 ZIMBABWE

 7 Regional offices

 Operational footprint
in 19 countries

OUR PEOPLE

People performance

Our people are at the core of our success and give substance to **Bigen's** performance and service excellence. In return, we are committed to helping our employees realise their potential, deliver beyond expectation and fulfil their dreams.

We employ **a host** of professionals with diverse qualifications proficient in socio-economic development and the built environment.

Bigen's Human Capital Development Framework was designed to support individual career expectations that are aligned with achieving our business goals ensuring that **Bigen** will meet the skills demands of the new digital era.

As an Employer of Choice, we want to attract, develop and retain the best talent in a work environment that provides employees with a superior value proposition.

Bigen employees benefit from work satisfaction in an agile learning environment and leadership that is committed, responsive and supportive of their well-being, growth and development. We base this on the **70-20-10** (experience / experiential learning – exposure / social learning / coaching – education / formal learning) principle to grow and develop all our employees.

Our leadership programmes aim to develop leaders proficient in business and technical leadership roles.

During the past year, almost 44% (157) of our 359 employees attended leadership development courses, while 90 participated in the Young Professionals Forum.

Leadership programmes	Participants in fiscal 2018
Executive Development(Exco)	12
Future Business Leadership	3
Technological Leadership	18
University of Life	16
Succession and Mentoring	18
Young Professionals Forum	90
Total	157

We also implemented a new senior managers programme (age 55 and above) to transfer skills timeously to younger mentees to address succession planning. Our focus is on actively establishing a targeted skills base with sufficient reserve talent in the pipeline to secure business continuity and ensure continued competitiveness.

Bigen's bursary and candidacy programmes are at the heart of building our talent pipeline. Participants in our formal three-year candidacy programme are registered with Engineering Council of South Africa (ECSA) as a Candidate. Upon successful completion of the programme, they can register as a professional engineer, technologist or technician.

We supported 20 candidates in our bursary programme during the past year, while six graduates were employed permanently in January 2018.

RECOGNITION AND AWARDS

Bigen's team of professionals has more than 200 years of combined knowledge and experience in creating development impact in the built environment. Over the years our efficient+ track record has been recognised with more than 50 prestigious industry awards. We remain humbled by this recognition of our commitment to **doing good while doing business**.

- Top **500 South Africa's Best Managed** Companies: Top 2 Awards for Best Performing Company in the Consulting Engineering Mining and Infrastructure Categories 2017
- African **Business and Social Responsibility** Award for Corporate Innovative Societal Action 2017
- CESA AON **Engineering Excellence** Award for Mentoring Company of the Year, 2017
- CESA AON **Engineering Excellence** Award for Water Reclamation Plant at Royal Bafokeng Platinum (Commendation) 2017

2017

- Rated a **Level-1 B-BBEE** Contributor by MPower Ratings in terms of the Construction Codes of Good Practice in B-BBEE 2018
- Standard Bank **Top Gender Empowerment** Company Award 2018
- Standard Bank **Top Male Driving Gender Equality** Award to **Bigen** CEO, Anton Boshoff 2018
- South African **Professional Services Awards** (SAPSA) Infrastructure Development Company of the Year Award 2018
- SAPSA **Lifetime Achievers** Award to **Bigen** Executive Chair, Dr Snowy Khoza 2018

2018



Doing
good while
doing
business

our **DNA**
a story giving life on
African soil

Conceived as a micro engineering business at the tip of the African continent in 1971, the **Bigen** story has transitioned from a company with a traditional engineering and management consultancy focus to one that is blazing the trail for infrastructure development impact, wherever the journey across Africa takes us.

In recent years, after almost half-a-century of delivering customised infrastructure solutions to clients all over the continent, the imperative of meeting Africa's 2030 sustainable development goals highlighted the need to include and provide benefit for the people and communities on the periphery of **Bigen** projects.

Recognising and responding to this imperative has embedded a social conscience into the essence of our business, our purpose and how we work with and for the people of Africa. This inclusivity goes beyond commercial gain to addressing vulnerability, unemployment, exclusion and disempowerment.

A philosophy of **doing good while doing business** is now ingrained in our corporate culture as a common purpose. The **Bigen** DNA – how we do what we do – is an undertaking that our projects will benefit local communities as well as our clients, stakeholders and employees.

Our role as an influential driver of socio-economic development impact is also at the heart of **Bigen's** support for African government to unleash the potential business opportunities that will accelerate growth and prosperity for the continent and all its people.

At **Bigen**, our **DNA** reflects our commitment to **work hard** at doing what matters, behave **ethically** (integrity), drive transformation (equity, empowerment and cross-skilling) and be responsible stewards of our people, planet and profit and **collaborate** with partners to achieve our goal.

Making the imaginable possible – our vision, values and culture

Vision

To be the preferred provider of sustainable infrastructure solutions as one of Africa's top-five development impact activists by 2021.

Values

Purpose

What we do matters. We are passionate about taking ownership, adding value and walking the extra mile to make a difference in people's lives, in our company and on our continent.

Probity

We are unashamedly ethical with zero tolerance for injustice, inequity and corruption. We dream big, walk the talk and seize opportunities to create sustainable solutions that uplift and empower the communities where and with whom we work.

Partnership

We are responsible stewards of our people, planet and profit and collaborate, share and work with partners and in teams as a family to achieve our goals. We hold one another accountable to uphold the spirit of Ubuntu – I am because we are.



Business intent, culture and conduct

Doing good while doing business, an undertaking that whatever we do will consistently benefit communities where we work, our clients, stakeholders and employees and improve the livelihoods and well-being of the people of Africa. Our culture reflects what we value: caring and accountability in our hearts, minds and conduct wherever we influence, interact and work with others to achieve desired results.

Aligned with our Vision 2021, our culture incorporates our systems, language, assumptions, beliefs and habits – the DNA that guides our conduct, among ourselves and towards those with whom we interact. Our culture supports leadership development and transformation within the company and in the countries where we implement our projects. Our leaders have signed a "morals by agreement" code that defines their conduct as effective leaders who collaborate with one another for the greater good of the company and the people of the African continent.

Corporate citizenship

As a resolutely ethical corporate citizen, our principles of inclusivity, equity and transformation are aligned with our values and ingrained in our corporate DNA. We champion accountability in our CSI projects and encourage and expect employee participation when we assist communities or individuals – this exemplifies **Bigen's** DNA.

Bigen places a high premium on:



Best business practices

We benchmark against and align our business activities with international best practice and standards.

ZERO tolerance

We live our organisational values with zero tolerance for bribery and corruption.



Social responsibility

We apply localised and indigenised recruitment policies in countries of operation and design project structures to maximise the development impact on local communities.

Environmental responsibility

As a responsible environmental citizen, we align our ecological footprint with the green principles of the global ISO 14001 standard.

Health and safety

We apply the principles of the international ISO 45001 health and safety standard and comply with the health, safety and environmental (HSE) policies of our clients and partners.



Managing quality

Our ISO 9001 quality certification assures clients and partners that our quality system, standards and procedures ensure quality work, consistently.

Economic empowerment

Our Level-1 Broad-Based Black Economic Empowerment (B-BBEE) status in South Africa affords **Bigen** 135% BEE procurement recognition for procurement 'spend'. The BAGH Group is 51% black-owned (modified flow-through principle used).



Risk management

Our international ISO 31000 certification is based on a world-class, fully automated risk management system that facilitates proactive risk management, including capital risk.

Professional association

The professionals whom we employ are accredited by/affiliated to various professional organisations, such as the Engineering Council of South Africa; Institution of Municipal Engineers of Southern Africa; Institute of Waste Management of South Africa; National Home Builders Registration Council; Project Management Institute; South African Institute of Civil Engineering; Consulting Engineers South Africa; South African Institute of Electrical Engineers; Southern African Institute for Steel Construction; Water Institute of Southern Africa; Green Building Council of South Africa; International Water Association; American Water Works Association; South African Commission on large dams.

A young girl and a woman are looking at a laptop screen together. The woman is leaning over the girl, who is sitting at a desk. The scene is lit with warm, golden light, suggesting an indoor setting like a library or a computer lab. The text 'what we do matters' is overlaid on the top left of the image.

what
we do
matters

capabilities and
SERVICES

What we do - our services, competencies and interactions

Bigen responds to Africa's unique social and economic development (SED) needs with a blend of financial, technical, environmental, socio-economic and institutional services in the agricultural, energy, health, real estate, transportation and water sectors.

Actualising development impact is at the heart of our infrastructure solutions and encapsulated in our human-centric approach to meeting Africa-specific infrastructure needs with a lasting legacy for all our clients.

Capabilities and services

SOCIO-ECONOMIC

Creating impact by investing in people and their communities –acknowledging and meeting societal needs for social betterment, sustainability and a lasting legacy

- Designing our projects through a human-centric lens in order to facilitate social and local economic development
- Facilitate skills development through business mentorship, education and training on infrastructure projects
- Promote economic inclusion of youth, women and the disabled through SMME support and development, job opportunities and preferential (local) procurement strategies that build local capacity
- Create sustainable solutions that address human and natural resources development goals to safeguard the environment for current and future generations
- Collaborate with governments, the private sector, communities and civil society to create human-centric living conditions and resources without undermining the integrity and stability of our natural systems



FINANCIAL

In partnership with Cresco

- Specialist financial, commercial and project management support
- Support the entire project development process using our considerable expertise and skilled resources



TECHNICAL

Engineering and advisory services to achieve SDGs, climate change, urbanisation and water, food, health and energy security

- Holistic, multi-disciplinary approach to infrastructure development
- Services across the entire infrastructure development value-chain, including feasibility studies, development funding, structuring and arranging, project preparation, management and implementation
- Customised, integrated infrastructure solutions that meet customer and regional requirements and facilitate local economic participation and empowerment
- 'Fit-for-purpose' bankable projects that meet client expectations and benefit community members who use the infrastructure



ENVIRONMENTAL

In partnership with Nemai Consulting

- Proficient, qualified and skilled environmental engineers, scientists, sociologists, psychologists, economists and analysts
- Local, regional and international experience in their respective fields
- Integrate academic and professional expertise with excellent project management skills to address public and private sector environmental and social challenges



INSTITUTIONAL

Partnerships in the donor funding and DFI environments

- Extensive institutional risk management and support services: part of our multi-disciplinary service offering
- Institutional risk management: political and economic analyses and strategic advice, stakeholder engagement and legal due diligence
- Capability institutional support service: policy advice and development, transaction advice and capacity building





investing
in people and
communities

investments and
CONCESSIONS

Bigen's strategic investment drive pursues the abundance of investment opportunities across Africa. We invest to create, capture, extract and share value with our shareholders, stakeholders and strategic partners.

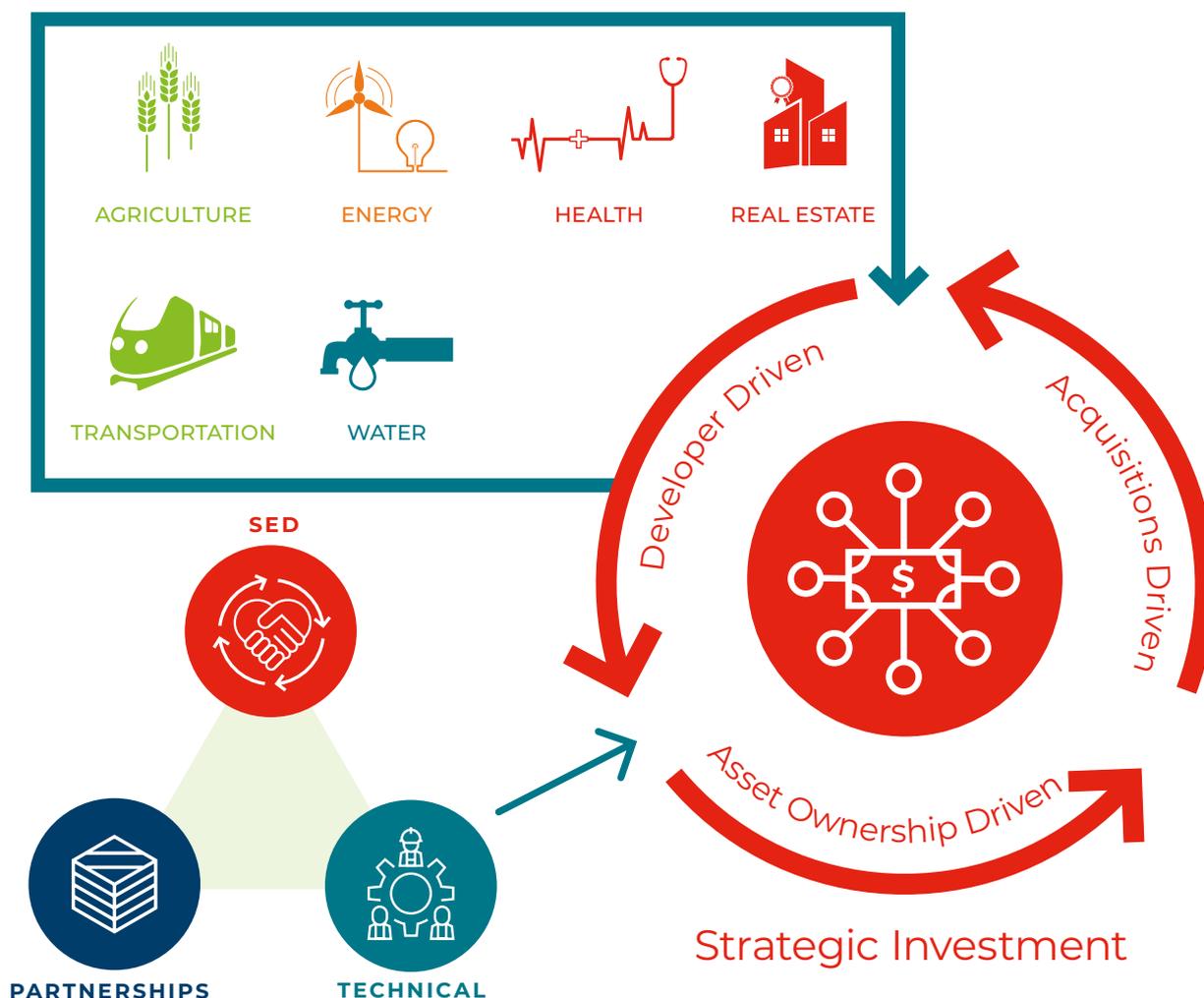
The new reality of the world beyond Capitalism 2.0 is an economy in which impact, risk and return inform investment decisions.

As a responsible continental steward, **Bigen** invests strategically in infrastructure that is meaningful and sustainable. Our focus is on creating impact that supports the triple bottom line of people, planet and profit.

Our transition from an investment ‘intermediary’ to investment ‘wholesaler’ positioned **Bigen** to prioritise social and economic impact along with generating profit.

Our funding focus is on enterprises that support our purpose of **doing good while doing business**.

Our investment policy promotes smart thinking, accountability and value assessment as indicated in the table below.



SOCIAL VALUE

“BLENDED” SOCIAL AND FINANCIAL VALUE

FINANCIAL VALUE

Donor/ philanthropist

Impact investment

Socially responsible investment

Responsible investment

Traditional investment

Capital invested to create positive and environmental impact and not financial return

Investments seek measurable social and environmental impact and financial returns

‘Negative screening’ excl. investments incompatible with ESG* investment criteria

Investments that acknowledge ESG* factors

Investments that seek only financial returns

*ESG = Environmental, social and governance

During the past financial year our strategic investments, as aligned with **Bigen's** Vision 2021 strategy, included capitalising the AIPF successfully and taking our first projects in the health, agri-business, energy and affordable housing sectors to financial close. We anticipate the implementation of these projects during 2019. The financial period also saw our direct investments into associated enterprises and concessionary special project vehicle (SPV) companies appreciate substantially. This delivered a handsome shareholder return with an increase

of approximately 70% in investments and concessions on our balance sheet. Some of the earnings from professional fees and profits, which came mainly from investments and concessions, were reinvested into corporate social investment initiatives.

Firm agreements with like-minded international equity investment partners, signed during 2018, will extend our reach and take our strategic investment drive to the next level, giving impetus to doubling our enterprise value by 2021.

We step into 2019 excited about the road ahead and confident that **Bigen** will continue to make a meaningful and lasting impact on the lives of people and in communities on the continent.



building a better future together

partnering and **PARTNERSHIP**

Helping others to help themselves through inclusivity and empowerment is what matters.

Batho pele – putting people first – underscores Bigen’s planning and actualisation of infrastructure development to create sustainable outcomes with impact. We work with like-minded local, regional and global partners to create social and economic benefit and long-term impact from and around the infrastructure we deliver.

Our responsibility, as a social enterprise, is to improve quality of life through inclusivity, localisation and indigenisation for and among SMMEs, entrepreneurs, women and the youth to build cohesive and resilient societies.

Our partnership strategy proactively leverages multi-disciplinary capabilities, drives earnings and is integral to the way we do business.

Our proactive partnerships

- Deliver infrastructure projects;
- Support our human-centric SED focus;
- Develop skills and build capacity;
- Position our capabilities and utilise our strengths; and
- Empower SMMEs to function optimally.

Bigen's partnering approach is encapsulated in our Rubix partnership platform and unique African infrastructure supermarket. Our partner networks provide access to multi-disciplinary capabilities that enable us to multiply client value and jointly, with partners, reduce marketing overheads and increase overall marketing impact.

Bigen's active engagement with European, Scandinavian and Canadian international development firms, as well as local and regional public and private sector partners, continually affirms **Bigen's** position as a partner of choice in the African region.

During the reporting period, strategic partnerships augmented our sector project development and delivery capabilities in the agri-business, education (development of private schools) and energy (regional transmission) sectors. We also extended our advisory services to include institutional development, development economics, legal due diligence, policy development and reform and socio-economic impact monitoring and reporting services.

Localisation

Our Africa Expansion programme has established a network of international and local partners to further entrench **Bigen's** continental supermarket footprint and support our SED inclusivity and localisation focus within various target countries. This ensures that wherever we work, local people and communities benefit from infrastructure projects.

Project pipeline

Our project pipeline is driven by delivering SED impact, investments that generate dividends, concessions to build infrastructure within government jurisdictions, a partnership platform that offers multi-disciplinary capabilities and solutions and engineering, financial and advisory services.

We work with partners and finance institutions to develop bankable infrastructure projects through the African Investment Partnership Fund (AIPF) and PRISM, a project risk screening and mitigation firm. **Bigen** established the AIPF in 2017 as the founder investor to deliver fundable projects across key sectors.

During the past year, we engaged with project promoters and development partners across **Bigen's** operational sectors to develop a healthy project pipeline, as reflected below. Eleven of the 50 registered opportunities were identified for further assessment and development, while one are earmarked for formal AIPF investment appraisal.





we are driven

by building
communities

our
SOCIO-**ECONOMIC**
development journey

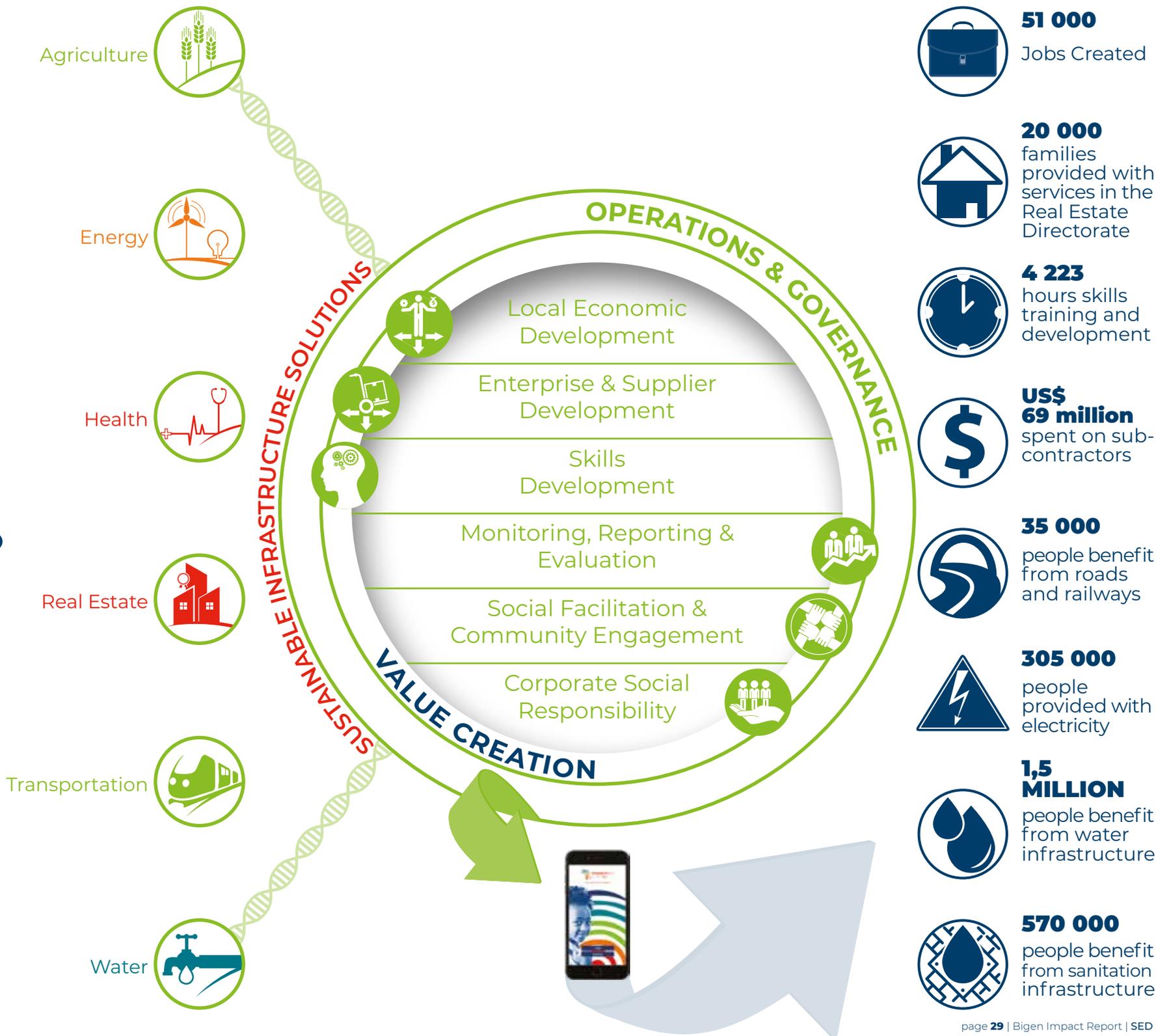
The key to Bigen's growth has been a proactive infusion of a human-centric approach to development. This ensures that, wherever we work, economic inclusion, skills development, job creation and procurement opportunities – especially among women and the youth – are ingrained in delivering infrastructure that empowers people and uplifts communities.

INPUT

Our Sectors

OUTCOME

Value Created



Focusing on what truly matters

Development in Africa is layered and complex. Deeply unequal societies, major socio-economic challenges and a backlog of infrastructure development continue to derail Africa's economic growth and ability to attain its Sustainable Development Goals (SDGs).

As an impact-driven company, **Bigen** understands the imperative of addressing social and economic issues alongside meeting infrastructural needs. Our human-centric approach pivots on growing and investing in local economies with Africa-specific solutions to improve quality of life, as well as provide access to infrastructure.

Bigen's SED project focus addresses people's vulnerability, exclusion and unemployment and aligns our extensive range of services intentionally with localisation, indigenisation, transformation and poverty eradication as part of our approach to sustainable infrastructure solutions. For us, SED is part of our DNA and the epitome of **doing good while doing business**.

HOW we respond to Africa's SED imperatives

Our social conscience translates our thinking in order for us to design human centric approaches that benefit the indigent, underprivileged and disadvantaged in communities in which we operate.

Bigen's social conscience is ingrained in its DNA and informed by a deep understanding of how economic, social and sustainable development translates into sustainable infrastructure. Collaboration with governments, the private sector, communities and civil society enhances our response to socio-economic and local economic development challenges.

Our diverse employee complement enriches our project teams with a wide range of knowledge, skills and expertise that goes well beyond traditional engineering. This equips us with the capabilities to address SED/LED imperatives effectively through **Bigen's** project lifecycles every step of the way.

Integrated in our DNA is our vision to:

EMPOWER people
IMPLEMENT human-centric approaches
to design and develop
CREATE accessible and accountable institutions
for all facilities.

People Skills : Employee Specialisation areas



Local Economic Development (LED) Strategy Design and Implementation

To create solutions that facilitate communication and participation by different stakeholders. Practical way to create jobs, improve livelihoods and local economic circumstances for individuals and communities.



Enterprise and Supplier Development (ESD) Programme

To develop SMMEs and suppliers through a transparent, inclusive, empowering and maximum benefit creation programme.



Skills Development Offering

To create opportunities for employees and members of local communities to obtain project-complementary skills that can support future career success in the long-term.



Monitoring, Reporting and Evaluation

To provide clients with a platform that gives insight into project design, implementation and progress to take informed decisions about improving efficiency and effectiveness.



Social Facilitation and Community Engagement

To establish processes and relationships that will involve communities in long-term, sustainable outcomes and facilitate collaborative decision-making.



Corporate Social Responsibility Strategy Design

To create shared value and align social investment initiatives with existing business strategies.

CAPABILITIES

IMPACTPRO

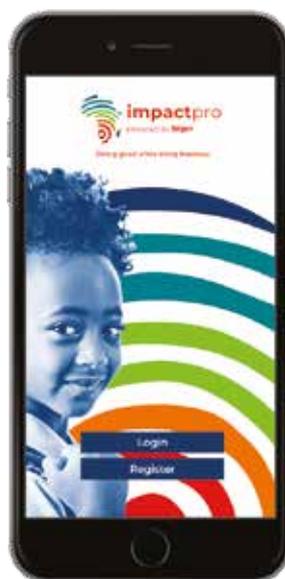
We developed the **Bigen** ImpactPro in 2017 to measure development impact. The application provides a user-friendly electronic capturing and reporting platform with online and mobile access to monitor project progress against SED objectives throughout the project implementation life cycle.

Key SED outputs of infrastructure projects under construction are captured on site using ImpactPro's online platform. The data provides information about employment and procurement, skills development, service delivery progress (homes built, services installed), project-related health, safety and environmental compliance and CSI initiatives.

ImpactPro provides viewing access of all the information and is visible to clients, stakeholders and the project team. The real-time information enables quick-decision making, planning and budgeting. The data also assists our clients to understand how their projects are improving the lives of communities and the environment. Clients can use the application to monitor project progress, adjust expected outcomes and redirect funding and activities timeously, if necessary.

During its first development phase in 2018, we used ImpactPro to measure the outputs of infrastructure projects across our key impact focus areas, as well as project spend on, inter alia, jobs created, skills training and entrepreneurship development.

In time, with comparative measurement and post-implementation impact assessment, ImpactPro will report on the outcomes and impact of projects to provide users with information about the long-term benefits derived from infrastructure developed as illustrated.



IMPACT OUTCOME OUTPUT

Measures the quantity, quality and efficiency of project goods and services, typically monitored continuously through project progress reports, such as the number of houses with sanitation installed and number of jobs created

Measures project results, sourced quantitatively and qualitatively and evaluated, such as the number of beneficiaries of the installed sanitation compared to the baseline and a resulting increase in household income due to jobs created

Measures changes in the well-being of children, families or communities, sourced quantitatively and qualitatively and evaluated, such as the percentage change in water-borne illness in a community or the increase in economic activity over a period of time due to jobs created

The use of the ImpactPro is also highlighted in the Development Impact section of this report, as applied to some of the profiled projects.

The **ImpactPro** application is available from your **Google Play Store**, and **Apple App Store**.

delivering impact that matters

With our 48-year old footprint across Africa, we believe that our passion for **doing good while doing business** is impacting positively on people and communities, so that what we build together today will create a better tomorrow.



Agriculture

MARKET

off-take value chains

AGRI

engineering

URBAN

agriculture



Energy

44

local labourers trained and skills developed

22 000

dwellings with access to energy

86 000

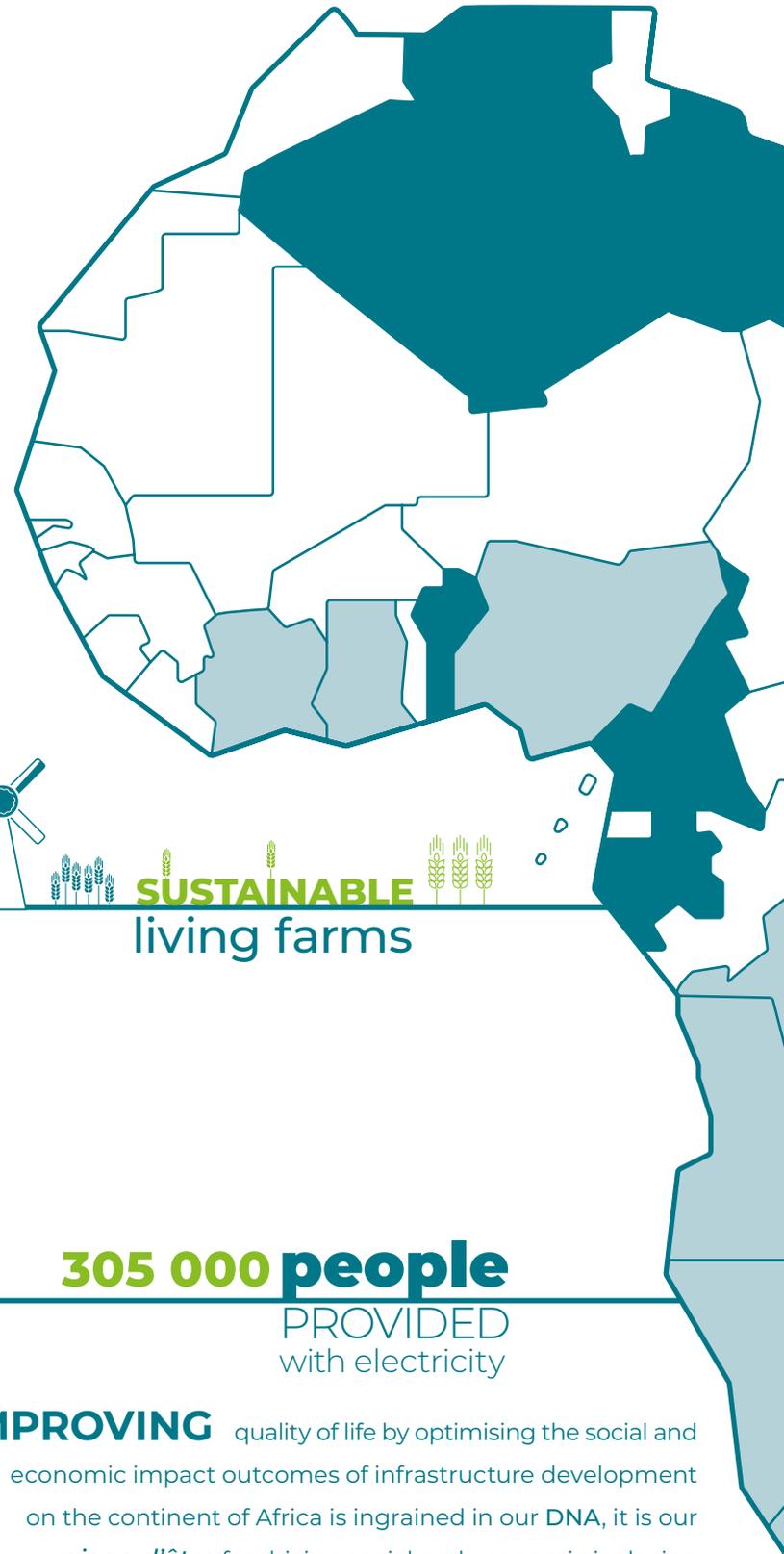
consumer connections through renewable energy



305 000 people

PROVIDED with electricity

IMPROVING quality of life by optimising the social and economic impact outcomes of infrastructure development on the continent of Africa is ingrained in our DNA, it is our *raison d'être* for driving social and economic inclusion through localisation, indigenisation, transformation, ownership and social responsiveness in all our projects.



1,2 million

people benefitted from improved health care infrastructure



Health

22

new beds and 2 treatment rooms in new paediatric unit

340

health facilities maintenance and repairs

2

hospitals (1 built and 1 refurbished)

370

new beds available to patients

US\$ 242 million

construction contracts managed



Real Estate

3 900

permanent jobs created

20 000

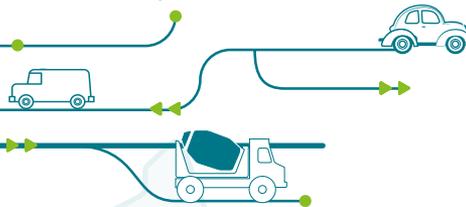
families serviced

US\$ 41 million

spent on SMME's

35 000

people benefiting from transportation infrastructure



Transportation

31 813

direct and indirect jobs created

24

communities benefiting from new transport infrastructure

12

QSE / ESE appointed

1,5 million

people benefiting from water projects



Water

462

jobs created

21

Communities benefiting from water infrastructure expertise

US\$ 76 000

spent on skills development



Agriculture is a **KEY DRIVER** in economic development and inclusivity in Africa. Our impact-driven services focus on creating integrated value-chains to deliver food security, link farmers with markets and **IMPROVE QUALITY OF LIFE**.



There is no doubt that, continent-wide, a more sustainable approach to farming will protect the welfare of current and future generations of farmers. **Bigen's** rationale for servicing this sector from our project portfolio platform is the belief that we can add significant value to:

- Improving land and water resource management for long-term productivity;
- Creating economic and societal well-being;
- Improving the safe supply of high-quality produce;
- Contributing to improved access and supply of high quality produce; and
- Mitigating and adapting to climate change.

Possible Impact:

Increased participation of black farmers in the agricultural value chain.



AGRICULTURE

- safeguarding livelihoods

AGRICULTURE SERVICES

Agricultural engineering and economic services 

Agriculture trade and marketing studies 

Agriculture policy and master plan development 

Urban/smart agriculture 

Agriculture value-chain development and partner mobilisation 

Agro-processing facility development 

Agricultural enterprise development 

Fund mobilisation for agricultural development 

Smallholder farmer mobilisation, organisation and capacity building 

"There is an agricultural project opportunity around every corner, including your own backyard."

Leona Archary,
Profit Centre Manager: Agriculture



AGRICULTURE – A CASE STUDY

In order to unlock the full food production and economic potential of the Jan Kempdorp region in the Northern Cape, the integrity and efficiency of the extensive Vaalharts conveyance system needs to be ensured. The food production and water value chain also supports many communities, industries and other social services in the region.

The complex stakeholder relationships and the intimate dependency of the entire region on water security require proper planning. This planning was in the past largely done in silos by different stakeholders and the integrated master plan will aim at integrating the planning requirements from various perspectives.

The objectives of the revitalisation is based on a holistic development philosophy that aims for social upliftment and profitable agri-business on the existing scheme and in the communities surrounding the scheme. It is characterised by overall enterprise planning, human capital development, empowerment and access to information. It is underpinned by a financially sustainable development strategy alongside repair and re-design of existing infrastructure.

The main components of the programme consist of the following:

- Water infrastructure rehabilitation;
- Community water supply development;
- Agricultural project development;
- Restitution project development;
- Taung emerging farmer development and extension; and
- Sourcing of funds for the planning and implementation of the programme.

Vaalharts Revitalisation Project



Location	Vaalharts, Northern Cape	Bigen's role
Client Stakeholders	National Government; Provincial Government; Local Government; Traditional Authorities; Commercial Agriculture; Agro-Industries; Restitution Communities; Development Finance Institutions	<ul style="list-style-type: none"> -Water infrastructure rehabilitation; -Community water supply development; -Agricultural project development; -Restitution project development; -Taung emerging farmer development and extension; and -Sourcing of funds.
Scope	Integrated Master Plan development for upgrading of bulk water infrastructure; secondary water infrastructure; irrigation development; community potable water and fund mobilisation	
Value	US\$ 298 000	

Intended project benefits:

Doing good while doing business

promote water efficiency

promote increased agricultural activities, job creation and agri-development

economic benefits potential impact on agricultural development, job creation, enterprise development, value and supply chain development

Cateme Agri-Development Project



Location	Tete Province, Mozambique	Bigen's role
Client	Vale Mozambique	<p>Integrated design and project management of an agricultural concept to promote economic and social development</p>
Stakeholders	Agri-Business Corporation; MPC Mozambique; Fair Foods Company and JC AgriGrow Mozambique	
Scope	Develop and implement a sustainable agricultural initiative that will impact positively on skills; access to food; improved enterprise development; increased access to the agricultural value chain; improved environmental management and access to water	
Value	US\$ 104 058	
Partners/Associates	Agribusiness Corporation; MPC Mozambique; Fair Foods Company and JC AgriGrow Mozambique	

Intended project benefits:

Doing good while doing business

promote increased participation in the agricultural value chain

promote enterprise development and job creation



We
believe
in dreams



Nearly **600 MILLION PEOPLE** in Africa still live without electricity, many in urban areas within a stone's throw from an existing power grid. Harnessing Africa's energy resources is catalysing sustainable change across the continent.

Our development impact

305 000

people provided with electricity

22 000

dwellings with access to energy

86 000

consumer connections through renewable energy

141 741

people benefiting from less load shedding

44

local labourers trained and skills developed

Above-average growth in some African countries and recent shifts in many regulatory environments are increasing access to equitable and affordable energy in rural and urban areas across the continent.

Bigen's energy services team continues to pursue opportunities to deliver customised energy sub-transmission and transmission solutions. This includes renewable energy generation from solar, wind and hydro power and thermal generation, specifically gas generation (generating electricity from heat using coal, natural gas, wood waste or geo-thermal energy).

We are conversant with the latest energy saving technologies, while our focus on the triple bottom line of people, planet and profit ensures that we integrate environmental performance, economic development and social responsibility in all our projects. This gives effect to **doing good while doing business**.



ENERGY

- engendering quality of life

ENERGY SERVICES

Long-term planning advisory/consulting 

Renewable energy generation, sub-transmission and transmission 

Electrical building facilitation 

Instrumentation and electrical asset management 

Investment and equity in energy projects 

Bulk electrical services and distribution infrastructure projects 

"Energy is critical to the entire fabric of economic and social development in Africa. Thinking creatively about renewable energy, energy efficiency, infrastructure development solutions and development impact is a non-negotiable if we want to mitigate the negative impacts of energy production and consumption on the economy, society and the environment."

**Rhulani Matshidze,
MD: Energy**



ENERGY – A CASE STUDY

Energy is the lifeblood of economic and social development in Africa. The reality is that in large swathes of rural Africa many communities are still in the dark. In Tanzania, electricity is available only to about 17% of the rural population, while only about 20% of Tanzanians are not connected to an electrical grid. And since the country's power is generated mainly through hydropower plants, electricity supply varies, especially in time of drought.

In its technical advisory role to the Tanzanian Rural Energy Agency (REA), Bigen's energy team is assisting the agency to improve access to modern energy services in the rural areas of mainland Tanzania. The focus is on finding creative solutions for renewable energy, energy efficiency and infrastructure development to address the lack of access to energy and mitigate the negative impact of energy production and consumption on the economy, society and the environment. This approach is also helping to mitigate connectivity obstacles, such as high costs, power theft and socio-political marginalisation.

"We are working with off-grid energy project developers to fast-track the implementation of especially solar energy products in remote and unsupplied areas where people do not have access to the current electricity grid", says Rhulani Matshidze, Bigen's MD: Energy.

Bigen's assistance includes upgrading project development services tools, training project developers and lenders, assisting with mini-grid programme management, monitoring, evaluation and reporting and helping REA to implement mini-grid electrification support programmes.

"The incremental improvements in healthcare, agriculture, farming and overall societal well-being that are already visible are not only encouraging but also strengthens our commitment to **doing good while doing business**. We intend to leave a footprint that is sustainable and empowers self-sufficiency."



Govan Mbeki Municipality Electrical Infrastructure Expansion and Electrification, South Africa



Location	Embalenhle Township, Govan Mbeki	Bigen's role
Client	Govan Mbeki Municipality	Providing a turnkey solution incl. the sourcing of funding, project engineering, project management, project construction and master plan development
Stakeholders	Municipality; Local Communities; Eskom; SMME's; DoE and National Treasury	
Scope	Electrical infrastructure for Embalenhle Township and the development of a Master Plan for the Govan Mbeki Municipality	
Value	US\$ 3 million	
Partners/Associates	Embalenhle Township	

Development impact:

Doing good
while
doing business

increase **renewable** energy supply to the Embalenhle community

eradicate **load shedding** for the **141 741** residents in the community

Lufhereng Integrated Housing Project, South Africa



Location	Soweto, Gauteng	Bigen's role
Client	Lufhereng Development Company	Design and project management, incl. confirming, securing and design of bulk connection point, design of link cable routes, switching stations, internal electrical infrastructure and street lighting and obtaining design approvals
Stakeholders	City of Johannesburg	
Scope	The project is a mixed, integrated housing project with ± 22 000 residential units being implemented in phases over an estimated 10-year period	
Value	US\$ 76 million	
Partners/Associates	OHSAS Consulting; Urban Dynamics	

Development impact:

Doing good
while
doing business

22 000 housing opportunities for people of Gauteng with the aim of housing 88 000 people

Leeuwoort North Bulk Electrical Project, South Africa



Location	Boksburg, City of Ekurhuleni	Bigen's role Design and project management, incl. upgrading three 11kV switching stations and one 88/11kV substation and constructing a new 11kV switching station
Client	Leeuwoort Development Company	
Stakeholders	City of Ekurhuleni; Conco; Reiger Park and Parkdene Communities	
Scope	Provide power to 6 343 erven in the Leeuwoort housing development	
Value	US\$ 8 million	
Partners/Associates	Urban Dynamics	

Development impact:

Doing good while doing business

25 000 housing opportunities for the people of Ekurhuleni with the aim of increasing this to provide 100 000 people with housing

3 local subcontractors employed

31 temporary workers employed

jobs created for 27 male, 3 female and 14 local workers

excavation, safety and environmental awareness **training**

Rural Energy Agency (REA) electrification through renewable energy mini-grids, Tanzania



Location	Dar Es Salaam, Tanzania	Bigen's role Technical advisor to undertake the pre-grid electrification programme over an initial two-year period, with the option of renewal for a further number of years
Client	Rural Energy Agency (REA)	
Stakeholders	REA; Swedish International Development Agency; UK Department for International Development and World Bank	
Scope	Upgrade REA's project development services tools; training for project developers and lenders; management assistance for a mini-grid programme; programme monitoring; evaluation and reporting, and facilitating the implementation of REA's mini-grid electrification support programmes	
Value	US\$ 2,3 million	
Partners/Associates	Norconsult; Cresco Project Finance and S&F Consultants Tanzania	

Development impact:

Doing good while doing business

86 000 consumer connections through renewable energy mini-grids

helping to achieve Tanzania's **economic development** goals



Africa bears **ALMOST ONE-QUARTER** of the world's disease burden, yet benefits from access to only 3% of its health care workers and 1.5% of its total health care expenditure. Limited healthcare infrastructure impedes the continent's ability to meet its health SDGs by 2030.

Our development impact

22

new beds and 2 treatment rooms in new paediatric burn unit

340

health facilities maintenance and repair

2

hospitals, 1 built and 1 refurbished

370

beds newly available to patients

In recent years, governments in Africa have shown renewed commitment to fast-tracking economic growth and attaining their SDGs. Our services provide health care infrastructure for public sector clinics, hospitals and health centres. **Bigen** also develops, provides maintenance and refurbishment and invests in private health facilities.

Our focus on creating social and economic development impact provides communities with localised solutions that improves sustainable health care in Africa.



HEALTH

- the long-term game changer

HEALTH SERVICES

Project preparation and feasibility +

Health planning +

Design services +

- mechanical, electrical, electronic, structural, civil and renewable energy

Commissioning (medical equipment and all services) +

Project and facility (all services) management +

"The demand for accessible quality health care is increasing on the African continent as life expectancy and socio-economic status improves. Many African countries are implementing Universal health coverage to remove the financial barrier to access healthcare. The burden of non-communicable diseases and trauma is increasing over existing infectious diseases. We therefore need to find innovative solutions to provide care beyond the provision of hospitals and usage of technology to supplement the limited number of health professionals available on the continent."

**Dr Victor Litlhakanyane,
MD: Health**



HEALTH – A CASE STUDY

Every year, for the past 3 years, more than 2 000 children in hospitals in Gauteng have been enjoying the magical benefit of 'dream rooms' where, for moments in time, the trauma of life-threatening conditions can be forgotten as young hands and minds become immersed in the absorbing world of play.

Invited to partner with the Reach for a Dream Foundation, Bigen's Health team is helping to refurbish existing areas in public hospitals into delightful, bright, attractive and inviting play areas referred to fondly as 'dream rooms' by hospital staff and children alike. The refurbished rooms are brightly painted and furnished to create warm and inviting child-friendly environments where little patients can reduce their hospital-averse anxieties by engaging actively in a variety of play and learn activities.

According to Bigen's Managing Director of Health, Dr Victor Litlhakanyane, dream rooms are already available in the Chris Hani Baragwanath and Charlotte Maxeke Hospitals and more are in the pipeline.

"We provide the materials and our employees do the actual work, with great joy and enthusiasm", says Dr Victor. Bigen also secured a donation from Jumaluthech, a specialist clear-view fencing contractor, for security fencing around the outside area of the dream room at the Chris Hani Baragwanath Hospital.

Twelve Bigen employees spent almost a week on these projects and are looking forward to taking on other similar challenges.



Northern Cape Department of Health (NCDoH)
Maintenance and Repair Programme, South Africa



Location	Northern Cape	Bigen's role Project management of day-to-day maintenance and contracted engineering and professional services, incl. civil, structural, mechanical, electrical and electronic engineering, quantity surveying and health planning
Client	NCDoH	
Stakeholders	Northern Cape residents	
Scope	340 facilities maintenance and repair programme (small and major refurbishments)	
Value	US\$ 52 million over three years	
Partners/Associates	Hospital Design Group	

Development impact:

Doing good
while
doing business

identified and trained small **service providers** in all districts in the province

trained artisans in all related disciplines throughout the province

Ngwelezana Hospital, South Africa



Location	Empangeni, KwaZulu-Natal	Bigen's role Structural engineering for design of support beams, foundations and structural stability and design of steel members for architectural tree
Client	KZN Department of Health	
Stakeholders	Communities around the hospital	
Scope	Convert existing eye clinic into a Paediatric Burn Unit at existing 100-bed Ngwenlezana Hospital at Empangeni	
Value	US\$ 12 million	
Partners/Associates	Carte Blanche; DSTV; HDG Hospital Design Group; I-MEP; S&W; Sakhiwo and SVP	

Development impact:

Doing good
while
doing business

contributed to **financing and construction** of new paediatric burn unit at hospital

22 new beds/cots for paediatric burns, dry and wet treatment rooms each, secure outside play area, dining area and architectural tree

Siloam Hospital, South Africa



Location	Makhado, Limpopo	Bigen's role Engineering services incl. civil, structural, mechanical and electrical engineering
Client	National Department of Health	
Stakeholders	Siloam community	
Scope	Repair and build new 270-bed hospital at Siloam Hospital site	
Value	US\$ 49 million	
Partners/Associates	Sakhiwo, Hospital Design Group	

Development impact:

Doing good
while
doing business

promote **local procurement and local labour**
during construction

Bambisana Hospital, South Africa



Location	Lusikisiki, Eastern Cape	Bigen's role Project management services, incl. professional engineering services, site supervision and LED, SED and ESD activation, monitoring and evaluation
Client	National Department of Health and CDC	
Stakeholders	Siloam community	
Scope	Refurbishment of existing 100-bed hospital at Lusikisiki	
Value	US\$ 12 million	
Partners/Associates	Sakhiwo and Nemai	

Development impact:

Doing good
while
doing business

promote **local procurement and appointment of local labour**
during construction



We regard the provision of housing and the related infrastructure as **INTEGRAL TO CREATING SECURE, SERVICED, FUNCTIONAL AND SUSTAINABLE COMMUNITIES** that enhance the quality of life of Africa's citizens.

Our development impact

US\$	US\$	3 900	20 000
242 million construction contracts managed	41 million spent on local SMME's	permanent jobs created	families serviced

The unprecedented growth in urban development across Africa has seen governments and the private sector collaborating to create sustainable developments with a lasting impact on the quality of life of Africa's people.

Access to housing, job opportunities and basic services is integral to creating secure, functional and sustainable communities. In **doing good while doing business**, our approach to real estate developments is by integrating residential, commercial, industrial and social land use in urban and rural areas to achieve long term sustainability and transformation on all levels.

Our track record includes some of the largest integrated urban housing developments in Africa, various rural housing developments, water and sanitation projects, roads and storm water projects, social and economic infrastructure, and industrial developments. We also have an impressive portfolio of asset management, project programme management and development management projects.



REAL ESTATE

- building foundations for quality of life

REAL ESTATE SERVICES

Project packaging studies, feasibility studies, including technical, financial, legal and institutional studies 

Development and project management services 

Civil and electrical professional engineering services (incl. water, sanitation, roads, storm water, telecoms, electrical reticulation) 

Design and construct solutions and implementing agent services 

Asset Management services 

Site supervision, construction management and contract administration services 

Programme management 

*"Our philosophy of **doing good** while doing business is evident through all our infrastructure development projects bringing about social change, local economic development and access to basic services. Our track record includes some of the largest integrated urban housing developments undertaken in Southern Africa to date, providing amenities, services and homes to more than 250 000 families. Similarly, we have provided a formidable range of water, sanitation, roads and housing projects serving more than 1 000 000 people in various rural and urban communities."*

*Steyn van Blerk,
MD: Real Estate*



REAL ESTATE – A CASE STUDY

By the middle of 2019, Bigen's purpose of **doing good** while doing business will have contributed to improved livelihoods for at least 1 450 families when they take occupancy of newly constructed homes in Rama City, located to the north-west of Tshwane in Gauteng.

Launched in 2018 as a Mega Project, the US\$ 693 million Rama City project will be developed in phases over 10 years to meet the housing, economic and social needs of the communities of Ga-Rankuwa and Soshanguve. Bigen has been appointed by Rama City Development Company, of which the community is one of the shareholders. We provide project management, civil engineering and electrical engineering services for the development.

"Our emphasis on contributing to sustainable socio-economic development wherever we work is certainly being given effect at Rama City," says Steyn. "The project will not only create local jobs during the implementation phase but we also aim to have focused skills development and training programs to assist beneficiaries with the skills to ensure economic participation in the long term."

Rama City will provide different types of accommodation that ranges from low-cost, affordable middle-income and bonded housing to community rental and affordable social rental units to address the wide-ranging housing challenges in the area. Following a successful land restitution process, this Mega Project, situated on a 755ha farm next to Ga-Rankuwa and the Rosslyn industrial areas, is set to make significant in-roads into the growing housing backlog. The project will entail 10 fully serviced townships with more than 17 700 mixed-use housing units, as well as community facilities, business stands and industrial zones.

"We are excited about being involved in constructing these new 'cities of the future' and committed to our role in driving social and local economic development through the delivery of human settlements in Gauteng and continent-wide."

Rapid Land Release Programme, South Africa



Location	Gauteng	Bigen's role To analyse the readiness of 23 land parcels for commencement of services of installation as well as to recommend planning activities to complete land preparation. To analyse appropriateness of proposed development solutions in line with programme objectives and current socio-economic context and potential development impact
Client	Gauteng Provincial Government	
Stakeholders	Residents in Gauteng	
Purpose/ Scope	Expedite release and allocation of land on identified sites to qualifying beneficiaries to construct houses for themselves, and for urban agriculture, township businesses, as well as sports and recreational purposes	
Value	US\$ 40 000	

Development impact:

Doing good while doing business

17 000
potential temporary jobs

12 000
potential housing opportunities serviced sites

600
potential full-time jobs

potential **social amenities** to include libraries, clinics, sports fields, parks, schools, crèches, community and religious centres

Thorntree View Integrated Housing Development, South Africa



Location	Soshanguve, City of Tshwane	Bigen's role Planning, design and construction monitoring of 49 000 mixed-use residential units over multi-years
Client	Valumax	
Stakeholders	Local communities and Government	
Purpose/ Scope	Fast-track the release and allocation of affordable, bonded, subsidised and rental housing units; integrated in social and economic infrastructure, to address the housing backlog and service delivery challenges in the area	
Value	US\$ 79 million	

Development impact:

Doing good while doing business

56 construction contracts to date

49 000
housing opportunities – serviced sites

257 000
temporary job days

34 400
full-time job days

social amenities including primary and secondary schools, training facilities, parks, pedestrian walkways, business sites, shopping centres, fuel stations and recreational facilities

Department of Basic Education (DBE) Programme Support
Unit for the Accelerated School Infrastructure Delivery Initiative
(ASIDI) / Education Infrastructure Grant (EIG), South Africa



Location	Nationally, all nine provinces	Bigen's role Programme and project management (decisions about maintenance, renovation, refurbishment, replacement, construction), engineering services (structural, civil, electrical), oversight, monitoring and evaluation, social facilitation, skills development and legal services, infrastructure and building assessments and enterprise development services
Client	DBE	
Stakeholders	ESKOM; provincial DBEs; *DPW; *SGBs and implementing agents including DBSA; Mvula Trust; IDT and *CDC	
Purpose/ Scope	Implementing ASIDI and EIG funding to improve schooling conditions (basic safety and optimal functionality) at 24 000 schools nation-wide	
Value	US\$ 763 million over six years	
Partners/Associates	BTKM; Mott MacDonald; Batsesa Engineering Services; Indigo Kulani; Aurecon and Core Focus	

Doing good while doing business

Development impact:

500 schools replaced (built with inappropriate materials)

2 500 services projects (improved supply of water, sanitation, electricity)

improved sports facilities, disabled access, communications technology and safety

*SGB: School Governing Body; DPW: Dept. Public Works; CDC: Centres for Disease Control

Leeuwpoot Development, South Africa



Location	Boksburg, City of Ekurhuleni	Bigen's role Development management project management civil & structural engineering electrical engineering construction monitoring contract administration
Client	The Leeuwpoot Developments (Pty) Ltd	
Stakeholders	Local communities and Government	
Scope	The purpose of the project is to implement mixed use developments in Sunward Park (Leeuwpoot South) with Parkdene and Reiger Park (Leeuwpoot North). The developments will include housing; retirement villages; commercial and industrial developments	
Value	US\$ 409 million	

Doing good while doing business

Development impact:

650 000 temporary and
2 800 full time job opportunities

3 sites identified within programme

3 allocated projects

26 000 housing opportunities

social amenities
libraries, clinics, sports fields, parks, schools, crèches, community centres and religious centres



Transportation is integral to **TRADE AND SOCIO-ECONOMIC GROWTH** in Africa. Despite recent advances, only about one-tenth of trade is intra-regional. Improving the region's cross-border transportation network to move goods, people and services more effectively is an imperative for creating future prosperity.

Our development impact

4 ground-break- ing projects	13 369 direct jobs created	5 000 indirect jobs created	4 738 semi- & unskilled jobs created
8 631 informal jobs created	24 communities benefiting	75 professional jobs created	12 QSE/ESE appointed

Efficient and sustainable transportation systems create multiplier socio-economic benefits. In South Africa, for instance, the taxi industry transports 15-16 million commuters daily and represents 71% of the community public labour force, while a national road maintenance programme has created jobs and business opportunities for emerging contractors since 2010.

At **Bigen**, our transportation services reflect our commitment to **doing good while doing business**. We continue to pioneer the development of emerging contractors in road construction and maintenance. We also develop in-house procurement strategies for contractors to maximise localised small business development, such as in the multi-billion Namibian dollar rail project, profiled here.



TRANSPORTATION

- driving towards future prosperity

TRANSPORTATION SERVICES

Advisory: 

- concept planning to detailed engineering and execution
- master planning and strategic advice (EPCM, EPC, EPC + Finance),
- project management and contract administration

Socio-economic development (SED): 

- related studies, assistance, supplier development support and planning,
- enterprise development, localisation and small business promotion

*"Our myriad of roads & rail projects richly contributes to the growth of various countries' economies as it provide essential access to food, healthcare, education and employment. In addition, through our purpose of **"doing good while doing business"**, we empower communities through capacity building and employment of local community members and SMME's."*

Henk Bester,
MD: Transportation



TRANSPORTATION – CASE STUDIES

Bigen's involvement in two roads infrastructure projects in the Eastern Cape is providing members of adjacent communities with job opportunities, better-quality access to towns and villages, as well as improving operating conditions for commercial and farming businesses. "Our activities in the Eastern Cape are aligned directly with purpose of **doing good while doing business** and ensuring that we create sustainable socio-economic development impact wherever our projects take us. Through these projects, the commute and economic well-being of approximately 40 000 people has improved significantly," says Henk.

The maintenance and repair of a section of the national road between Indwe and Maclear in the Eastern Cape, and repairs and safety improvements to roads and bridges in the towns of Indwe, Elliot and Maclear during the past year, resulted in 135 subcontracts awarded to 84 targeted enterprises from surrounding communities to the value of almost US\$ 11 million. In addition, 589 jobs, including 20 fulltime positions at a cost of just over US\$ 1,7 million, were created. This included empowerment opportunities for 34 women and 31 young people.

"A Bigen team is always available on-site to provide subcontractors with on-the-job training and assist them to increase performance and grow their businesses," says Henk.

The upgrading of national routes in the southern region of the Eastern Cape saw Bigen's participation in the project result in the creation of 692 jobs, including 16 fulltime positions at a cost of just over US\$ 1,1 million. This included empowerment opportunities for 312 women and 285 young people.

The 60 small enterprises targeted for the project received 64 subcontracts to a total value of close to US\$ 3,6 million and included 12 (20%) women-owned businesses. Bigen also issued 268 certificates to those who attended tendering and construction training courses.

Appreciation for Bigen's assistance is perhaps best expressed in the words of one of the small business owners: "Bigen, thanks for everything and for your assistance. To be honest with you, you are a star. Bigen was always there when we needed you. The manner in which you handled us and the professionalism you displayed clearly shows me who you are. I have never seen somebody like you who is of assistance to the emerging contractors. Only few people are like you. Thanks once more."

And in KwaZulu-Natal, the construction of two right-of-way-lanes for mixed-traffic road-use along 6.2 km of Josiah Gumede, Quashana Kuzwayo and Beviss Roads in Pinetown, created employment for six emerging contractors and 32 subcontractors from the local municipal wards in the area.

"We used the opportunity to sponsor several sports and school events, as well as some community functions. Direct interaction with communities gives us a greater understanding of their needs, hopes and dreams. Helping to fulfil these in even the smallest way, attests to Bigen's belief that compassion also requires active support for those less fortunate."

Pokuase Interchange, Accra Urban Transport Project (AUTP), Ghana



Location	Pokuase Interchange Accra, Ghana	Bigen's role Joint appointment for technical design review, value engineering and construction supervision to construct 5 km Awoshie-Pokuase road, 3-tier interchange at Pokuase ACP Junction, 2 km Accra-Nsawam Highway, 2 km Kwabenya road and 10 km local roads
Client	Ministry of Roads and Highways; Department of Urban Roads	
Stakeholders	Government and general public	
Scope	Improve transportation for the commuting public; reduction in travel time and cost and overall enhancement of road safety and standards	
Value	US\$ 84 million	
Partners/Associates	Associated Consultants Ltd	

Development impact:

Doing good
while
doing business

improved
mobility

access to **socio-economic**
opportunities

facilitation of **regional**
integration

Walvis Bay to Kranzberg Rail Project (WKRK), Namibia



Location	Walvis Bay to Kranzberg, Namibia	Bigen's role Full engineering; procurement and construction management (EPCM), incl. initial studies to affirm upgrading strategy and freight demand profile to 2025, and develop a procurement strategy to ensure efficiency and economic value. Rail is integral to the green growth agenda, to greenhouse gases, air emissions and noise and vital to efficient freight transport and economic growth
Client	Ministry of Public Works	
Stakeholders	Government; general public and affected communities	
Scope	Upgrading and improving ±220 km railway line between Walvis Bay and Kranzberg as part of the larger upgrade to Tsumeb (part of Namibia National Development Plan) to increase income equality and create jobs and high, sustained economic growth	
Value	N\$4 billion	
Partners/Associates	Bigen Kuumba	

Development impact (opportunities that will ultimately be generated):

Doing good
while
doing business

30-75
professional jobs

500-650
skilled labour

1 900-2 000
semi- and
unskilled labour

2 500-2 750
informal jobs
created

4 000-5 000
total indirect jobs

Rustenburg Rapid Rail Transport (RRT) Feeder Routes, South Africa



Location	Rustenburg, North West	Bigen's role Full engineering services: - procurement and construction management (EPCM)
Client	Rustenburg Local Municipality	
Stakeholders	Thlabane Wards 8-11 & 13	
Purpose/ Scope	Integration of various modes of transport with a high-quality, affordable, safe, rapid, reliable, accessible and environmentally friendly transport system	
Value	US\$ 2,4 million	
Partners/ Associates	Lotshepe Development Engineers	

Development impact:

Doing good while doing business

US\$ 2,4 million spent on employing local subcontractors

20 subcontractors appointed and received PCs and certification

US\$ 52 000 spent on training and skills development

189 employees benefiting from jobs created

Rejuvenation of some national routes in the southern region, South Africa



Location	Eastern Cape	Bigen's role SMME procurement and subcontracting administrative assistance, incl. SMME pre-qualification, compiling, issuing, receiving, evaluating and adjudicating tenders, awarding motivational training and assisting with tender contracting
Client	South African National Roads Agency	
Stakeholders	Six local municipalities; local communities; farmers in/around villages and business owners	
Purpose/ Scope	Maintenance of ±1 483 km roads across the province	
Value	US\$ 9,3 million	

Development impact:

Doing good while doing business

407 jobs created, incl. 285 youths (18-35) and 16 full-time jobs

US\$ 1,1 million value of total number of jobs created

64 subcontracts awarded to 60 total targeted black-owned enterprises, incl. 23 women-owned and 15 youth-owned enterprises

US\$ 3,7 million spent on subcontractors engaged

66 subcontractors trained and skills developed

166 people trained, incl. 149 in tendering and 17 in construction

"Water provides life, is a phrase that means so much more in an arid country such as Botswana. People's lives are improved in many different ways once they have access to adequate and reliable water."

Mias van der Walt,
MD: Water



WATER – A CASE STUDY

Gaborone, the capital and economic hub of Botswana, is located in the semi-arid part of the country. The North South Carrier (NSC) regional water transfer system was completed and commissioned during 1999 to supplement raw water supply to Gaborone to support the capital's continued growth and development.

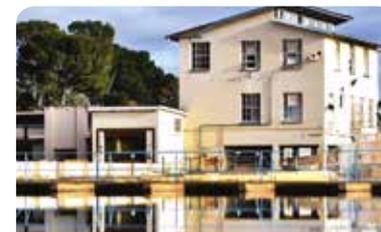
Raw water from the Letsibogo and Dikgathlong Dams, located some 400km north east of Gaborone in eastern Botswana, is transferred via the NSC past the Palapye and Mahalapye demand zones to the Gaborone node.

The 60 MI/day NSC transfer capacity to Gaborone was recently extended with the incorporation of a booster pump station. Botswana Ministry of Land Management, Water and Sanitation Services recently developed Pump Station 4.1 which is located approximately 120 km north-west from Gaborone with Bigen undertaking the FIDIC Yellow Book role of the Engineer.

The Pump Station 4.1 Works was completed and commissioned during 2018 and the NSC transfer capacity to Gaborone was increased from 60 MI/day to 108 MI/day. At the increased capacity of the extended NSC water and sanitation services to approximately 580 000 additional people can be provided in and around Gaborone.



Maselspoort Potable Water Re-use Plant



Location	Bloemfontein, Mangaung Local Municipality	Bigen's role - Debottlenecking of the rapid gravity sand filtration process to increase the treatment capacity to 140 Ml/d; - Dissolved Air Flotation unit process for removal of algae; - Pre- and main ozonation process for treatment of organics, taste and odour, colour and pathogen inactivation; - Integrated plant communication, control and SCADA system; and - UF as final barrier of micro-organisms and suspended solids.
Client	Mangaung Local Municipality	
Stakeholders	Communities in Bloemfontein area	
Purpose/ Scope	Process upgrade of 130 ml/d IPR in order to have additional treatment processes to treat the raw water to potable standards	
Value	US\$ 55 million	
Partners/Associates	Nemai Consulting; Makecha Development Ass.; Urban-Econ Development Economist and WRP Consulting Engineers	

Doing good while doing business

Development impact:

190 000 people benefit from potable water

North-South Carrier (NSC) Pump Station 4.1 and Associated Works on NSC 1 Water Transfer Project, Botswana



Location	Serorome, Gaborone	Bigen's role The Pump Station 4.1 Works was completed and commissioned during 2018 and the NSC transfer capacity to Gaborone was increased from 60 Ml/day to 108 Ml/day i.e at the increased capacity of the extended NSC will provide water to approximately 580 000 consumers in and around Gaborone
Client	Ministry of Land Management; Water and Sanitation Services, Botswana	
Stakeholders	Communities in eastern Botswana	
Purpose/ Scope	Raw water from the Letsibogo and Dikgathlong Dams, located some 400km North east of Gaborone in Eastern Botswana, is transferred via the NSC past the Palapye and Mahalapye demand zones to the Southern Node centered on Gaborone	
Value	US\$ 41 million	
Partners/Associates	CWJV	

Doing good while doing business

Development impact:

200 local suppliers and subcontractors employed

1 480+ local labourers employed

5 811 locals and labourers trained

direct contribution to local economic growth

Bospoort Potable Water Re-Use Plant (Phase 2)



Location	Rustenburg, North West Province	Bigen's role Project management and engineering services to implement the following: <ul style="list-style-type: none"> - Bospoort WTW (12MI/d-24MI/d capacity and process upgrade); - Bospoort-Rustenburg pipeline replacement; - Boitekong WWTW (8-18MI/d expansion process upgrade; - 20MI/d DAF tertiary treatment at Rustenburg WWTW; - Monakato WWTW upgrade; - Rustenburg WWTW 42-60MI/d upgrade inception report; and - Buffelspoort WTW (5-10MI/d) inception report.
Client	Rustenburg Local Municipality	
Stakeholders	Communities in and around Rustenburg	
Purpose/ Scope	Expansion of water, sanitation, water re-use and pipeline projects in Rustenburg	
Value	US\$ 24 million	
Partners/ Associates	None	

Development impact:

Doing good
while
doing business

access to potable water for **500 000** people

increased water **availability** to Rustenburg municipality

Bafokeng Rasimone Platinum Mine (BRPM): Grey Water Re-use Plant, South Africa



Location	Phokeng, North West Province	Bigen's role WCDM strategy, water balance assessment, dynamic water balance, conceptual and detail design reclamation plant and pumping stations, tender documentation management and construction monitoring
Client	Bafokeng Rasimone Platinum JV	
Stakeholders	Phokeng and Surrounding Communities	
Purpose/ Scope	Water reclamation plant for re-use of grey water	
Value	US\$ 2,8 million	
Partners/ Associates	DJJ Conradie (Electrical Engineering) and Aqua Plan Construction	

Development impact:

Doing good
while
doing business

plant saving BRPM about **US\$ 550 000** p.a

released 4m/d **potable water** into neighbouring communities

reduced pollution of surrounding ground water sources

direct impact on **water security** to Rustenburg region



when where we are
feels like home

socially responsible
PAYING IT FORWARD

Who you are tomorrow begins with what you do today.

Our commitment to being socially responsible is reflected in how we treat one another and those with whom we work. We serve the communities affected by our projects with humility and understanding to promote inclusive growth, human dignity and societal benefit.

US\$ 56 000

Bigen employees' pro bono time

US\$ 11 000

Bigen directorates cash contributions

US\$ 67 000

Bigen 2018 contribution to beneficiaries' value creation

7 University of Life

(UoL) Akaretsa projects implemented

Country-wide support for **Mandela Day** 2018

Charity begins **at home** initiative implemented for Bigen employees

Akaretsa coordinators **pool increased**

As a socially responsible corporate citizen, **Bigen's** inclusive, indigenised partnership approach to Corporate Social Investment (CSI) is intentionally part of our infrastructure development value-chain and aligned with our purpose of **doing good while doing business**. Our CSI initiatives support the less privileged with education, skills development, job creation, medical care and community infrastructure through:

- the **Intuthuko Foundation** on behalf of our clients; and
- our **Akaretsa** (include me) initiatives of doing good among ourselves and those less privileged in our business environment.



AKARETSA

Our **Akaretsa** programme addresses cultural diversity, interaction and communication in the workplace and mobilises a broad spectrum of **Bigen** employees to participate actively in outreach work.

Providing employees with an informed understanding of the effect of culture and communication in intra-organisational behaviour has created an empathetic, constructive and productive work environment in which employees learn, grow and thrive.

Akaretsa initiatives also encourage our employees to help others, often in their own time (we encourage employees to spend at least 4 hours each month on doing good initiatives) and with their own resources. Employees, and some of our partners and suppliers, often join hands to contribute, in-cash or in-kind, to a number of specific causes and beneficiaries.

An example of this largesse is our annual Akaretsa fundraiser, launched five years ago and a highlight on **Bigen's** annual events calendar. **Bigen** management, employees, clients, partners and suppliers contribute to the fundraiser. Over the years the stakes have risen significantly: from an initial US\$ 13 800 in 2014 to US\$ 69 000 in 2015 and US\$ 134 000 in 2018, with a goal of US\$ 346 000 in 2019.

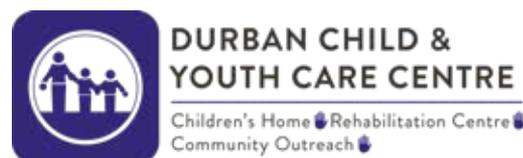
Cash contributions to the fundraiser are distributed to specific, deserving NPOs to provide relief where it is needed most. Beneficiaries include **CATCH**, **Durban Child and Youth Care Centre**, **Intuthuko**, **Nthuse Foundation**, **POPUP**, **TREE**, **Tshwane Child Welfare (Bramley Children's Homes)** and **Tygerberg Community Initiative**. In-kind contributions include assistance with cleaning, maintenance, gardening or simply spending quality time with children and others living in disadvantaged conditions.

During the reporting period, we established a special task team to prepare business plans for all Akaretsa projects to increase their impact. Some of the 2018 Akaretsa projects in which **Bigen** employees were involved through pro bono time, included:

- the **CRUX Urban Poverty Project After-School Care Programme**, supervised children, assisted with homework, provided financial support, delivered groceries and helped with growing vegetable gardens. CRUX learners walked off with all the trophies for Best Learner in Grades 1, 6 and 7 at the Silverton Primary School awards ceremony in 2018 and were also acknowledged as best-in-class in all Grades;
- **Lerato House**, hosted girls' participation in sporting activities at the CSIR; and
- Celebrated 2018 **Mandela Day** with the following initiatives:
 - **Engo Children's Home** in Bloemfontein, provided sanitary products;
 - **Shiloh Community Centre** in Cape Town, donated food and clothes;
 - **Durban Child and Youth Centre**, donated food and established a garden;
 - **Gonubie High School and Hope for Life NGO** (sanctuary for homeless children) in East London, donated books and food, respectively;
 - **Reathusa landfill/dumping site** in Mafikeng, donated food to people living at the site;
 - **Eastern Cape Child and Youth Care Centre** in Port Elizabeth, provided party packs and printed shirts to 97 children; and
 - **Funanani Early Childhood Development Centre** in Mamelodi, Pretoria, painted and upgraded classrooms and play areas.

- University of Life (UoL), a leadership development programme for young professionals, incorporates Akaretsa into **Bigen's** leadership development programmes to further embed the spirit of doing good in future generations of **Bigen** employees. Initiatives include, among others:

- **Engineers Without Borders (EWB)/UP partnership**, project-based technical support, skills sharing, leadership and mentorship support for the pilot project at the Kutumela-Molefi Primary School to upgrade existing infrastructure;
- **Heart to Art**, assisted informal arts and crafts vendors in and around the City of Tshwane to use social media platforms to improve marketing, create e-commerce sales and establish distribution networks; and
- **Bigen/CCI training partnership**, provided free-of-charge resilience training to suitable NGOs, NPOs, PBOs and school and government leadership to provide managers and staff with the tools and skills to handle everyday operations effectively and equip leaders to deal with challenges competently.





every moment is an
inspiration

financial **PERFORMANCE**

Despite operating in an intensely competitive global market and prevailing uncharted economic and political terrain, the Bigen Group still managed to deliver a reasonable financial performance for the year ended 30 September 2018 and has remained a valuable industry player.

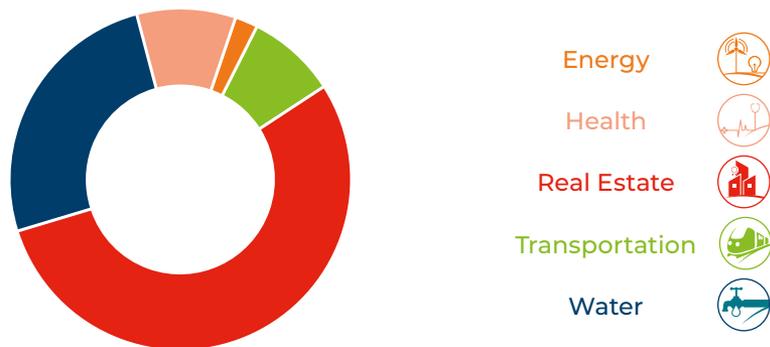
Financial drivers

We embrace opportunities and manage economic, environmental and social development risk to generate long-term shareholder value. Adherence to these principles supports our commitment to continuously improve our sustainability performance on a year-to-year basis.

Our dynamic business model, strong leadership, skilled people, diversified customer base and 'supermarket' of service offerings supported the Group's resilience, with the majority of our directorates trading profitably.

During the reporting period, we continued to emphasise balance sheet growth, sustainable profitability and sound working capital management.

Performance highlights



The market sectors where **Bigen** operates.



Types of stakeholder value created.

Financial sustainability



Value for stakeholders

Our ability to translate strategy into actionable tasks/projects with development impact create ownership and wealth creation opportunities for our strategic partners and key professionals within the company. We generate financial value for all stakeholders, from employees (salaries and other benefits), the state and municipalities (tax revenues) and suppliers (payments for goods and services) to clients and consumers/communities (high-quality services) and shareholders (dividends and share appreciation).

Bigen also regards reinvestment for future growth as a strategic imperative that contributes to shareholder value.

Diversification

We diversify revenue and earnings across our business and services, market sectors and clients to mitigate cyclical trends that affect markets, industries and countries. This also ensures that we create socio-economic development (SED) impact across all sectors.

We enhanced our revenue streams to create a multi-dimensional business to give effect to our Vision 2021 strategy. **Bigen's** advisory services are supplemented by earnings from investments and concessions and SED activities. These are leveraged through the **Bigen** Rubix, an African 'supermarket' of services that provides clients with the option of a single service supplier. The result, ensures that we continue to grow our balance sheet.

In addition to a solid reputation and consistently meeting client expectations, **Bigen's** constructive stakeholder relations continue to result in repeat business. This is a significant portion of our revenue stream, annually.

Bigen maintains a robust business model and is set to continue with positive earnings in the 2019 financial year to ensure financial value creation for all stakeholders.



we focus
on what truly
matters

a perspective on
GOVERNANCE

In essence, good corporate governance is about ethical and effective leadership that is principled, impact-driven and cognisant of the challenges and opportunities of today's business world. It is a fundamental aspect of **Bigen's** strategic and operational reality.

The salient elements of how we govern our business, are reflected in this section.

PARALLEL OWNERSHIP STRUCTURE

Bigen Africa Group Holdings (Pty) Ltd (BAGH)

- Held from South Africa
- Business development in all SADC common monetary areas

Bigen Global Limited (BGL)

- Held from Mauritius
- Business development in all Sub-Saharan Africa non-common monetary areas

SHAREHOLDING

Shareholders/ Holding companies (holdco)

- Professional shareholders jointly hold a majority equity interest in the respective **Bigen** Holdco [BAGH and BGL Groups], aligning shareholder and management interests with the **Bigen** Group
- In South Africa, shareholding in the BAGH Group is held indirectly, employing the modified flow-through principle
- The Holdco [BAGH and BGL] make in-country investments, including in local equity
- A share ownership trust (BOT) was established to benefit persons unable to hold personal ownership in the **Bigen** Group of Companies

Share placement

- Share trading trusts have been established for each holding company
- Share trading trusts conduct all share transacting, apart from new issue and related share subscription
- There is a maximum of two share placement periods per financial year

Share pricing

- **Bigen** Group boards set the share price for each entity in advance of published placement periods
- Share pricing and dividend distributions follow shareholder-approved dividend policies; a dividend yield of 12-16% is policy

GOVERNANCE

Bigen Group holdco boards

- Shareholders elect principal governing bodies for a three-year term in compliance with **Bigen** Group constitutional documents
- Appoint/nominate subsidiary and investment company boards
- Boards oversee/guide compliance with governance codes according to King IV and the National Code of Corporate Governance for Mauritius (2016), as well as **Bigen** Group constitutional documents, code of ethics, licensing, royalties and master service agreements, among others

Subsidiary and investment companies (investco) boards

- The subsidiary and investco boards are governed in accordance with an overarching governance framework set by the holdco boards, consistent with company law applicable in the various jurisdictions of **Bigen's** operations

Delegation of authority

- **Bigen** boards delegate functions to board committees, the BAGH chief executive officer (CEO) or the BGL managing director (MD)
- CEO/MD delegate functions to **Bigen** Group prescribed officers

Management



- Executive Chair guides the governing bodies in their fiduciary duties and represent the triple bottom-line – People, Planet, Profit (PPP) – interests of all stakeholders
- CEO and MD manage day-to-day strategy implementation and operations
- Prescribed officers direct operational and key support service areas

Transfer pricing policy

- Governs project and support service contracting between the stapled holding companies of the **Bigen** Group

Reporting compliance and governance disclosures online at www.bigengroup.com

SUPPORT SERVICES

Finance

- Reports to the chief financial officer (CFO)
- Responsible for financial planning, transacting, controls, payroll, policy and all reporting in respect of **Bigen** Group and subsidiaries according to international financial accounting standards

IMPACT: Sustainable profit and fairly remunerated people

Human capital

- Reports to the human capital director (HCD)
- Responsible for employment, culture, leadership and skills development, transformation, remuneration, policy, performance, reporting and human capital policy

IMPACT: Effective people who deliver a sustainable **PPP** – profits with a positive development impact on people (communities) and planet (environment)

Information and Communications Technology (ICT)

- Reports to the chief information officer (CIO)
- Responsible for information and document management, digital business continuity, technology development and trends, ICT policy

IMPACT: Robust, bespoke systems that enable and support business agility

Legal; audit and risk

- Reports to the chief risk officer (CRO)
- Responsible for legal services for partnerships, contracts, constitutional documents, procurement, internal audit and enterprise risk management, using a database management tool; a formal risk committee has been constituted with accreditation under ISO 9001:2015 and ISO 31000:2009; insurance (professional indemnity, public directors' and officers' liability, commercial crime and asset risks) is placed annually

IMPACT: Ethical behaviour, sustainability and risk management

Governance

- Reports to the company secretary
- Responsible for BAGH and BGL governance delivered to executive and board committees and various investment vehicles; contracts out foreign (non-RSA) governance, overseen by the **Bigen** Group company secretaries; maintains entity and partnership databases, oversees policies and compliance

IMPACT: Triple bottom line – People, Planet, Profit – compliance

Marketing

- Reports to the marketing director
- Responsible for organisational branding, positioning and internal and external communication

IMPACT: Bigen positioned as socio-economic development activist with a solid reputation throughout the African continent



FUTURE READY

- Transformation / indigenisation
- Innovation (creative confidence) and digital preparedness
- Eminence (Vision 2021, master practitioners, entrenching relevance of profession)

We will tell Africa's new story.

We will tell the world about our unique heritage, our humanitarians, innovators and talented youth and our uniquely African challenges, our solutions and the opportunities we pursue to create a land of prosperity for all without prejudice and poverty.

And our story will talk about ordinary people achieving the extra-ordinary to build a better Africa for our children.

We are future ready.

WE ARE THE FUTURE

We'd like
to hear from you

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