



## **COMPANY HISTORY**

The origins of the present Company date back to 2018 when Didee Holdings Pty Ltd was formed by Stopper Rantsiapana and Didintle Rantsiapana. Today the company is one of the few major black woman owned emerging construction companies in South Africa. The driving force behind Didee is a core of dedicated, hands-on management professionals whose experience spans decades of major construction projects in South Africa. Didee's offices are strategically located in Pretoria and Springbok – Northern Cape.

At Didee, we follow a culture of safety, quality and reliability. The driving force behind Didee is a core of dedicated, hands-on management professionals whose experience spans decades of major construction projects across South Africa.

Our activities cover the full construction spectrum and are divided into three main operating divisions – Building Construction, Civil Engineering and Roads and Earthworks.

### **Why Didee is your first choice construction partner.**

- Our strong culture of professionalism and respect
- Our responsive senior management who have extensive industry experience
- Our conservative approach to risk-taking outside of established construction standards
- Our capability to pursue opportunities across numerous geographies
- Our broad technical and sector specialisation
- Our ability to consistently execute and deliver both small and large-scale project

## **OUR VISION**

Leaving a lasting legacy along our roads and through our buildings

To be the leading emerging construction company wherever Didee operates, always striving to be “a pleasure to do business with” by delivering quality solutions in a professional and collaborative manner, every time. Didee is adaptable enough to “go where the work is”, even when conditions are challenging, without compromising its standards. The group navigates competitive market conditions by being flexible and hard-working, focusing on nurturing strong client relationships by being approachable and dependable. We stand firmly behind our motto of “Rely On Our Ability”.

## **COMPANY STRUCTURE**

### **DIDEE HOLDINGS PTY LTD**

Reg No: 2018/51403/07

#### **Gauteng Office:**

P O Box 28966, Sunnyside, 0132  
472 Rooibos Street, Centurion, 0158  
Springbok, 8240  
Cell: 0614262909

Didee Holdings Pty Ltd is a level 1 BBBEE Contributor

#### **Norther Cape Office:**

P O Box 30, Springbok, 8240  
7 Inry Street, Industrial Area,

**Directors: MS Rantsiapana ( Chairman); D Rantsiapana ( CEO)**

Our vision is to be the leading emerging construction company wherever we operate

## **BUILDING CONSTRUCTION**

At Didee we make it work and we do it with passion. We live and breathe construction.

Didee's building division is recognised as a market-leader in the emerging South African building industry within respective geographies . We have a long-established reputation for quality, safety, reliability and delivering against budget the division regularly exceeds client expectations. The division is able to negotiate a number of projects every year as a result. Our teams have the ability to execute any public or private project across numerous sectors in South Africa.

Sectors covered include:

Retail	Commercial offices	Residential
Schools	Healthcare	Hotels and entertainment
Warehousing and industrial	Data centres	

## **CIVIL ENGINEERING AND INFRASTRUCTURE**

The Civil engineering and infrastructure capabilities extend across various sectors throughout South Africa. Our depth of skills and management experience ensure we are able to deliver complex projects to exacting standards.

Sectors covered include:

- Mining infrastructure
- Industrial plants
- Water infrastructure

## **ROADS AND EARTHWORKS**

The Roads and earthworks division operates across multiple traditional and specialist engineering disciplines. Our versatile and agile teams are attuned to the intricacies of doing business in South Africa. With a modern fleet of plant supported by experienced logistics staff we provide unparalleled service.

Sectors covered include:

- Road work and bridges
- Mining infrastructure
- Bulk earthworks
- Water infrastructure and dams
- Energy infrastructure
- Rail infrastructure
- Pipeline infrastructure

## **YOUTH ENTERPRISE SKILL & DEVELOPMENT**

We are currently finalising our outline with the community to so that at the end of the training they will be able to:

- grow interpersonal skills and become a valuable member of any team;
- understand time management, business ethics, business planning and how to handle or create business functions;
- build an understanding of market research, operations planning and management;
- take control of their finances, marketing and branding; and
- handle problems with integrity and wisdom, and make decisions for the right reasons and in high pressure situations.

Didee recognises its people as its most valuable asset hence the establishment of the Training Centre in 2021. Since inception, the Training Centre has sought to rigorously invest in its people through quality skills development and training, ensuring each individual is adequately skilled and empowered for a fruitful career within the construction industry.

### **Services Offered:**

We are finalising our Training Centre which will offers a wide range of construction-related learning programmes that are aligned with the South African Qualifications Authority (SAQA) and the National Qualifications Framework (NQF). We are currently working with the communities to finalised the skills programmes and learnerships, which will be inclusive of customised short courses, on offer.

### **Accreditation Status:**

Didee Training Centre is accredited with 13 qualifications through the Construction Education Training Authority (CETA) as compliant with the South African Qualification Authority (SAQA). Our CETA accreditation ensures that we impart benchmark industry skills that are of the highest standard.

### **PROJECTS**

The Projects division exposes the group to a range of diversified margin streams within the boundaries of the construction environment where we have a proven track record delivering private-public partnerships, concession arrangements and turnkey design and construct solutions.

This team has developed the necessary internal expertise and strategic partnerships with local service providers to implement turnkey projects that create value and minimise risk for our clients.

Sectors covered include:

- Airports
- Mixed Developments
- Banks Upgrades
- Schools
- Serviced accommodation

### **CONSTRUCTION MATERIALS**

We are committed to maintaining the highest standards of quality throughout every phase of the construction processes. Through our external material supply business partners, we supply and install long-steel products for all sectors of the South African construction market.

No matter the job, our culture of safety, reliability and quality always comes first.

## **QUALITY POLICY STATEMENT**

We concentrate on providing our clients with a “top-quality” product, which is directly linked to the achievements of our “Execution Excellence” strategic objective. To this end, we mobilise our management skills to use their resources in the most efficient and cost effective manner to execute projects to the required standard and quality. This, in turn protects and enhances our reputation in the marketplace, and improves profitability. We ensure that high levels of quality are consistently attained on our projects by using best and latest construction practices within the core activities of the group. By continuously improving our processes, we ensure compliance to our own internal standards as well as external specifications, thereby enhancing client satisfaction. A dedicated team of quality personnel, led by experienced professionals assists site management and personnel to identify quality concerns and ensure continuous compliance with the ISO 9001 standard. As a team we strive to:

- Deliver our projects on time, within budget and to the standard of quality;
- Create and maintain a culture of quality within the group;
- Ensure ongoing training across all levels of employees on the Quality Management System (QMS);
- Meet all relevant statutory and legal requirements;
- Provide the necessary resources to deliver the required level of quality;
- Ensure that quality control and quality assurance mechanisms are sufficiently and effectively applied and that documentary evidence is maintained;
- Document and measure quality objectives and targets through internal audits and management reviews;
- Ensure that all advisors, suppliers, subcontractors and others involved on our projects meet the required quality standards;
- Continually review, improve and implement best practice quality management procedures;
- Seek feedback from our clients and consultants on our performance and the level of quality delivered.

While the board of directors retains overall accountability for the organisation, it delegates the daily running of the group to the CEO and the non-executive . The board also delegates specific responsibilities to the following committees All the committees are chaired by Stopper Rantsiapana:

- AUDIT COMMITTEE
- RISK COMMITTEE
- NOMINATION COMMITTEE
- REMUNERATION COMMITTEE
- SOCIAL AND ETHICS COMMITTEE

## **AUDIT COMMITTEE**

The Audit and risk committee fulfils the two separate functions of audit and risk. From an audit perspective, the committee provides oversight of the financial reporting and disclosures of Didee, including all reporting. From a risk perspective, the committee develops strategies to mitigate or exploit the risks identified and prioritised by the risk management team.

Composition: Chairperson : Stopper Rantsiapana : Didintle Rantsiapana - CEO and Gawie Van Der Merwe - Independent non-executive

> Further information about the role of the Audit and risk committee

Every member of the Audit and risk committee is an independent non-executive . The committee is chaired by the Stopper Rantsiapana. The committee meets at least four times a year to discuss audit-related issues and at least twice a year to discuss risk-related issues. The CEO, members of senior management, Internal and External Auditors, chairman of the Operational Risk Committee (ORC), and representatives of the external auditors attend committee meetings by invitation. Role of the committee from an audit perspective The audit committee provides oversight of the financial reporting and related disclosures of the group, including all reporting. The committee also obtains external assurance on the effectiveness of internal controls and the veracity of the financial statements included in the annual integrated reports of the company. Its primary objectives, which are outlined in the Audit committee charter, are to:

- monitor the adequacy of financial controls and reporting;
- review the audit plans of the external and internal auditors and their adherence to these plans;
- review, and recommend for adoption by the board, all financial information that will be disclosed publicly;
- consider the extent of non-audit services undertaken by the external auditors;
- ensure that the financial reporting of the company complies with the Companies Act of South Africa;
- review and make recommendations to the board on all financial matters.

The terms of reference of the committee allow for it to hold closed sessions with the internal auditors, the external auditors and management. Both internal and external audit have direct access to the chairman of the committee. It also approves the scope of, and fee for, external audit services and monitors compliance with non-audit services. Role of the committee from a risk perspective The committee oversees the governance of risks faced by the company. Its primary objectives are to:

- establish and maintain an understanding of the risk universe that needs to be addressed if the company is to achieve its objectives;
- ensure that a thorough business risk assessment is undertaken and that a risk profile is compiled by management;
- monitor the risk management of the company; and
- satisfy governance reporting requirements.

The management of Didee has identified and ranked the risks faced by the company (view the current strategic risk profile for further information) and, in turn, the committee has developed strategies that will

allow the business to benefit from the opportunities presented by some of these risks, as well as mitigating the potentially negative impact of others.

## **RISK COMMITTEE**

Composition: Chairperson : Stopper Rantsiapana : Didintle Rantsiapana - CEO and Gawie Van Der Merwe - Independent non-executive

## **NOMINATION COMMITTEE**

The Nomination committee identifies and recommends individuals for board appointments. Members of the committee consider specific skills, board composition requirements and gender when nominating candidates. The committee is also responsible for ensuring the integrity of the nomination process. The Nomination committee identifies and recommends individuals for board appointments. Members of the committee consider specific skills, board composition requirements and gender when nominating candidates. Currently chaired by the lead independent, the committee is also responsible for ensuring the integrity of the nominating process. Its principal responsibilities, which are outlined in the Nomination committee charter, are to ensure that:

- Executives are appointed through a formal process;
- induction and ongoing training and development of take place; and that formal succession plans for the board, CEO and senior management appointments are in place.

Composition: Chairperson : Stopper Rantsiapana : Didintle Rantsiapana - CEO and Gawie Van Der Merwe - Independent non-executive

## **REMUNERATION COMMITTEE**

The role of the Remuneration committee is to assist the board in ensuring that executives and senior management of the company are fairly and responsibly remunerated, and that the disclosure of executive

remuneration is accurate, complete and transparent.

Composition: Chairperson : Stopper Rantsiapana : Didintle Rantsiapana - CEO and Gawie Van Der Merwe - Independent non-executive

> Further information about the role of the Remuneration committee

The committee consists of at least one independent non-executive and it is currently chaired by Chairman, Stopper Rantsiapana. Senior executive management is invited to meetings to provide adequate background to the matters that are debated. Meetings take place biannually, at times when bonuses are awarded and when increases are decided. Its major responsibilities, which are outlined in the Remuneration committee charter, include:

- assisting in the planning and structuring of the company remuneration policy;
- determining both executive and non-executive packages;

- advising on performance and other incentive-based schemes for both executives and employees;
- reviewing and recommending to the board all proposals for executive share-based and other short- and long-term incentive schemes;
- advising on the conditions stipulated in employment contracts for the executive of the company and other members of executive management, with appropriate notice periods;
- and scrutiny of all benefits, including retirement and medical aid funds and other financial arrangements.

Annual decisions the committee is required to make:

- Authorisation of amendments to remuneration policy documents;
- Determination of annual total cost to company (TCC) increases and short-term incentive bonuses, having given consideration to:
  - inflation;
  - benchmarking against general increases in the construction industry;
  - individual performance; and
  - factors relating to guaranteed pay.

## **SOCIAL & ETHIC COMMITTEE**

The broad-reaching mandate of the Social and ethics committee is to act as the 'conscience' of the organisation and to ensure that Didee conducts itself as a responsible citizen. To perform this function, the committee monitors and informs the activities of the organisation from a variety of perspectives, including: social and economic development; ethical standards and decision-making; environmental, health and public safety accountability; responsiveness to stakeholders; and labour and empowerment

Composition: Chairperson : Stopper Rantsiapana : Didintle Rantsiapana - CEO and Gawie Van Der Merwe - Independent non-executive

objectives.

> Further information about the role of the Social and ethics committee

The Social and ethics committee fulfils an oversight role from a compliance perspective and its primary functions, which are outlined in the Social and ethics committee charter, are to:

- ensure that Didee conforms to all appropriate legislation and codes of best practice;
- ensure that the labour and human rights, are upheld;
- obtain confirmation of adherence to environmental and health and safety laws; and
- advance the empowerment and transformation objectives of Didee (which include preferential procurement, social investment and emerging contractor development).

## **SUSTAINABILITY**

## OUR PEOPLE

Our people are the key stakeholders of the organisation and essential to its continued success and sustainability. As a result, we are committed to providing a safe, healthy and enabling workplace that is characterised by mutual respect, fairness, integrity, non-discrimination, equal opportunities and open, two-way engagement. Owing to the geographic diversity of our workforce, we have developed appropriate global, regional and site-based policies and programmes. We follow the guidelines promulgated by the Department of Labour and comply with all legislation governing conditions of employment and labour relations in South Africa. Employee remuneration and benefits At Didee, we undertake to provide all potential and existing employees with equal opportunities in terms of recruitment, promotion, transfer, employee benefits, training and conditions of service. We provide well-structured employment contracts and fair and competitive remuneration. Remuneration for people employed or contracted with Didee is determined by management with reference to the remuneration policy and with oversight from the Remuneration committee, a committee of the main board. The principles that guide our approach to remuneration include the following: providing competitive remuneration packages that are realistic for the markets within which the company operates; rewarding high-performing employees for the contribution made in the region, division or company for which they work; creating key performance indicators (KPIs) that are based on specified economic, social and environmental targets; designing incentive packages to reward performance (including share-based incentives for key personnel); and non-financial rewards and recognition to ensure key employee retention. We offer an equal rate of pay to both male and female employees of equivalent experience. Over and above the legally mandated employment benefits, we provide our full-time employees with retirement funding and medical scheme benefits. When hiring employees in South Africa, we give preference to members of the local community where possible and, in some cases, offer training opportunities to community members that will allow them to develop the skills they need to be employed by the company. Employee relations and industrial action Didee recognises the rights of its employees to engage in collective bargaining and a large majority of employees in South Africa are covered by collective bargaining agreements. We have recognition agreements in place with both the National Union of Mineworkers (NUM) and the Building Construction and Allied Workers Union (BCAWU) in South Africa and adhere to collective bargaining agreements, with due regard to the relevant legislation. Didee does not tolerate discrimination and also upholds the rights of its employees to freedom of association. Potential employees are also advised of their rights in this regard. We consult with employees in advance of any significant operational changes and we consult with unions with the aim of reaching agreement. Negotiations on substantive matters take place at industry level with the South African Federation of Civil Engineering Contractors (SAFCEC) and the representative unions. While this process covers the majority of our hourly-paid employees, the balance of our personnel is covered by various bargaining council and voluntary bargaining forum agreements. Development and training Whenever possible, we identify internal talent for development rather than hire from outside and have a policy of developing and promoting people from within the group. Investing in the development of our people is a pro-active way of ensuring the long-term success and sustainability of our business. Our focus is on ensuring all employees have access to training and development programmes that are relevant to their positions in the company and their personal growth. Didee complies with all of the requirements of the Construction Education and Training Authority (CETA) and a comprehensive Workplace Skills Plan (WSP) has been drafted and submitted. Management Started in July 2012, the



Didee Core Contracting Competency Framework (C4) provides a robust and scalable career development model, for positions from Site Engineer to Contracts Executive, and beyond, with agreed levels of proficiency at each step. Engineers Didee has developed an in-house training programme that focuses on young engineers who have joined our company within the first three years of their careers. This programme covers: the policies and procedures of the company; administration functions and contact details; quality; environment; safety; tendering; together with a visit to our plant and services yard. Site Agents Didee has also developed an in-house training programme that focuses on Site Agents and Assistant Site Agents with between three and six years of experience. Topics covered by this programme include: scaffolding; costing; sub-contractors; brickwork etc. Diversity training Didee uses an external provider to conduct 'Celebrating Diversity' training for the company. This training intervention is an ongoing process. For further information regarding the number of employees who have received diversity training, please see the Training and Skills Development report in our integrated reporting section. Anti-corruption Training on anti-corruption procedures is outsourced to an external provider, Compliance Online. The training is completed online by senior management and all staff involved in tenders and procurement.

## **HEALTH & SAFETY**

Construction is inherently a high risk activity and we recognise that we have a moral and legal obligation to safeguard and protect the wellbeing of our people. We strive for a work environment that achieves 'zero harm', which means operating without fatalities and the minimum of lost-time injuries (view our current LTIFR in the health and safety review. ). We also recognise that our Occupational Health and Safety (OHS) responsibility extends beyond Didee employees and encompasses every stakeholder involved on one of our projects. The company assumes overall responsibility for the safety of our employees and stakeholders through the Social and ethics committee and each operational manager assumes responsibility for safety within their individual business units, ensuring that the Company Safety Management System (OHSAS 18001:2007 certified) and company OHS policies and procedures are implemented on every project. Safety Management System Didee Safety Management System (SMS) ensures that our approach to safety is documented and methodical. Based on a comprehensive set of explicit procedures and records, the SMS defines how risk is identified and managed by the company. The objective of the SMS is to improve our safety performance continuously through the seamless integration of planning, implementation and performance review processes. Establishing a culture of safety We also recognise that policies and procedures alone do not create a safe working environment and continue to entrench a culture in which our employees assume responsibility for their own safety. We are also working to extend this culture outside of work — at home and with their families — by making safety an automatic, innate consideration. As part of our preventative efforts, we are encouraging an environment in which employees can report 'near-misses' without fear of reprisal, so that solutions that will prevent similar incidents from happening in the future can be devised and implemented. We also have an incentive programme in place that rewards employees and stakeholders when OSH targets and objectives are achieved on a project (typically, targets are set for every 500 000 injury-free hour tranches that are met). Safety training Didee provides two types of safety training: labour on-site and management. Labour on-site safety training topics include: working at heights; scaffold erecting and dismantling; scaffold inspection; manual material handling; rigging and slinging; training in the use of electrical power and hand tools; and administering basic medical assistance (first aid). This

training takes, on average, between two and three days to complete. Management safety training topics include: incident investigation; legal liability; construction regulations; safety, health, environment and quality (SHEQ); a safety management training course; construction regulations; and hazard identification and risk assessment (HIRA). Management training also takes, on average, between two and three days to complete. Medical fitness programme Didee has a medical fitness programme in place through which every employee is tested to ensure that he or she is considered fit to work in a construction environment. The programme has been most successful in managing high-risk medical conditions, such as high blood pressure, diabetes and epilepsy, as well as occupational diseases. HIV/AIDS We recognise that HIV/AIDS has a significant impact on our business, both in terms of our fellow employees and the broader communities and markets in which we operate. The majority of people suffering with HIV/AIDS live in Africa, hence our strong interest in supporting awareness, testing and treatment programmes. Didee has an HIV/AIDS Policy (In our health and safety review) that describes our commitment to confidentiality, non-discrimination and to developing/implementing programmes for treatment and prevention. We also conduct regular HIV/AIDS awareness, counselling and testing programmes. Further awareness is generated through our 'toolbox talks' and posters that are distributed to sites and regional offices. With regards treatment, we provide Antiretroviral (ARV) treatment to permanent employees through a medical aid scheme and managed healthcare provider. Non-permanent employees are provided with five counselling sessions before being transferred to state services. In addition, we support numerous community-based programmes through our CSI investments and initiatives and further detail regarding these can be found on request.

## **TRANSFORMATION**

Didee takes its commitment to transformation seriously. Transformation has always been a personal priority for the current chairman, Stopper Rantsiapana, and it is a priority that continues to be debated, planned and reviewed at the highest levels of the organisation. Didee reviews its transformation targets and performance on a regular basis. The Executive committee meets quarterly to review all seven elements of the Broad-Based Black Economic Empowerment (BBBEE) Charter scorecard and to set and revise targets, which are then communicated to the board. For further detail regarding our BBBEE Scorecard. Enterprise Development Programme Didee subscribed to the principle of small business development prior to legislative requirements. Research indicates that 93% of emerging construction contractors (SMMEs) are unable to sustain a business past a three-year period. Upon further investigation, it became clear that business/management knowledge was the missing ingredient that needed augmentation. In direct response to this state of affairs, the Didee Enterprise Development Programme (EDP) was formulated with the following objectives in mind:

- Formally mentor emerging contractors in the construction industry.
- Assist emerging contractors to become independent and sustainable.
- Monitor and document the development of each entity (portfolio of evidence).
- Ensure the scheme is feasible and simple to manage.

The focus of the EDP is on the development of the whole entity (the company and its employees), which helps ensure better overall sustainability and that more individuals benefit from the programme. As each entity develops, natural and sustainable job creation occurs. The EDP model supports this development by identifying the right personnel within Didee to mentor and guide the people performing the same roles

within the emerging contractor. External training interventions by subject experts are also sponsored when specific needs are identified. The explicit aim of the programme is to develop the protégé to achieve independent operational capacity at the maximum potential level of the company. The model is designed to ensure that the support that Didee provides to the emerging contractor is slowly withdrawn, throughout the levels of development, in an agreed and structured way.

## **SOCIAL INVESTMENT**

Didee considers Social Investment to be a moral responsibility rather than a contractual obligation. Our SI programmes are focused on providing assistance and upliftment to communities in the areas in which we operate, especially in remote rural locations. We seek to support infrastructural projects, such as the building or repair of schools, crèches and clinics, as these play to our strengths and expertise as a construction company, as well as providing tangible and measurable benefits to the community directly. We also favour sustainable projects that will provide ongoing benefits to the community, such as long-term employment.

## **QUALITY POLICY STATEMENT**

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4. Meet all relevant statutory and legal requirements;
5. Provide the necessary resources to deliver the required level of quality;
6. Ensure that quality control and quality assurance mechanisms are sufficiently and effectively applied and that documentary evidence is maintained;
7. Document and measure quality objectives and targets through internal audits and management reviews;
8. Ensure that all advisors, suppliers, subcontractors and others involved on our projects meet the required quality standards;
9. Continually review, improve and implement best practice quality management procedures;
10. Seek feedback from our clients and consultants on our performance and the level of quality delivered.