NETCARE

Netcare Limited

KEY ESG INDICATOR REPORT

For the year ended 30 September 2025

Contents

The Netcare key ESG indicator report contains the key metrics we measure as part of assessing our ESG performance. The content in this report supports our disclosure in the Netcare integrated report and ESG report. 2025 metrics are reported for the period 1 October 2024 to 20 September 2025, except in instances where otherwise specified (eg our 2025 skills development metrics pertain to the skills development period 1 April 2024 to 31 March 2025).

Environment

Scope of reporting

Our environmental data cover all Netcare hospitals, Netcare Akeso mental health facilities, Netcare Medicross medical and dental centres and laundry and hospital vehicle transport. All metrics, unless otherwise specified, exclude National Renal Care. The following are included in the scope for emissions, energy and water consumption, and waste generation:

- Public private partnerships;
- Joint venture operations; and
- Netcare 911 facilities located at Netcare hospitals.

Assurance

Our energy, carbon footprint, waste generation and water usage have been independently verified by Verify CO_2 and our Scope 3 emissions reporting is assured by The Green House. Our compulsory emissions reporting is assured by Verify CO_2. Verification is undertaken at a limited level of assurance.

Measurement

Energy

We measure energy consumption through electricity purchased and calculate reductions against our performance at baseline. Meters are critical for establishing accurate baselines against which to measure, verify and report energy reductions, as well as to accurately record our tenants' usage. Electricity meters cover 100% of the Group's facilities. We have also installed meters on generators and diesel tanks – these allow us to track real-time generation and fuel consumption, enabling us to timeously identify low fuel levels. National audits enable us to identify opportunities to reduce our electricity consumption, as well as additional projects for implementation.

Emissions

Our carbon footprint is calculated using the WBCSD/WRI Greenhouse Gas Protocol Corporate Accounting Standard, 2nd Edition, 2004 for assurance purposes. Scope 1 emissions include mobile fuels (diesel, petrol and aviation fuel), stationary fuels (natural gas, diesel for generators, LPG and coal), fugitive emissions (refrigerants (R134A, R410A, R404A, R407C, R507A, R32) and medical gases (nitrous oxide, carbon dioxide, nitronox, nitric oxide, liquid oxygen, oxygen, helium)). These are measured by converting volume data from actual purchases from suppliers into equivalent CO_2 emissions. Scope 2 emissions are assessed by measuring the amount of electricity used at each of our facilities, converting this into equivalent CO_2 emissions based on how the electricity was generated – FY 2025 emissions were calculated using the 2023 DFFE CO_2 emissions factor of 0.906 kg CO_2/kWh. This was used as it is more accurate than Eskom-published emissions factors. Our Scope 3 emissions and footprint are calculated in accordance with the Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Baseline calculations cover all Netcare hospitals (including training, laboratory, laundry and administration facilities), Netcare 911, Netcare Akeso facilities, Netcare Medicross centres and National Renal Care units.

Waste

Waste governance is managed on SafeCyte (the Group safety, health, environmental sustainability and quality information management system), and a data management dashboard is used to track waste volumes at hospitals. Our audits of waste service providers cover compliance with waste management regulations, training, competency of employee, waste information systems, control and security, transportation, monitoring, environmental impact and health and safety. Waste is measured by collecting and weighing the waste collected for each waste stream.

Water

Water consumption is measured via water meter readings. Water meters are installed at all Netcare hospitals, Netcare Akeso facilities and National Renal Care units. Data from utility accounts is used to determine water usage at Netcare Primary Care sites.

Environment continued

Progress against key targets and strategy

2030 environmental sustainability strategy targets	Target	2025	Baseline 2023	Variance
Energy (kWh/bed/year)	1% ▼by FY 2030	**18 787**	18 128	4%▲
Scope 1 and Scope 2 emissions (tCO$_2$e)	84% ▼by FY 2030	**209 494**	233 603	10%▼
Scope 2 emissions (tCO$_2$e)	Zero by FY 2030	**174 208**	188 129	7%▼
Waste to landfill (tonnes)	Zero by FY 2030	**4 554**	7 532	40%▼
Water (litres/bed/day)	5% ▼by FY 2030	**359**	426	16%▼

Note: FY 2023 baseline for energy intensity amended due to change in methodology – metric updated to include electricity purchased and generator usage to account for changes in the degree and frequency of generator usage during load shedding. Numbers have been updated to account for this change in methodology (from FY 2023: 17 325). FY 2023 baseline for waste to landfill amended from 7 989 tonnes to reflect a refinement in methodology – we now report on HCRW recycled/repurposed separately to HCRW treated and landfilled.

Science Based Targets initiative targets	Target	2025	Baseline 2019	Variance
Scope 1 and 2 emissions	63% ▼by 2034	**209 494**	245 218	15%▼
Scope 3 emissions	27.5% ▼by 2030	**557 978**	657 532	15%▼
Scope 3.1 emissions (purchased goods and services)	46.2% ▼by 2030	**420 110**	505 260	17%▼

FY 2025 Group balanced scorecard targets	Target	2025
Energy efficiency: additional year-on-year tCO$_2$e avoidance from new projects implemented	4 700	**6 840**
Renewable energy: additional year-on-year tCO$_2$e avoidance from new projects implemented	1 300	**1 573**
General waste: reduction in Hospital Division waste to landfill (%)	75.0	**80.0**
Healthcare risk waste: reduction in Hospital Division healthcare risk waste to landfill (%)	20.0	**31.4**
Water savings: additional water recycled and reduced consumption (kl)	17 000	**25 256**

Note: BSC numbers and their accompanying metrics are calculated using different methodologies, for example: numbers may be adjusted to exclude public private partnerships, or to exclude anomalies such as leaks etc. The same adjustments are applied to both baseline and performance numbers to ensure comparability. Baseline adjustments for balanced scorecard-related items are calculated yearly and are therefore not always comparable with prior reporting.

Key impacts of our 2013 to 2023 strategy	Baseline year	2023	Baseline	Variance
Scope 1 and Scope 2 emissions intensity (tCO$_2$e/bed/year)	FY 2013	**21.4**	33.6	36%▼
Energy usage (kWh/bed/year)	FY 2013	**17 325**	28 442	39%▼
Total volume of waste generated (tonnes)	FY 2017	**8 064**	9 394	14%▼
Water intensity (kl/bed/year)	FY 2014	**155**	216	28%▼

Note: 2023 numbers reported for the 2023 strategy differ to 2023 baselines reported for the 2030 strategy for waste and energy usage due to refinements in methodology applied to the 2030 strategy 2023 baselines for these metrics.

Environment continued

Reducing our carbon footprint

Group energy consumption	2025	% change	2024	Baseline 2023	2022	2021
Energy consumed						
Direct energy used (GJ)	**184 974**	(25.6)	248 566	360 509	234 616	212 969
Indirect energy used (GJ)	**692 219**	(0.7)	697 109	651 214	691 103	741 723
Total (GJ)	**877 193**	(7.2)	945 675	1 011 723	925 719	954 492
Total (MWh)	**243 665**	(7.2)	262 688	281 034	257 144	265 137
Purchased electricity and renewable energy consumption						
Electricity purchased (MWh)	**192 283**	(0.7)	193 641	180 893	191 973	206 034
Renewable energy (MWh)	**16 438**	9.0	15 084	14 580	15 580	15 625
Total (MWh)	**208 721**	0.0	208 725	195 473	207 553	221 659
Energy intensity						
Energy (kWh/bed/year)	**18 787**	(1.0)	18 968	18 128	18 703	20 669

Note 1: energy intensity metric updated to include electricity purchased and generator usage to account for changes in the degree and frequency of generator usage during load shedding. Numbers have been updated to account for this change in methodology (from FY 2024: 18 679 kWh/bed/year; FY 2023: 17 325 kWh/bed/year; FY 2022: 18 448 kWh/bed/year; FY 2021: 20 579 kWh/bed/year).

Group greenhouse gas emissions	2025	% change	2024	Baseline 2023	2022	2021
Carbon emissions						
Scope 1 emissions (tCO$_2$e)	**35 286**	(13.3)	40 720	45 474	38 063	37 862
Scope 2 emissions (tCO$_2$e)	**174 208**	(3.4)	180 280	188 129	187 592	209 172
Total Scope 1 and 2 emissions (tCO$_2$e)	**209 494**	(5.2)	221 000	233 603	225 655	247 034
Scope 3 emissions (tCO$_2$e)	**557 978**	(2.4)	571 647	551 772	57 447	59 270
Total Scope 1, 2 and 3 emissions (tCO$_2$e)	**767 472**	(3.2)	792 647	785 375	283 102	306 304
Emissions falling outside the Kyoto Protocol (tCO$_2$e)	**1 915**	(15.6)	2 269	1 662	1 904	889
Total measured greenhouse gas emissions (tCO$_2$e)	**769 387**	(3.2)	794 916	787 037	285 006	307 193
Carbon emissions intensity Ratio of Scope 1 and Scope 2 to:						
– Revenue (tCO$_2$e/Rm)	**7.95**	(9.4)	8.77	9.86	10.43	11.65
– Registered beds (tCO$_2$e/bed)	**19.33**	(5.2)	20.40	21.41	20.82	21.82

Note 1: increase in Scope 3 emissions from FY 2023 is due to improved calculation and reporting.
Note 2: FY 2025 emissions calculated using the 2023 DFFE CO$_2$ emissions factor of 0.906 kg CO$_2$/kWh. This was used as it is more accurate than Eskom-published emissions factors.
Note 3: Scope 3 emissions for FY 2023 and FY 2024 restated, impacting total Scope 1,2 and 3 emissions and total measured greenhouse gas emissions. Scope 3 emissions restated to to account for updates to Scope 3.3 (upstream emissions) emissions factors (from: FY 2024: 545 612 tCO$_2$e; FY 2023: 519 107 tCO$_2$e). Total Scope 1,2 and 3 emissions updated (from FY 2024: 766 612 tCO$_2$e; FY 2023: 752 710 tCO$_2$e). Total measured greenhouse gas emissions updated (from FY 2024: 768 881 tCO$_2$e; FY 2023: 754 372 tCO$_2$e).

Environment continued

Targeting zero waste to landfill

Group waste generation and intensity	2025	% change	2024	Baseline 2023	2022	2021
Healthcare risk waste						
– Incinerated (tonnes)	**68**	(6.8)	73	75	75	76
– Treated and landfilled (tonnes)	**3 205**	(18.7)	3 943	4 506	4 863	6 391
Total healthcare risk waste (tonnes)[1]	**3 273**	(18.5)	4 016	4 581	4 938	6 520
General waste						
– Landfilled (tonnes)	**1 349**	(13.2)	1 555	3 026	2 960	2 886
Total waste (tonnes)[1]	**4 622**	(17.0)	5 571	7 607	7 898	9 406
Recycled or repurposed waste						
Recycled general waste (tonnes)	**3 702**	17.5	3 150	1 780	1 093	933
Recycled or repurposed healthcare risk waste (tonnes)	**1 397**	110.4	664	457	287	0
Total waste recycled	**5 099**	33.7	3 814	2 237	1 380	933
Waste intensity						
Ratio of total waste sent to landfill/incinerated to:						
– Revenue (kg/Rm)	**175**	(20.8)	221	321	365	444
– Registered beds (kg/bed)[2]	**426**	(17.1)	514	967	729	831

Note: FY 2023 and FY 2024 numbers for waste landfilled (from FY 2024: 6 161 tonnes; FY 2023:7 989 tonnes; FY 2022:8 110 tonnes; FY 2021: 9 330 tonnes), HCRW treated and landfilled (from FY 2024: 4 606 tonnes; FY 2023: 4 963 tonnes; FY 2022: 5 150 tonnes; FY 2021:6 391 tonnes), waste recycled or repurposed (from FY 2024: 3 150 tonnes; FY 2023: 1 780 tonnes; FY 2022: 1 093 tonnes; FY 2021: 933 tonnes), intensity ratios (FY 2024: 247kg/Rm; FY 2023: 340kg/Rm; FY 2022: 378kg/Rm; FY 2021: 444kg/Rm and FY 2024: 575 kg/bed; FY 2023: 739kg/bed; FY 2022: 755kg/bed; FY 2021: 831 kg/bed) and total waste landfilled or incinerated (from FY 2024: 6 234 tonnes; FY 2023: 8 064 tonnes; FY 2022: 8 185 tonnes; FY 2021: 9 406 tonnes) updated to reflect a change in methodology. We now report on HCRW recycled/repurposed separately to HCRW treated and landfilled, resulting in changes to a wide range of metrics reported. Numbers for these metrics were also updated for FY 2022 and FY 2021 to improve comparability.

1. Excludes recycled waste.
2. Registered beds for the Hospital Division and Netcare Akeso.

Minimising freshwater consumption

Group water consumption and intensity	2025	% change	2024	Baseline 2023	2022	2021
Water consumption by source						
Municipal water (kl)	**1 421 738**	(13.7)	1 646 889	1 695 949	1 953 678	1 895 020
Borehole water (kl)	**53 683**	(23.4)	70 047	33 789	35 348	13 370
Desalinated seawater (kl)	**5 618**	(55.7)	12 683	10 204	7 876	13 450
Water intensity						
Water consumption per bed per day (litres)	**359**	(13.7)	416	426	493	458
Ratio of total water to:						
– Revenue (kl/Rm)	**54**	(16.9)	65	72	90	89
– Registered beds (kl/bed)	**131**	(13.8)	152	155	180	167

Note 1: municipal water consumption and intensity ratios exclude re-use and borehole water. Water meters are installed at all Netcare Hospitals and Netcare Akeso facilities.
Note 2: data for borehole and desalinated seawater for FY 2021 is limited and likely to be less accurate than data for other years.

Social: our people

Our data relating to people include all Netcare hospitals, Netcare Akeso mental health facilities, Medicross medical and dental centres, Netcare 911 and all other Netcare subsidiaries. All metrics, unless otherwise specified, exclude National Renal Care.

Assurance on financial and certain non-financial performance indicators has been obtained in line with our combined assurance model, with feedback provided to the Risk and Audit committees and the Executive Committee.

Progress against key targets

FY 2025 Group balanced scorecard targets	Target	2025
Talent and succession: strategic management and leadership roles with identified talent ready to transition within a period of between 12 to 24 months (%)	70.0	**83.1**
Labour turnover (%)	11.8	**7.8**

Note: BSC numbers and their accompanying metrics are calculated using different methodologies, for example, numbers may be adjusted to exclude public private partnerships, anomalies etc. The same adjustments are applied to both baseline and performance numbers to ensure comparability. Baseline adjustments for BSC-related items are calculated yearly and are therefore not always comparable with prior reporting.

Headcount and employee breakdown by level

Employees by employment contract	2025			2024	2023	2022	2021
	Male	**Female**	**Total**				
Permanent: full-time	**3 716**	**14 419**	**18 135**	17 979	18 178	17 822	17 880
Permanent: part-time	**6**	**148**	**154**	169	186	214	256
Total permanent employees	**3 722**	**14 567**	**18 289**	18 148	18 364	18 036	18 136
Fixed-term	**109**	**348**	**457**	574	591	664	917
Total workforce	**3 831**	**14 915**	**18 746**	18 722	18 955	18 700	19 053

Note: excludes public private partnerships.

Permanent employees breakdown	2025			2024	2023	2022	2021
	Male	**Female**	**Total**				
Hospital Division including Pharmacy	**2 350**	**12 242**	**14 592**	14 423	14 704	14 508	14 859
Netcare Cancer Care	**16**	**65**	**81**	77	65	73	64
Netcare 911	**738**	**610**	**1 348**	1 340	1 256	1 176	1 159
Netcare Akeso	**130**	**425**	**555**	549	540	510	484
Primary Care Division: Netcare Primary Care	**76**	**649**	**725**	732	770	787	844
Primary Care Division: Netcare Occupational Health	**25**	**70**	**95**	147	127	181	42
NetcarePlus	**14**	**23**	**37**	37	38	28	26
Netcare Diagnostics	**96**	**64**	**160**	–	–	–	–
Head office	**277**	**419**	**696**	843	861	773	684
Total permanent employees	**3 722**	**14 567**	**18 289**	18 148	18 364	18 036	18 136
Public private partnerships	**59**	**147**	**206**	202	204	209	210
Total permanent employees including public private partnerships	**3 781**	**14 714**	**18 495**	18 350	18 568	18 245	18 346

Note: Netcare Diagnostics reported separately as of FY 2025. Previously included under head office. 1 037 permanent employees employed by National Renal Care.

Social: our people continued

Permanent employees by level (gender)	2025	2024	2023	2022	2021
Executive					
Male	**25**	24	26	24	21
Female	**20**	23	22	21	22
Total	**45**	47	48	45	43
Management					
Male	**495**	494	478	459	446
Female	**1 213**	1 249	1 239	1 217	1 154
Total	**1 708**	1 743	1 717	1 676	1 597
Professional					
Male	**1 123**	1 070	1 043	988	896
Female	**6 198**	6 122	6 340	6 300	6 015
Total	**7 321**	7 192	7 383	7 288	6 911
Enrolled nursing and support					
Male	**2 138**	2 128	2 060	2 032	2 089
Female	**7 283**	7 240	7 360	7 204	7 706
Total	**9 421**	9 368	9 420	9 236	9 795
Permanent employees					
Male	**3 781**	3 716	3 607	3 503	3 452
Female	**14 714**	14 634	14 961	14 742	14 894
Total	**18 495**	18 350	18 568	18 245	18 346

Social: our people continued

Permanent employees by level (race)	2025	2024	2023	2022	2021
Executive					
Black	**22**	22	21	21	18
White	**23**	25	27	24	25
Total	**45**	47	48	45	43
Management					
Black	**1 165**	1 173	1 131	1 069	956
White	**543**	570	586	607	641
Total	**1 708**	1 743	1 717	1 676	1 597
Professional					
Black	**6 173**	5 947	6 039	5 862	5 130
White	**1 148**	1 245	1 344	1 426	1 781
Total	**7 321**	7 192	7 383	7 288	6 911
Enrolled nursing and support					
Black	**8 598**	8 481	8 438	8 160	8 513
White	**823**	887	982	1 076	1 282
Total	**9 421**	9 368	9 420	9 236	9 795
Permanent employees					
Black	**15 958**	15 623	15 629	15 112	14 617
White	**2 537**	2 727	2 939	3 133	3 729
Total	**18 495**	18 350	18 568	18 245	18 346

Note: the term black refers to African, Coloured and Indian employees.

Social: our people continued

Employee turnover and performance management

Employee turnover	2025	2024	2023	2022	2021
Turnover rates by relevant category					
Total employee turnover (%)	**11.5**	16.0	14.5	17.2	15.9
Voluntary turnover (%)	**7.8**	12.9	11.5	14.8	13.0
Nursing employee turnover (%)	**12.7**	16.8	17.4	20.2	20.7
Total turnover rate breakdown					
Male (%)	**2.6**	2.8	2.7	3.2	2.9
Female (%)	**9.0**	12.3	10.8	13.6	13.0
Under 30 years of age (%)	**1.5**	2.0	1.6	2.3	1.9
Between 30 and 50 years of age (%)	**7.3**	10.0	8.9	11.0	10.2
51 years of age and above (%)	**2.8**	3.1	3.0	3.5	3.8
Total new hire rate and breakdown					
Total (%)	**12.9**	13.8	15.2	16.3	11.2
Male (%)	**3.0**	3.4	3.2	3.5	2.5
Female (%)	**9.9**	10.5	12.0	12.8	8.7
Under 30 years of age (%)	**4.0**	4.3	4.0	4.2	3.3
Between 30 and 50 years of age (%)	**8.1**	8.8	9.9	10.5	6.9
51 years of age and above (%)	**0.7**	0.9	1.4	1.6	1.1
Total new hire numbers and breakdown					
Male					
– Under 30 years of age (number)	**200**	209	229	209	178
– Between 30 and 50 years of age (number)	**332**	388	354	403	254
– 51 years of age and above (number)	**17**	25	27	34	27
Total number of new male employees	**549**	622	610	646	459
Female					
– Under 30 years of age (number)	**542**	577	525	551	422
– Between 30 and 50 years of age (number)	**1 166**	1 218	1 484	1 510	1 007
– 51 years of age and above (number)	**119**	136	223	262	170
Total number of new female employees	**1 827**	1 931	2 232	2 323	1 599
Total number of new employees	**2 376**	2 553	2 842	2 969	2 058

Note: permanent employees only.

Performance management	2025	2024	2023	2022	2021
Employees receiving performance appraisals (number)	**15 786**	18 148	–	–	–
– Male	**3 153**	3 670	–	–	–
– Female	**12 633**	14 478	–	–	–

Note 1: permanent employees only.
Note 2: performance appraisal reporting was suspended over 2022 and 2023 while a new system was being implemented and during 2021 and 2020 due to COVID-19.

Social: our people continued

Employee health, wellbeing and safety

Occupational health and safety	2025	2024	2023	2022	2021
Employee incidents (number)	1 049	1 054	1 004	2 940	3 347
Medical surveillance programme medicals (number)	97	88	–	–	–
Incident rate (employee incidents per 200 000 hours worked)	3.85	4.47	–	–	–
Lost time injury frequency rate (lost time injuries per 200 000 hours worked): Hospital Division	1.02	0.51	–	–	–
Absenteeism rate (%)	2.61	–	–	–	–
Total hours of sick leave (number)	1 013 618	1 027 480	947 437	1 101 865	1 118 679
Safety, health, environmental sustainability and quality training (number of employees)	4 365	3 665	5 235	4 823	1 351

Note 1: sick leave data includes overall hours of absenteeism from work for multiple reasons (eg illness, injury, other).
Note 2: employee incident data includes incidents for Netcare and non-Netcare employees. Hospital Division data includes Netcare hospitals only. A breakdown of incidents for the Group can be found in the quality report online.
Note 3: Training numbers represent total number of employees attending total sessions, including employees that have attended multiple sessions. Individual attendance is not tracked.

Medical aid	2025	2024	2023	2022	2021
Full-time employees who are members of Netcare's medical aid (%)	84.3	83.4	83.0	82.0	82.1

Training and skills development

		Skills period April to March			
Training and skills development spend	2025	2024	2023	2022	2021
Direct and total training spend					
Direct training spend[1] (Rm)	58	58	57	51	49
– Planned training spend (Rm)	50	45	39	46	55
Additional training spend (Rm)	12	11	8	8	–
Total training spend (Rm)	70	69	65	59	49
– % payroll (Skills Development Act Target: 1%)	1	1	1	1	1
Skills development (direct training spend)[1]					
Direct training spend on black people (%)	90	86	88	86	91
Direct training spend on women (%)	79	84	82	87	86
Direct training spend on black women (%)	71	73	81	75	82
Direct training spend on employees with disabilities (%)	2	9	4	1	1
Formal nursing training (%)	41	55	53	68	89
Management and leadership development (%)	9	8	7	7	6
Bursaries					
Total spend for employees and unemployed black young people (Rm)	21	18	22	20	28

1. Including only direct costs of training as submitted to the Health and Welfare Sector Education and Training Authority (HWSETA) as per the Netcare annual training report.

Social: our people continued

Training	Skills period April to March				
	2025	2024	2023	2022	2021
Netcare[1]					
Paramedic courses	**6**	5	3	4	1
Formal nursing programmes[2]	**207**	148	239	595	1 025
Six-month in-service programmes for nurses	**223**	297	421	439	354
Other training programmes[3]	**18 181**	16 104	17 902	14 930	11 351
Total employees trained	**18 617**	16 554	18 565	15 968	12 731
% of employees trained that are women	**79**	84	82	87	86
Number of training interventions delivered	**104 951**	85 158	56 428	56 067	25 335
Netcare Education					
Total number of students currently registered at Netcare Education (nursing, emergency and critical care, and management development)	**3 149**	4 403	3 012	3 884	2 241
National Renal Care					
In-service nephrology training	**4 244**	2 251	–	–	–
Clinical technology students	**16**	15	23	14	11
Postgraduate clinical technologists	**1**	1	0	2	4
Non-Netcare employee training[4]					
Paramedic courses	**165**	131	200	103	107
Nursing programmes	**564**	502	357	300	447

1. Permanent employees only.
2. South African Nursing Council (SANC) accredited and registered on the National Qualifications Framework (NQF).
3. Including strategic skills, management development, financial, catering, computer literacy, customer care, diversity and inclusion, generic behavioural training, OHS, technical and CPD training.
4. Fee for service and private funding students.

Social: our people continued

Employee benefits and parental leave

Benefit coverage	Full-time	Part-time	Fixed-term/ temporary
Life insurance	**Yes**	**Yes**	**Yes[1]**
Healthcare (medical aid)	**Yes**	**Yes**	**Yes[1]**
Disability coverage	**Yes**	**Yes**	**No**
Maternity pay	**Yes**	**Yes**	**Yes**
Parental leave	**Yes[2]**	**Yes[2]**	**No**
Retirement provision	**Yes**	**Yes**	**No**
Stock ownership	**Yes**	**Yes**	**No**
Funeral cover	**Yes**	**Yes**	**No**
13th cheque	**Yes**	**Yes**	**Yes**
Allowances	**Yes**	**Yes**	**Yes[1]**

1. *Employees recruited on fixed-term contracts for longer than a year are entitled to receive life insurance benefits and disability coverage. Long-term foreign nationals on work permits are not entitled to disability.*
2. *Permanent employees are entitled to pensions and provident funds. Some provisions are only available to certain employees (eg post-retirement medical aid).*

Parental leave	2025			2024	2023	2022	2021
	Male	**Female**	**Total**	2024	2023	2022	2021
Number of employees:							
– Entitled to parental leave	**14 915**	**3 831**	**18 746**	18 722	18 955	18 700	19 053
– That took parental leave	**154**	**533**	**687**	838	892	995	1 072
– Who returned to work after parental leave ended	**154**	**414**	**568**	677	718	783	848
– Who returned to work and are still employed 12 months after their return	**159**	**393**	**552**	630	681	743	792
Return and retention rates							
Return to work (%)	**100**	**77.7**	**82.7**	80.8	80.5	78.7	79.1
Retention (%)	**84.1**	**80.5**	**81.5**	87.7	87.0	87.6	91.3

Social: transformation

Scope of reporting
Our data relating to transformation include all Netcare hospitals, Netcare Akeso mental health facilities, Medicross medical and dental centres, Netcare 911 and all other Netcare subsidiaries. All metrics, unless otherwise specified, exclude National Renal Care.

Assurance
B-BBEE related data is independently verified by Empowerdex. Assurance on certain non-financial performance indicators has been obtained in line with our combined assurance model, with feedback provided to the Risk and Audit committees and the Executive Committee.

Our B-BBEE scorecare is available online: *https://www.netcare.co.za/netcare-investor-relations/reports/-annual-integrated-reports*

Progress against key targets

FY 2025 Group balanced scorecard targets	Target	2025
Transformation: improve racial representation at senior management level (%)	50.0	**50.0**

Note: BSC numbers and their accompanying metrics are calculated using different methodologies, for example, numbers may be adjusted to exclude public private partnerships, anomalies etc. The same adjustments are applied to both baseline and performance numbers to ensure comparability. Baseline adjustments for BSC-related items are calculated yearly and are therefore not always comparable with prior reporting.

Ownership metrics

Ownership	Weighting	2025	2024	2023	2022	2021
Voting rights of black people (%)	25	**25.0**	25.4	27.9	28.6	25.6
Voting rights of black women (%)	10	**15.1**	14.9	16.3	16.1	14.7
Economic interest of black people (%)	25	**19.6**	17.8	20.1	20.8	18.5
Economic interest of black women (%)	10	**11.8**	10.2	11.4	11.8	10.6
Economic interest of designated groups (%)						
Black participants in employee ownership schemes (%)						
Black beneficiaries of broad-based ownership schemes (%)						
Black participants in cooperatives (%)	3	**5.9**	3.6	3.5	3.6	3.6
Black new entrant (%)	2	**5.3**	3.6	3.5	3.6	3.6
Net value (%)	25	**12.8**	14.2	16.6	17.1	15.5
Total ownership score (points)	25	**20.3**	20.4	21.5	21.8	21.2

Social: transformation continued

Leadership diversity and employment equity metrics

Leadership diversity (%)	dtic target	**2025**	2024	2023	2022	2021
Board participation						
Exercisable voting rights of black board members	50	**50.0**	50.0	44.4	54.5	44.4
Exercisable voting rights of female board members		**50.0**	50.0	44.4	54.5	44.4
Exercisable voting rights of black female board members	25	**37.5**	37.5	33.3	45.5	33.3
Executive directors						
Black executive directors	50	**0.0**	0.0	0.0	0.0	0.0
Female executive directors		**0.0**	0.0	0.0	0.0	0.0
Black female executive directors	25	**0.0**	0.0	0.0	0.0	0.0
Executive management						
Black executive management	60	**54.5**	54.5	45.5	45.5	45.5
Female executive management		**45.5**	45.5	36.4	36.4	36.4
Black female executive management	30	**27.3**	18.2	9.1	9.1	9.1
South African representation						
Proportion of senior management who are South African citizens		**100.0**	100.0	100.0	100.0	97.7

Note: executive management percentages calculated excluding the CEO and CFO as they are accounted for under Board diversity.

Employment equity (%)		2025 target	**2025**	2024	2023	2022	2021
Workforce	Black		**84.4**	83.7	82.7	80.9	79.7
	Women		**79.5**	79.8	80.6	81.0	81.2
	Black women		**66.8**	66.5	66.4	65.0	64.4
Senior management	Black	50.0	**50.0**	47.1	45.7	50.0	43.3
	Women	54.8	**46.9**	52.9	51.4	53.1	60.0
	Black women	25.0	**21.9**	23.5	22.9	25.0	23.3
Middle management	Black	61.0	**62.4**	59.6	57.5	53.1	52.9
	Women	58.5	**60.8**	60.6	61.4	60.8	59.7
	Black women	36.8	**38.7**	36.8	35.9	32.4	30.6
Junior management and skilled workers	Black	78.1	**79.8**	78.3	77.4	75.9	72.8
	Women	83.3	**83.5**	84.0	84.7	85.3	85.9
	Black women	63.5	**66.4**	65.4	65.3	64.6	62.3
Employees with disabilities	Total	4.8	**4.5**	4.5	4.6	4.4	4.2
	Black	3.3	**3.2**	3.0	3.2	3.0	2.8
	Women	3.1	**3.3**	3.3	3.4	3.1	3.0
	Black women	2.3	**2.3**	2.2	2.2	2.1	1.9

Note 1: our ultimate target for workforce diversity is the SA economically active population (92.5% black people, 46.1% women, 42.7% black women)..
Note 2: 2025 targets reflect FY 2025 employment equity plan targets. A new plan will be introduced for FY 2026 to align with the amended Employment Equity Act numerical targets for designated groups.

Social: transformation continued

Medical doctors (%)	2025	2024	2023	2022	2021
Black doctors with admissions privileges	**57**	55	54	52	50

Note: data for doctors with a billed revenue above R300 000.

Procurement spend metrics

Procurement	dtic target	2025	2024	2023	2022	2021
Total procurement spend (Rbn)		**14.3**	14.3	13.8	12.9	12.3
Measurable under dtic codes (Rbn)		**13.2**	12.8	12.7	11.5	11.4
Measurable under dtic codes (%)		**92**	90	92	89	93
Measurable spend with B-BBEE compliant suppliers (Rbn)		**15.3**	15.3	12.4	13.2	11.2
Measurable spend with B-BBEE compliant suppliers (%)	80	**117**	119	114	114	108
Enterprise and supplier development spend (Rm)		**140**	185	72	62	62
Jobs supported (total)		**1 083**	510	468	220	204
Supplier development spend (Rm)		**101**	150	42	36	45
Measurable under dtic codes (Rm)		**71**	82	28	23	28
Measurable under dtic codes (%)		**70**	55	67	61	62
% of NPAT	2	**4**	5	2	2	4
Enterprise development spend (Rm)		**39**	35	30	26	17
Measurable under dtic codes (Rm)		**34**	31	29	18	8
Measurable under dtic codes (%)		**87**	89	97	69	47
% of NPAT	1	**2**	2	2	2	1

Socioeconomic development spend metrics

Socioeconomic development	dtic target	2025	2024	2023	2022	2021
Corporate social investment (Rm)		**27**	25	29	35	31
dtic-recognised spend (Rm)		**21**	18	15	12	17
dtic-recognised spend (%)		**78**	72	52	33	55
% of NPAT	1	**1**	1	1	1	2
% of black beneficiaries	75	**89**	88	87	91	94
Invested in doctor training and development (Rm)		**13**	14	18	18	6

Governance

Board composition at publication

6
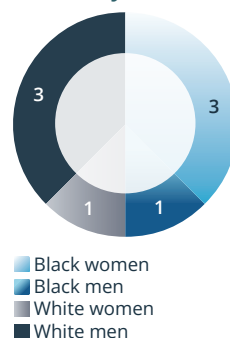independent
non-executive directors

2
executive directors

Age (number)

45 to 55 years	**4**
56 to 65 years	**3**
Older than 65 years	**1**
Average age:	**57**

Diversity (number)

3 · 3 · 1 · 1

- Black women
- Black men
- White women
- White men

Tenure of non-executive directors (number)

5 – 10 years tenure	1
0 – 4 years tenure	5

Average years of tenure: **3**

Ethics, data protection, privacy and compliance

Ethics	2025	2024	2023	2022	2021
Number of reported incidents of alleged fraud and irregularities	**351**	296	203	113	182
Number of reported incidents of alleged unethical medical behaviour	**0**	1	3	0	0
Total reported number of instances of alleged misconduct	**351**	297	206	113	182
Number of incidents investigated and closed by year end	**337**	286	201	105	161
Number of employees who received ethics, anti-corruption and anti-bribery training	**4 742**	4 554	3 696	2 730	–
Number of employees who received training on human rights	**4 811**	4 569	5 095	2 871	871

Data protection	2025	2024	2023	2022	2021
Number of incidents reported to the Information Regulator	**71**	60	34	–	–
Number of incidents posing a material reputational threat to Netcare	**0**	0	0	–	–
Number of employees who received Protection of Personal Information Act training	**18 483**	18 093	18 243	–	–
Number of third-party privacy impact assessments conducted	**370**	379	79	213	–

Regulatory compliance	2025	2024	2023	2022	2021
Number of fines or non-monetary sanctions for non-compliance with environmental, social or economic laws and regulations	**0**	0	0	0	0

Note: year-on-year increase in reported incidents of alleged fraud and irregularities for FY 2025 attributable to awareness initiatives.