

2025 GRI content index

KEY: **ESG:** ESG report | **IR:** integrated report | **SR:** shareholder report | **QR:** quality report | **FS:** annual financial statements | **KI:** key ESG indicator report

Code	Description	Report, section and page reference or explanatory notes
GRI 2: General disclosures 2021		
Organisational profile		
2-1	Organisational details	ESG: Our reporting suite: IFC.
2-2	Entities included in the organisation's sustainability reporting	ESG: Our ESG report: page 2. ESG: Who we are: page 4.
2-3	Reporting period, frequency and contact point	IR: Our report: page 4. IR: Where we are: page 8. FS: annual financial statements
2-4	Restatements of information	Restatements for non-financial information are clearly denoted using footnotes, explaining the reason for the restatement and – if needed – the effects of this restatement.
2-5	External assurance	ESG: Our ESG report: page 2. IR: Our report: page 4. SR: Governance: Assurance: page 33.
Activities and workers		
2-6	Activities, value chain and other business relationships	ESG: Who we are: page 4. ESG: Socioeconomic inclusion in our sector: page 80. ESG: Ethical and compliant business conduct: page 100. ESG: ESG governance overview: page 93. IR: Who we are: page 6. IR: Our business model: page 11. IR: Social and relationship capital: page 99.
2-7	Information on employees and other workers	Permanent employees are reported by occupational level, gender and race. There are no material seasonal variations in employee numbers, and reliance on self-employed workers or contractors is not considered material. Information on our employees and relevant employee breakdowns is available here: ESG: Our people: page 56. IR: Human capital: page 91. IR: Social and relationship capital: page 99. KI: Key ESG indicator report ¹
2-8	Workers who are not employees	

1. <https://www.netcare.co.za/netcare-investor-relations/reports/-annual-integrated-reports>.

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Governance		
2-9	Governance structure and composition	ESG: ESG governance overview: page 93 . IR: Board of directors: page 43 . IR: Governance overview: page 45 . IR: Executive Committee: page 56 . SR: Board of directors: page 2 . SR: Governance: Board composition and performance evaluation: page 17 . SR: Governance: Delegation of authority and operating committees: page 20 .
2-10	Nomination and selection of the highest governance body	SR: Governance: Board composition and performance evaluation: page 17 .
2-11	Chair of the highest governance body	IR: Governance overview: page 45 . SR: Board of directors: page 2 .
2-12	Role of the highest governance body in overseeing the management of impacts	ESG: Our ESG report: page 2 . ESG: Upholding our values and principles: page 87 . SR: Governance: Responsibilities of the Board: page 17 .
2-13	Delegation of responsibility for managing impacts	SR: Governance: Ethical culture: page 6 . SR: Governance: Good performance: page 14 . SR: Governance: Delegation of authority and operating committees: page 20 .
2-14	Role of the highest governance body in sustainability reporting	ESG: Our ESG report: page 2 . ESG: ESG governance overview: page 93 . IR: Our report: page 4 .
2-15	Conflicts of interest	SR: Governance: Ethical culture: page 6 .
2-16	Communication of critical concerns	<p>Information is communicated to the Board and its committees regularly. This includes details on material concerns, significant developments in our operating context, strategic performance and our business and operational risks and opportunities. The Board, either directly or through relevant committee members is kept apprised of all critical and material developments; these are detailed in the full governance report (aligned with King IV principles) under each relevant section. Our material matters also represent a synthesis of communications to the Board for the reporting year. We do not currently quantify this reporting. Critical ESG issues are also presented at the front of each performance section in the ESG report.</p> ESG: Our ESG report: page 2 . ESG: Our material matters: page 6 . IR: Our report: page 4 . IR: Our material matters: page 18 . SR: Governance report: page 4 .
2-17	Collective knowledge of the highest governance body	SR: Governance report: page 4 .
2-18	Evaluation of the performance of the highest governance body	SR: Governance: Board composition and performance evaluation: page 17 .
2-19	Remuneration policies	SR: Remuneration report: page 38 .
2-20	Process to determine remuneration	
2-21	Annual total compensation ratio	We do not publicly report on this at a high level of detail. However, we disclose the approach to and results of two compensation ratio analyses conducted this year in our shareholder report: page 55 .

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Code	Description	Report, section and page reference or explanatory notes
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	<p>ESG: Social and Ethics Committee chair's review: page 8. ESG: Our business strategy and ESG: page 19. IR: Chief executive officer's review: page 52. IR: Our business model: page 11. IR: Our strategy: page 59. SR: Governance report: page 4. SR: Remuneration report: page 38.</p> <p>Sustainable development, particularly with respect to our environmental and social impacts, is integrated into our business strategy, risks and opportunities, our remuneration policy and our approach to governance.</p>
2-23 2-24	Policy commitments Embedding policy commitments	<p>In addition to regulatory commitments, Netcare subscribes to various external policy commitments, the details of which are reflected in our internal policies and frameworks (these are listed throughout the ESG, IR, SR and QR and link to our publicly available internal policies).</p> <p>Our external frameworks and commitments include:</p> <ul style="list-style-type: none"> • The Constitution of the Republic of South Africa (1996) • International Labour Organization's Declaration on Fundamental Principles and Rights at Work • King IV Report on Corporate Governance for South Africa (2016) • UN Global Compact • Universal Declaration of Human Rights • UN Sustainable Development Goals • Climate and Water CDP • Department of Trade, Industry and Competition Codes of Good Practice for B-BBEE (dtic Codes). • Science Based Targets initiative <p>Read about our application of King IV in our shareholder report online¹. Read about our commitment to the UN Global Compact online². Read about our commitment to the Universal Declaration of Human Rights online³. Read about our commitment to the UN Sustainable Development Goals and application of the dtic Codes in our ESG report online¹. Read about our CDP performance and disclosures online⁴.</p>

1. <https://www.netcare.co.za/netcare-investor-relations/reports/-annual-integrated-reports>.

2. Netcare Limited | UN Global Compact (<https://unglobalcompact.org/what-is-gc/participants/18053-Netcare-Limited>).

3. UDHR (https://www.netcare.co.za/Portals/0/Investor%20Relations/Governance/JSE%20SRI/Environmental%20Survey/E3_UDHR.pdf?ver=2017-05-15-152310-103).

4. <https://www.cdp.net/en>.

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Strategy, policies and practices <small>continued</small>		
		<p>Human rights Our operations and strategies align with the human rights principles encapsulated in SA's Constitution and with the Universal Declaration of Human Rights. This covers child, forced or compulsory labour and the right to freedom of association and collective bargaining. Our adherence to these principles is further supported by our human rights awareness programme. Read about our approach to human rights in: ESG: Ethical and compliant business conduct: page 100. SR: Governance: Ethical culture: page 6.</p> <p>Approval Policy commitments are approved at the most senior level, with some forming part of our Board Committee's terms of reference (e.g. the UN Global Compact is included in our Social and Ethics Committee terms of reference).</p> <p>Scope Our ESG policy commitments extend across all of our operations, and we work with suppliers to ensure that our values and commitments are represented in their activities (e.g. working with suppliers to quantify and reduce their emissions and environmental impacts, partnering with suppliers who demonstrate good broad-based black empowerment performance where feasible). Read about the application of our commitments in: ESG: Minimising our environmental impact: page 28. ESG: Our social transformation imperatives: page 73. ESG: Driving socioeconomic inclusion in our sector: page 80. ESG: ESG governance overview: page 93. ESG: Ethical and compliant business conduct: page 100. SR: Governance: Ethical culture: page 6.</p> <p>Communication Our commitment to high levels of ethics, human rights, non-discrimination, anti-fraud, bribery and corruption, and competition law compliance are reinforced through training and awareness programmes for our employees. Suppliers are made aware of our priorities through the contracting process and through environmental and social impact assessments. Read about this in: ESG: Ethical and compliant business conduct: page 100. SR: Governance: Ethical culture: page 6.</p>

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Code	Description	Report, section and page reference or explanatory notes
Strategy, policies and practices <small>continued</small>		
2-25 2-26	Process to remediate negative impacts Mechanisms for seeking advice and raising concerns	ESG: Environment: minimising our environmental impact: page 28 . ESG: Driving employee engagement: page 58 . ESG: A diverse and inclusive workplace: page 76 . ESG: Ethical and compliant business conduct: page 100 . SR: Governance: Ethical culture: page 6 . SR: Effective control: page 17 .
2-27	Compliance with laws and regulations	ESG: Governance performance overview: page 92 . ESG: Ethical and compliant business conduct: page 100 . SR: Governance: Ethical culture: page 6 . SR: Governance: Compliance governance: page 30 . There were no significant fines or non-monetary sanctions for non-compliance with laws and regulations recorded in FY 2025.
2-28	Membership associations	Hospital Association of South Africa Global Green and Healthy Hospital Network SA Future Nursing Workforce Project UN Global Compact
Stakeholder engagement		
2-29	Approach to stakeholder engagement	ESG: Our stakeholders: page 11 . ESG: Minimising our environmental impact: page 28 . ESG: Caring for our people, patients and country: page 49 . ESG: Upholding our values and principles: page 87 . IR: Our stakeholders: page 13 . SR: Governance: Legitimacy: page 37 .
2-30	Collective bargaining agreements	ESG: Driving employee engagement: page 58 . In the interest of promoting fairness and enhancing pay parity, employees not covered by recognised trade unions receive the same adjustments and benefits as those represented by recognised trade unions.

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Code	Description	Report, section and page reference or explanatory notes
GRI 3: Material topics 2021		
3-1	Process to determine material topics	ESG: Our ESG report: page 2 .
3-2	List of material topics	ESG: Our material matters: page 6 .
3-3	Management of material topics	IR: Our report: page 4 . IR: Our material matters: page 18 . How we manage our material matters and impacts are distributed across the reporting suite as the material matters are used to inform the composition of the reports. The integrated report provides the broadest coverage of our material matters. The ESG report details how ESG-related matters are managed in the governance and performance sections of the report. The shareholder and quality reports have narrower scopes and report on how related material matters are managed. The risks sections of the ESG and integrated reports provide contextual detail on material matters in various sections, notably: ESG: Our ESG risks and opportunities and the critical issues sections referenced in the risks and opportunities section of the report: page 13 . IR: Our risks and opportunities: page 64 . IR: Social and relationship capital: page 99 .
GRI 201: Economic performance 2016		
201-1	Direct economic value generated and distributed	IR: Our business model: page 11 . IR: Overview of strategic progress: page 73 . IR: Social and relationship capital: page 99 . IR: Human capital: page 91 . IR: Chief financial officer's review: page 83 .
201-2	Financial implications and other risks and opportunities due to climate change	ESG: Our ESG risks and opportunities: page 13 . ESG: Our environmental sustainability programme: page 33 . IR: Our material matters: page 18 . IR: Our risks and opportunities: page 64 . IR: Manufactured capital: page 109 . IR: Natural capital: page 112 . Climate and Water CDP ¹
201-3	Defined benefit plan obligations and other retirement plans	KI: Key ESG indicator report ² FS: annual financial statements ²
201-4	Financial assistance received from government	No financial assistance was received from government over the course of FY 2025.

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

2. <https://www.netcare.co.za/netcare-investor-relations/reports/-annual-integrated-reports>.

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Code	Description	Report, section and page reference or explanatory notes
GRI 202: Market presence 2016		
202-2	Proportion of senior management hired from the local community	KI: Key ESG indicator report ¹ Note: local refers to South African. Significant areas of operation refers to South Africa.
GRI 203: Indirect economic impacts 2016		
203-2	Significant indirect economic impacts	ESG: Minimising our environmental impact: page 28 . ESG: Caring for our people, our patients and country: page 49 . IR: Our business model: page 11 . IR: Our material matters: page 18 . IR: Overview of strategic progress: page 73 . IR: Social and relationship capital: page 99 . IR: Human capital: page 91 . IR: Chief financial officer's review: page 83 .
GRI 204: Procurement practices 2016		
204-1	Proportion of spending on local suppliers	ESG: Social performance overview: page 54 . ESG: Socioeconomic inclusion in our sector: page 80 . IR: Social and relationship capital: page 99 .
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	Corruption risk is assessed across the Group and no significant risks relating to corruption have been identified other than minor exposure to bribes, kickbacks and gratuities. All new employees receive training on anti-corruption policies and procedures. The Group's anti-corruption policies are communicated to all our business partners and members of the Board. No material instances of corruption were reported for FY 2025, with no dismissals or supplier terminations to this effect. ESG: Our ESG risks and opportunities: page 13 . ESG: Critical issues: page 90 . ESG: Governance performance overview: page 92 . ESG: ESG governance overview: page 93 . ESG: Ethical and compliant business conduct: page 100 . IR: Our material matters: page 18 . SR: Governance: Ethical culture: page 6 .
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and actions taken	

1. <https://www.netcare.co.za/netcare-investor-relations/reports/-annual-integrated-reports>.

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GRI 206: Anti-competitive behaviour 2016		
206-1	Legal actions for anti-competitive behaviour, antitrust, and monopoly practices	There were no pending actions for anti-competitive behaviour, antitrust, and monopoly practices for FY 2025.
GRI 302: Energy 2016		
302-1	Energy consumption within the organisation	ESG: Our ESG risks and opportunities: page 13 . ESG: Environmental performance overview: page 32 . ESG: Our environmental sustainability programme: page 33 . ESG: Reducing our carbon footprint: page 36 . ESG: ESG governance overview: page 93 . IR: Our material matters: page 18 . IR: Natural capital: page 112 . IR: Manufactured capital: page 109 . KI: Key ESG indicator report ¹ Climate and Water CDP ²
302-3	Energy intensity	
302-4	Reduction of energy consumption	
GRI 303: Water and effluents 2018		
303-1	Interactions with water as a shared resource	ESG: Our ESG risks and opportunities: page 13 . ESG: Environmental performance overview: page 32 . ESG: Our environmental sustainability programme: page 33 . ESG: Minimising freshwater consumption: page 46 . ESG: ESG governance overview: page 93 . IR: Our material matters: page 18 . IR: Natural capital: page 112 . IR: Manufactured capital: page 109 . KI: Key ESG indicator report Climate and Water CDP ²
303-2	Management of water discharge-related impacts	
303-3	Water withdrawal	
303-4	Water discharge	
303-5	Water consumption	
GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	No operational sites owned, leased or managed are located in, or adjacent to, protected areas or areas of high biodiversity value outside protected areas. Our Scope 3 quantification exercise conducted in FY 2024 was also used as a basis for better understanding how Netcare could evaluate its biodiversity impact and plastics footprint. We are committed to improving our environmental disclosures and aim to begin reporting on both of these in the short to medium term. Our operations have no significant impact on biodiversity.
304-2	Significant impacts of activities, products, and services on biodiversity	

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2. <https://www.cdp.net/en>.

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GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	ESG: Our ESG risks and opportunities: page 13 . ESG: Environmental performance overview: page 32 . ESG: Our environmental sustainability programme: page 33 . ESG: Reducing our carbon footprint: page 36 . ESG: ESG governance overview: page 93 . IR: Our material matters: page 18 . IR: Natural capital: page 112 . IR: Manufactured capital: page 109 . KI: Key ESG indicator report ¹ Climate and Water CDP which also reports our Scope 1 methane, nitrous oxide and hydrofluorocarbon emissions ² . Note: we also report totals for our emissions falling outside of the Kyoto Protocol in the key ESG indicator report ¹ .
305-2	Energy indirect (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) GHG emissions	
305-4	GHG emissions intensity	
305-5	Reduction of GHG emissions	
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	ESG: Our ESG risks and opportunities: page 13 . ESG: Environmental performance overview: page 32 . ESG: Our environmental sustainability programme: page 33 . ESG: Targeting zero waste to landfill: page 41 . ESG: ESG governance overview: page 93 . IR: Natural capital: page 112 . IR: Manufactured capital: page 109 . KI: Key ESG indicator report ¹
306-2	Management of significant waste-related impacts	
306-3	Waste generated	
306-4	Waste diverted from disposal	
306-5	Waste directed to disposal	
GRI 308: Supplier environmental assessment 2016		
308-2	Negative environmental impacts in the supply chain and actions taken	ESG: Governance performance overview: page 92 . ESG: ESG governance overview: page 93 . ESG: Ethical and compliant business conduct: page 100 .

1. <https://www.netcare.co.za/netcare-investor-relations/reports/-annual-integrated-reports>.
 2. <https://www.cdp.net/en>.

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Code	Description	Report, section and page reference or explanatory notes
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	ESG: Driving employee engagement: page 58. IR: Social and relationship capital: page 99. IR: Human capital: page 91. KI: Key ESG indicator report ¹
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG: Driving employee engagement: page 58. KI: Key ESG indicator report ¹
401-3	Parental leave	ESG: Driving employee engagement: page 58. KI: Key ESG indicator report ¹
GRI 402: Labour/management relations 2016		
402-1	Minimum notice periods regarding operational changes	ESG: Driving employee engagement: page 58.
GRI 403: Occupational health and safety 2018		
403-1	Occupational health and safety management system	<p>While we do not measure our safety performance in line with GRI's breakdown by region and gender, occupational health and safety (OHS) and employee wellbeing are important elements of our Consistency of Care strategy and our human resources objectives.</p> <p>Safety, health, environmental and quality (SHEQ) activities are supported by the SafeCyte digital platform, which is used to manage the governance structures for quality management, OHS and integrated waste management to ensure regulatory compliance. We continue to do extensive work to standardise our SHEQ operational procedures and practices across the Group. SHEQ is overseen by the Consistency of Care Board Committee. For more information on OHS:</p> <p>ESG: Supporting health and wellbeing: page 64. QR: Governance: page 45. KI: Key ESG indicator report¹</p>
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	
403-4	Worker participation, consultation, and communication on OHS	
403-5	Worker training on occupational health and safety	
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	
403-10	Work-related ill health	

1. <https://www.netcare.co.za/netcare-investor-relations/reports/-annual-integrated-reports>.

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GRI 404: Training and education 2016		
404-2	Programmes for upgrading employee skills and transition assistance programmes	ESG: Social performance overview: page 54. ESG: Developing and managing talent: page 69. IR: Our material matters: page 18. IR: Human capital: page 91. KI: Key ESG indicator report
404-3	Percentage of employees receiving regular performance and career development reviews	ESG: Driving employee engagement: page 58. KI: Key ESG indicator report ¹
GRI 405: Diversity and equal opportunity 2016		
405-1	Diversity of governance bodies and employees	ESG: Social performance overview: page 54. ESG: Developing and managing talent: page 69. ESG: A diverse and inclusive workplace: page 76. IR: Board of directors: page 43. IR: Executive Committee: page 56. IR: Human capital: page 91. SR: Governance: Responsible corporate citizenship: page 9. KI: Key ESG indicator report ¹
405-2	Ratio of basic salary and remuneration of women to men	SR: Remuneration report: page 54.
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	ESG: A diverse and inclusive workplace: page 76. ESG: Ethical and compliant business conduct: page 100. SR: Governance: Ethical culture: page 6.
GRI 407: Freedom of association and collective bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESG: Ethical and compliant business conduct: page 100.
GRI 408: Child labour 2016 and GRI 409: Forced or compulsory labour 2016		
408-1	Operations and suppliers at significant risk for incidents of child labour	ESG: Ethical and compliant business conduct: page 100. SR: Governance: Ethical culture: page 6.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	

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GRI 411: Rights of indigenous peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	We do not currently distinguish between discrimination and violations of rights of indigenous peoples.
GRI 413: Local communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programmes	ESG: Social performance overview: page 54. ESG: Caring for our communities: page 84. IR: Our material matters: page 18. IR: Social and relationship capital: page 99. KI: Key ESG indicator report ¹
GRI 414: Supplier social assessment 2016		
414-2	Negative impacts in the supply chain and actions taken	ESG: Governance performance overview: page 92. ESG: Ethical and compliant business conduct: page 100.
GRI 415: Public policy 2016		
415-2	Political contributions	No political contributions were or have been made by Netcare.
GRI 416: Customer health and safety 2016		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	ESG: Ethical and compliant business conduct: page 100.
GRI 417: Marketing and labelling 2016		
417-3	Incidents of non-compliance concerning marketing communications	ESG: Ethical and compliant business conduct: page 100.
GRI 418: Customer privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG: Governance performance overview: page 92. ESG: Protecting data and stakeholder privacy: page 103. IR: Material matters: page 18.

1. <https://www.netcare.co.za/netcare-investor-relations/reports/-annual-integrated-reports>.