



Integrated Annual Report

2025



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What We Do

The NBI at a glance

The National Business Initiative (NBI) is an independent and voluntary business movement of nearly 90 South African and multi-national member companies committed to the vision of a thriving country and society. The NBI was launched in 1995 by then President Nelson Mandela, as a voluntary business coalition.

We believe in collective action and collaboration to effect change, building a South African society and

economy that is inclusive, resilient, sustainable and based on trust.

We work with our members to enhance their capacity for change, leverage the power of our collective, build trust in the role of business in society, enable action by business to transform society and create investment opportunities.





Our vision

We work to create a sustainable, equitable and thriving society that makes South Africa one of the world's best places to live, work and to do business



Our purpose

To catalyse business action to achieve sustainable growth and development




Our values






Integrity, trust, respect, commitment and excellence



The NBI Impact Framework

Thought leadership	Capacity building	Design and implement collective action
		
LEAD	LEARN	IMPACT
The NBI is working to make South Africa's economy more inclusive, equitable, competitive and sustainable	We build institutional capacity to ensure South Africa's economy is driven by social and economic transformation	We strive to increase cohesion so that society is characterised by a high degree of trust

Our focal areas

				
Environment and society	Economic inclusion	Social transformation	Building institutional and government capacity	Bold and ambitious leadership
Climate, water, energy, green finance, biodiversity and just transition	Skills and youth employability, job creation, SMMEs and township economies	Gender, race, inclusion, diversity, transformation and intergenerational equity	Service delivery and capacity building	Cross-cutting - includes anti-corruption, ethics and transformation

BUSINESS ACTION FOR SUSTAINABLE GROWTH

Highlights of 2025

90 MEMBERS including small and large South African and multinational companies.



THE NBI HOLDS SECRETARIAT ROLES for the BRICS Business Council and the Solidarity Fund Staffing Support. We also provide support to the Presidential Climate Commission and JET IP initiative.



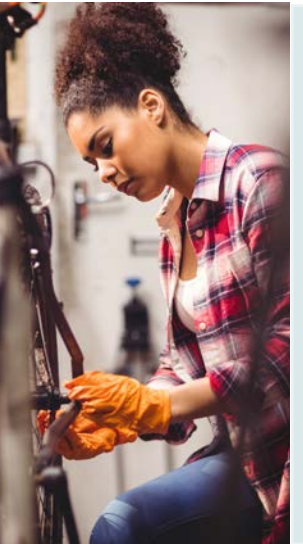
Hosted 69 EVENTS sharing thought leadership and building capacity in Johannesburg, Cape Town and Durban.

BUSINESS PARTICIPATION
Contributed extensively to transformation and leveraging the collective action role of business through our gender pay gap work, skills development, anti-corruption, just transition pathways, energy and water programmes.

26 MAILERS and 6 PRESS RELEASES distributed providing relevant information to member companies.



386 SEPARATE PIECES OF MEDIA COVERAGE of the NBI's work and activities.



6 THOUGHT LEADERSHIP REPORTS PUBLISHED sharing learnings from renewable energy policy, green skills, ethics for SMMEs and gearing transition finance to enable social and economic inclusion.

LEVEL 1 CONTRIBUTOR to Broad-Based Black Economic Empowerment (B-BBEE) and certified 100% Black Beneficiaries in terms of Socio-Economic Development.

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The CLIMATE FINANCE ACCELERATOR helped to unlock over R2 billion in investment over the course of the programme.

Excellent momentum in the JUST ENERGY TRANSITION SKILLING FOR EMPLOYMENT PROGRAMME (JET SEP) programme.

Partnered with the Western Cape Government to support SKILLING FOR THE JUST ENERGY TRANSITION.



The SOUTH AFRICAN PAVILION at COP29 was a notable success, with the NBI hosting 45 events.



19 unique videos profiling the NBI's work.

More than 850 YOUTH TRAINED in Installation, Repair and Maintenance skills with support provided to nearly 200 TOWNSHIP-BASED ENTREPRENEURS AND SMMES.

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Strong and growing demand for TAMDEV to BUILD STATE CAPACITY to ENHANCE SERVICE DELIVERY.

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The NBI over the years

1995 – 2000

- The Business Trust
- EQUIP
- Business Against Crime

2001 – 2010

- JIPSA
- Energy Efficiency Accord
- Energy Efficiency Leadership Network

2011 – 2019

- uMhlatuze Water Stewardship Partnership (UWASP)
- Local Partner to We Mean Business and the CDP Climate Initiative
- Western Cape Drought Task Force
- Kopano-ya-Metsi Project
- Private Sector Energy Efficiency Programme (PSEE)

2020 – 2025

- Just Transition Pathways
- The Just Energy Transition Skilling for Employment Programme
- Installation, Repair and Maintenance Youth Employability Programme
- TAMDEV and Building State Capacity



The NBI's key strengths

Facilitating and driving collaboration and collective action



Driving cross-cutting and integrated programmes (systems awareness and thinking)

Bridge-building between stakeholders due to our trusted status in society



Strong government relationships

Project implementation and impact

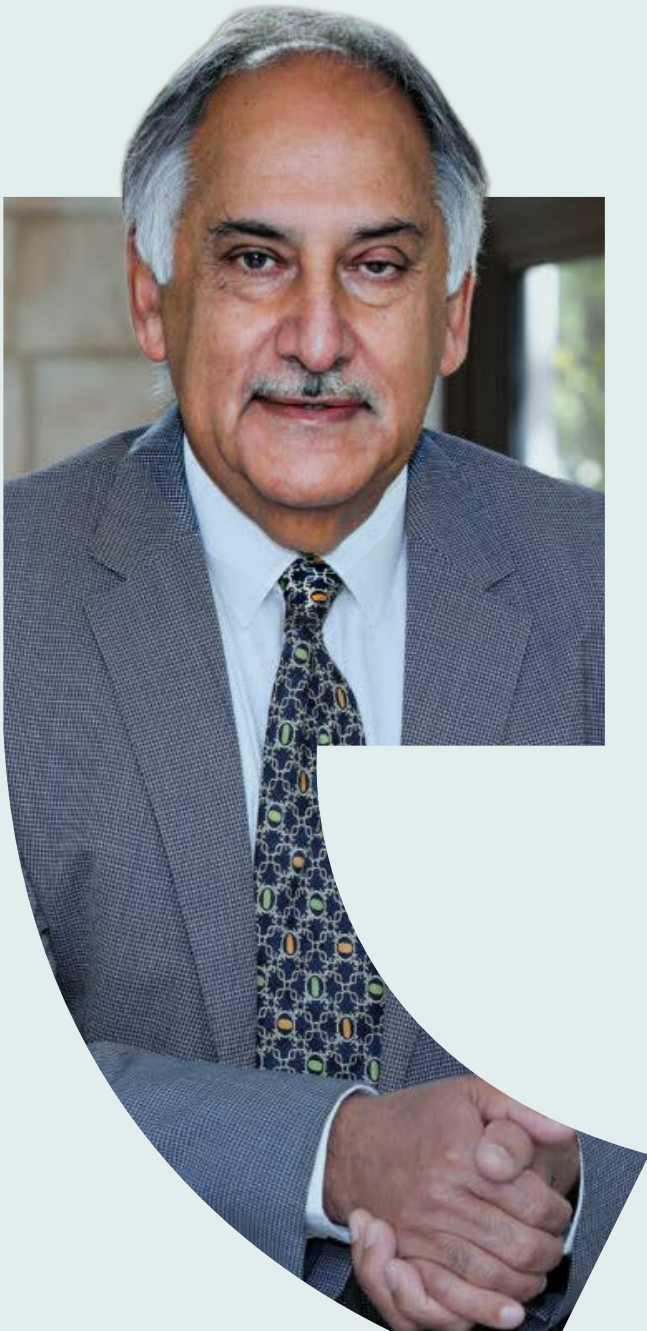


Just transition as a uniting force

Convening power of our extensive stakeholder network



Leadership impetus and action



”
Good governance
and ethical leadership
are the foundation of
credibility, trust and
collective impact.



Cas Coovadia

~Chairperson of the NBI

Membership advantages

We work with our member companies to enhance their capacity for change, leverage the power of our collective, build trust in the role of business in society, enable action by business to transform society and create investment opportunities.

The NBI provides best practice and capacity building that assists member companies on their ESG journeys through:

-  Membership Community
-  Capacity Building
-  Communications
-  Governance
-  Dialogue and Engagement
-  SDG Framework



Value reported by our members*

Learning and sharing of best practice

90%

Role of business in economic and social transformation

85%

Capacity building

83%




Identifying and managing business risks and opportunities

90%

Quiet conversations with business and government

85%

Other benefits reported

-  Focused thought leadership
-  Rapid company response to emerging trends
-  Platforms for CEOs and companies to engage and showcase

*In our latest member survey.

NBI Membership Journey

The company joins the NBI and signs a letter of commitment.



We present a systemic risk assessment to the company's sustainability team, social and ethics committee and executive/board.



Onboarding presentation: The new member company completes the NBI maturity assessment (including any proposed commitments).

The company is integrated into the NBI governance structure (ACES, regional advisory groups).



We work with the member to identify which projects they would like to actively participate in and be informed about, including member community exclusive events and content.



The company actively engages in projects aligned with their own strategic priorities/purpose.



The member company starts to contribute to defining the NBI's strategy and project direction and realises direct benefits from the relationship by applying the value add to their own strategic context/programmes.



We give access to the NBI's SDG prioritisation process for use by member company.

About This Report

This integrated annual report covers the NBI's activities, performance, strategy and prospects for the year to 30 June 2025. It is structured around our most material matters – those factors that could affect our ability to create and preserve long-term value for our stakeholders – which include financial, environmental, social and governance issues. Updates on progress in our project areas are included from page 38.

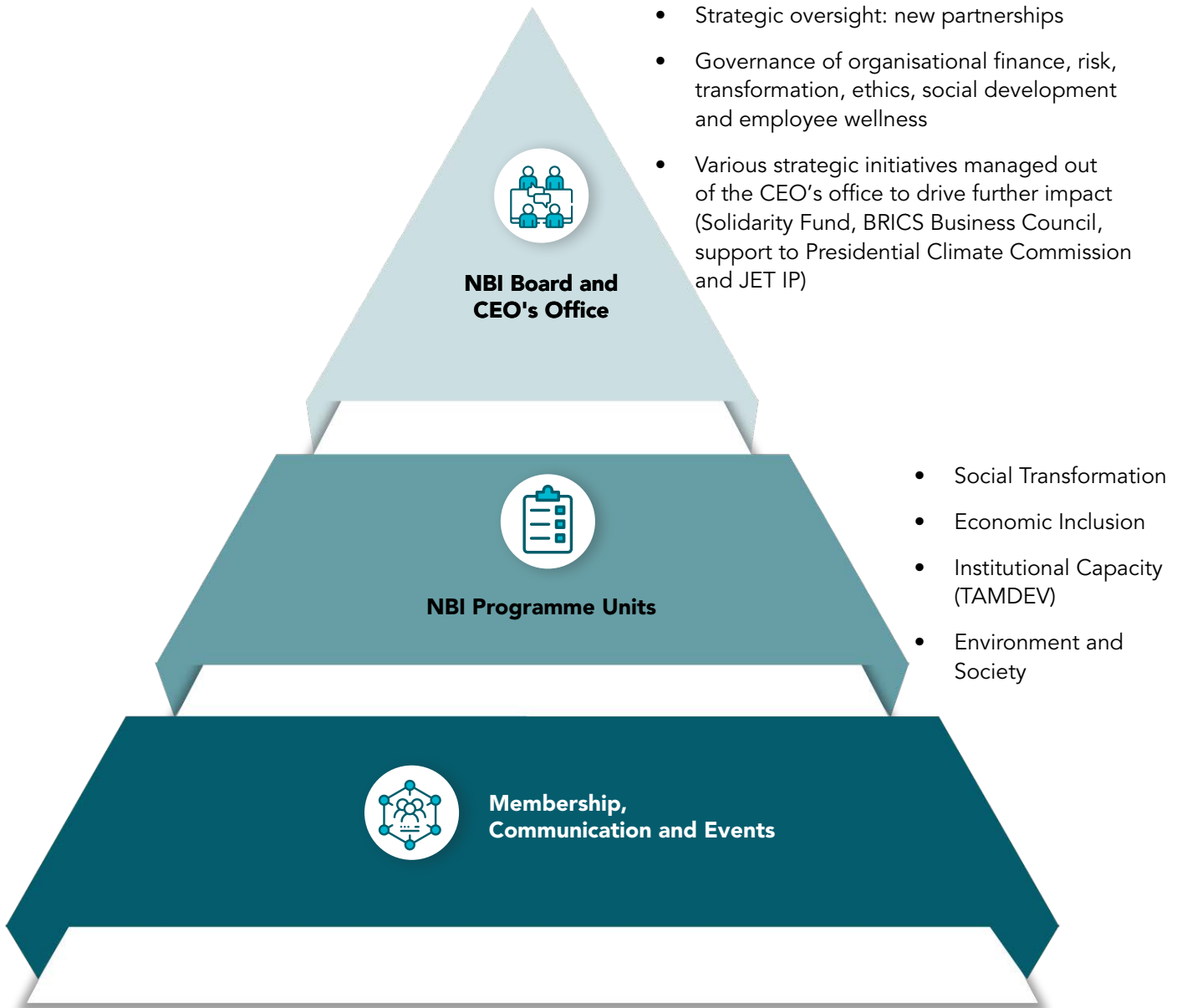
In preparing the report, we were guided by the governance principles of the King IV Report on Corporate Governance for South Africa, 2016 (King IV™), the statutory reporting requirements of the Companies Act, 2008 as amended, and the IFRS Foundation's <IR> Framework, as these apply to the organisation.

Financial information in this report was independently audited by Forvis Mazars and their report can be found on page 82. Our B-BBEE certificate is externally verified.

The Board acknowledges its responsibility to ensure the integrity of the integrated report and has applied its collective mind to the report's preparation and presentation. The Board is confident that the information contained in the report is complete, accurate and in line with the <IR> Framework. Furthermore, the Board confirms that it provides a reliable and balanced synopsis of the NBI's activities and those matters most material to the organisation during the 2025 financial year.



The NBI's programmes are embedded within strong governance structures and core business units, to accelerate impact



- NBI's foundation and core member constituency
- Membership, Communications and Events
- Finance
- Operations

Our Members

NBI members are forward-thinking companies striving to create a thriving South Africa. We mobilise their collective resources and capabilities, as responsible corporate citizens, to influence their operating context and to play a leadership role in creating an ethical, sustainable and equitable society.



Our Partners

We partner with some of the most influential and local organisations to ensure that our strategic direction and work content are world class, and that the South African perspective is understood and included in their conversations.



Chairperson's Report

“ Through our programmes, the NBI provides critical thought leadership, builds institutional and leadership capacity, and strengthens trust across stakeholders – creating the foundation for systemic change at scale. ”

Conditions in South Africa remained difficult during the year to 30 June 2025, with low economic growth, structural headwinds and political uncertainty. Weak investment, a contraction in manufacturing and persistently high unemployment highlight the deep structural challenges facing the country. While significant work remains to be done in logistics and transport, improved energy availability provided welcome cause for optimism.

The global economy was characterised by subdued growth and rising uncertainty from trade policy disruptions, heightened geopolitical risk, elevated financial market volatility and a softer investment climate.

The abrupt closure of United States Agency for International Development (USAID) programmes left NGOs around the world grappling with unexpected funding shortfalls, stalled projects and uncertainty about contract renewals, threatening service continuity for vulnerable communities. Some of the NBI's key projects were affected and we had to react quickly to secure committed funding.

In the current South African context of persistent social and economic strain, business resilience and national progress are inextricably linked. Through our programmes, the NBI provides critical thought leadership, builds institutional and leadership capacity, and strengthens trust across stakeholders – creating the foundation for systemic change at scale. Our workstreams target the country's most pressing constraints, which disproportionately affect disadvantaged communities.



Cas Coovadia
Chairperson of the NBI

Capping off thirty years of driving sustainable development

The NBI had another good year in a complex operating environment. While not all targets were achieved, our anchor projects showed good progress, with the further growth and development of TAMDEV a particularly pleasing highlight. Net members increased and we closed the year with a surplus and a strengthened financial position.

In March 2025, the NBI turned thirty. For three decades, the NBI has been more than a champion of sustainability, establishing itself as the cornerstone of resilient business and a thriving economy. Together with our valued members, we have created a forward-thinking community that drives real change through collaboration, innovation and leadership. By helping to embed sustainability at the heart of business strategy, the NBI has supported lasting impact for people, planet and prosperity.

Upholding good governance and ethical leadership

Good governance and ethical leadership are the foundation of credibility, trust and collective impact. At a time when public and private institutions face heightened scrutiny, declining societal trust and rising stakeholder expectations, the NBI recognises that principled leadership must guide every aspect of our work. By upholding the highest standards of transparency, accountability and ethical conduct, we strengthen our legitimacy as a partner to business, government and civil society, while modelling the behaviour necessary to drive inclusive growth.

Strong governance enables more effective collaboration, sharper strategic focus and better stewardship of resources, ensuring that our programmes deliver measurable value for members and society alike. Ultimately, integrity is more than simply a safeguard – it is a strategic enabler, reinforcing our role as a trusted convener and catalyst for systemic change in South Africa.

The NBI's Board brings together a range of relevant expertise and industry perspectives that combine well to ensure effective oversight and provide critical input to strategic deliberations. The Board is ably supported by the Board committees.

Board focus areas for the year included overseeing strategic delivery, ensuring the organisation stays relevant to business, addressing uncertainty precipitated by the withdrawal of USAID funding and providing input into strategy discussions.

Driving systemic change

There is a growing realisation in South Africa and globally that the current system is not working and that a reset is needed to address the world's significant social challenges and ensure sustainable societies. Business needs to be cognisant of the role it can play in growing, strengthening and sustaining communities to foster such an environment. This will require an ongoing emphasis on stronger and more progressive partnerships between business and government to find solutions.

The Board will continue to oversee effective implementation of the NBI's programmes in the year ahead and the development of the new strategy for the next five years. As the NBI closes out its 30th year, we look ahead with the certainty that our role in advancing inclusive growth and strengthening private-sector capacity to support transformation and sustainability has never been more important.

Acknowledgments

I extend my sincere appreciation to my fellow Board members for their insight and strategic direction. My gratitude also goes to our CEO, Shameela Soobramoney, whose leadership continues to grow, the management team for their dedication and strategic clarity, and to the NBI's staff whose passion and expertise underpin our impact.

We thank our member companies for their partnership and shared ambition to shape a stronger, more sustainable South Africa, as well as our collaborators across government, civil society and development institutions for their invaluable support. Together, we are building the trust, resilience and cooperation needed to drive meaningful, lasting change – and for this collective commitment, I am deeply grateful.



Our Strategy

Our strategic objective: Driving economic and social transformation

South African companies cannot afford to remain disconnected from society – business success and sustainability are inextricably linked to a thriving society, building trust and relationships with government and other key stakeholders. Social solidarity must be more than a reactive gesture during crises – it must be woven into the very fabric of corporate identity.

It remains as important as ever to address the structural factors that underpin our country's social and economic problems. These include the weaknesses in state institutions, which include deep-rooted corruption, and the urgent need to reduce youth unemployment, tackle gender-based violence and enhance the sustainability and competitiveness of our economy in the context of the low carbon transition.

As the pre-eminent voluntary business coalition addressing sustainable development, the NBI's mandate is to positively influence and catalyse the role of business in a sustainable society. Today, that purpose is more critical than ever.

We focus on the role of business in society, including how companies can meaningfully engage stakeholders, drive solutions to societal challenges and implement practical strategies to amplify impact through collective action. Through our work, we assist companies to develop long-term strategies relevant to the evolving realities of business in South Africa and help them to make a meaningful contribution to transforming our society.



Our strategy is guided by our overarching impact framework, which defines the outcomes we want to achieve:

Economic Resilience	Institutional Capacity	Trust
		
<p>The South African economy is inclusive, equitable, competitive and sustainable</p>	<p>South Africa has the institutional capacity to support social and economic transformation</p>	<p>South Africa is a society characterised by high degrees of trust</p>
<ul style="list-style-type: none"> • South Africa is an equitable place to work • The economy is inclusive • The economy is competitive in a net carbon neutral global economy (2050) • Key economic sectors are water secure • The economy is resilient to shocks (including from climate change) 	<ul style="list-style-type: none"> • Government is effectively delivering services • Functional institutional mechanisms enabling public and private sector collaboration are in place 	<ul style="list-style-type: none"> • Public and private entities are corruption-free and demonstrating ethical leadership • NBI member companies are convinced of the role for business in leading economic development and are implementing innovative solutions • NBI member companies are participating in collective action

We implement our strategy through three mutually-reinforcing action areas to drive the societal change South Africa needs across our focal areas:

LEAD with thought leadership	Drive LEARNING by building capacity	Create IMPACT through collective action
<p>LEAD</p>	<p>LEARN</p>	<p>IMPACT</p>
<p>We produce and disseminate strategic thought leadership driven by robust research that uncovers areas of shared risk and opportunity. These opportunities and risks form the basis for designing collective action programmes and understanding implementation approaches.</p>	<p>We help to build the capacity of all stakeholders, with a focus on business, to engage in potential collective action programmes. Building parity in knowledge, understanding and capacity across partners enhances the potential success of collective projects.</p>	<p>We design and implement collective action projects that lead to business-led solutions which unlock developmental outcomes that drive sustainable growth, helping business to engage in courageous conversations with multiple stakeholders.</p>

NBI focus areas

Social transformation

Gender, race, inclusion, diversity, transformation and intergenerational equity.



Bold and ambitious leadership

Cross-cutting which includes anti-corruption, ethics and transformation.



Environment and society

Climate, water, energy, green finance, biodiversity and just transition.



Economic inclusion

Skills and youth employability, job creation, SMMEs and township economies.



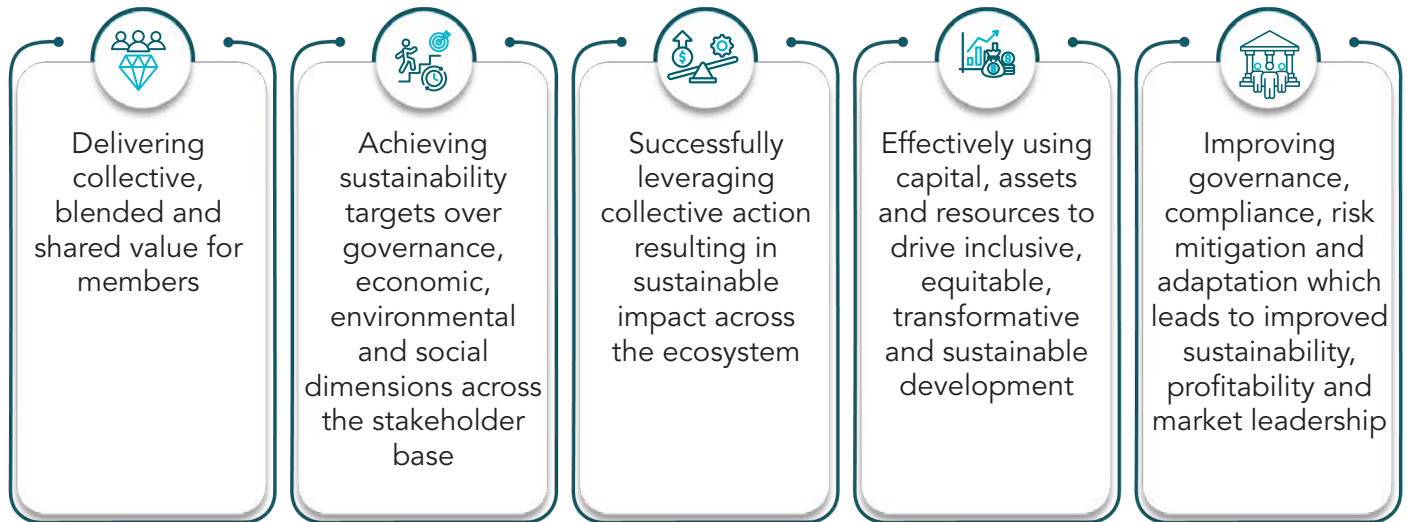
Building institutional and government capacity

Service delivery and capacity building.



BUSINESS ACTION FOR SUSTAINABLE GROWTH

Successfully implementing the NBI's strategy creates a return on investment for members, including:



Monitoring strategic implementation

Performance indicators aligned to our strategy roll up from individual performance contracts and service standards, into project level, unit level and management team indicators. Overall performance is collated into a score card that highlights areas of success and risk, which is monitored by the Board. The scorecard also includes organisational and governance outcomes that enhance the NBI's operational effectiveness.

2025 was the final year of the current strategy set in 2021. Work began last year and continued this year to review our strategy in the context of the significant changes globally, in South Africa, in the business environment and in the NBI.

The outcomes from these sessions, together with the NBI's Theory of Change, member input and feedback from other stakeholders, will be incorporated into the NBI's next strategy.



Our Value Creation Model

The NBI's organisational model creates and preserves value for members, society and other stakeholders by bringing business, government and civil society together to catalyse collective action to address society's biggest challenges.

Our LEAD>>>LEARN>>>IMPACT action areas create thought leadership to raise awareness, build capacity, identify areas of shared risk and opportunity, and define collective projects that maximise impact.



In conducting our activities, we are aware of and continually assess the trade-offs required between the capitals to create value and achieve our strategic goals.

Capital inputs

Social and relationship capital

The NBI’s strong relationships with our stakeholders help to enrol key public and private sector resources in collaborative platforms that enable collective action projects, build capacity and foster trust.

Intellectual capital

We leverage the learning and intellectual property available through our partnerships together with the experience, knowledge and skills of our staff to create thought leadership and build capacity in our members. The NBI’s strong brand, reputation and character ensure that we can engage stakeholders at the highest level and have access to necessary resources.

Human capital

The NBI’s team of 55 skilled, qualified and dedicated staff comprise key knowledge experts across a range of subject matters and specialities. This year we invested R240 000 in skills development and training, and paid R51 million in remuneration.

Financial capital

Our activities and projects are financed by membership donations and project funding from donors. In 2025, the NBI received R16 million in membership donations and R39 million in project funding was allocated to specific projects.

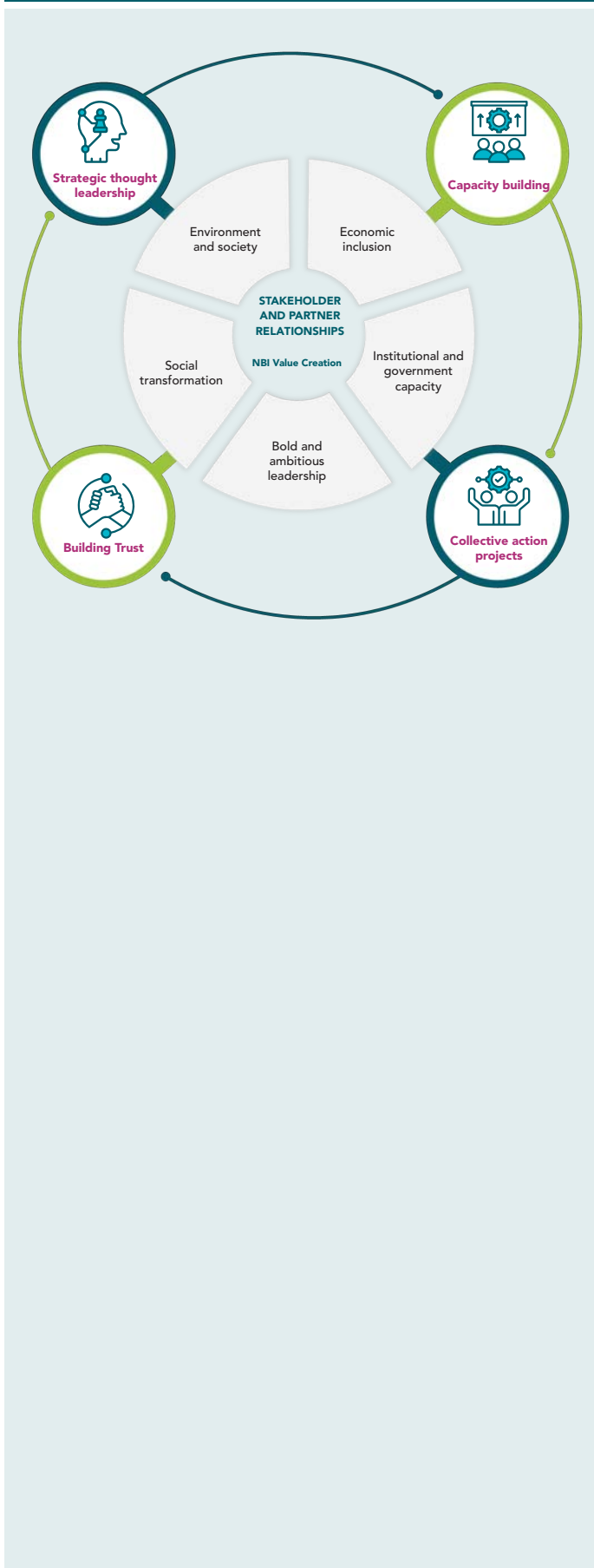
Natural capital

Our activities primarily take place at our head office, or from home offices for those working remotely, where energy is used in the form of electricity to power office equipment and water is withdrawn for consumption, sanitation and hygiene.

Manufactured capital

Our manufactured capital inputs primarily rented offices and office equipment. This year we invested a further R389 000 in IT equipment.

Activities



Outputs

- Strategic projects and initiatives advanced in our focus areas (see pages 38 to 61)
- 13 events/webinars/ workshops hosted with a variety of local and international partners and stakeholders
- Capacity building through one-on-one interactions with members, workshops, webinars, and the TAMDEV initiative
- CEO and Intergenerational Leadership Dialogues
- 45 events held at COP29
- 26 mailers and six press releases
- 6 Thought Leadership reports released and support events
- NBI representatives spoke at 12 conferences

Capital outcomes

Social and relationship capital

- Strengthened relationships between business, government and other stakeholders through productive, constructive and supportive engagements facilitated by the NBI. Increased member and partner confidence and trust created by effective project delivery.

Intellectual capital

- Reliable and consistent delivery on our commitments and projects enhance the NBI's brand and reputation. Our internal expertise and the skills and capacity of our member companies and implementation partners are increased by the NBI's ongoing project work, thought leadership and capacity building activities.

Human capital

- The skills and experience of the NBI team continue to grow, further enhancing the thought leadership and knowledge generation potential of the organisation.

Financial capital

- For the year to 30 June 2025, the NBI generated a surplus of R1.8 million and total reserves increased to R23 million.





The NBI acts both as guide and yardstick by providing a neutral platform where business is able to harness broader intelligence and insights.

This pivotal role creates an opportunity for businesses within SA to continue moving our shared society forward.

Berenice Francis

~NBI Acting Finance
Committee Chair

CEO's Report

“In a year of profound transformation and challenge, we broadened our alliances and diversified our funding to ensure that NBI's programmes delivered concrete benefits and continue to drive systemic change.”

2025 was a tumultuous year with challenges on many fronts. In a low growth environment, business inevitably turns to cost management and funding comes under pressure for membership organisations such as the NBI. We also compete with other business organisations and requests for funding for business events, such as the G20/B20.

Geopolitical shifts from January 2025 affected the donor landscape, with USAID funding withdrawn and other international donor pools moving to a more inward focus in response. The JET SEP programme was able to access some USAID funding but the withdrawal of the remainder of the funding required that we pause recruiting for the programme and recalibrate our approach. We are broadening our alliances and diversifying our funding base to enhance the resilience of our programmes going forward.

The longer-term ramifications of these developments still have to play out, but the need for collaborative action to drive systemic change is more important than ever. The NBI is committed to ensuring that our unique value proposition is clearly communicated along with the concrete benefits delivered by our programmes.

Good progress in our programme areas

Organisationally, the NBI is in a strong position, morale is good and our teams are focused and diligently working to deliver on our strategy.

Despite the funding complexities, the JET SEP programme grew further in momentum and impact, attracting significant interest. Outputs included a granular report on job opportunities in the transition space in renewables



Shameela Soobramoney
CEO of the NBI

which has been widely used and cited. The programme is now moving into the implementation phase. The IRM Programme continues to expand, stimulating skills development, entrepreneurship, job creation and local economic development in township economies.

We saw strong and growing demand for TAMDEV from a wide range of public sector stakeholders as the initiative demonstrates its hugely positive role in building state capacity to improve service delivery. Support from the private sector to build capacity, particularly at an operational level, creates significant benefits for the country. TAMDEV also plays an important role in capacitating the Resources Mobilisation Fund, the channel for the funds of the B4SA initiative, in its work to address the country's crises in energy, logistics, crime and corruption.

The Social Transformation workstream successfully closed out on a number of significant projects during

the year, including its work around anti-corruption, which provides extensive resources for SMMEs. We are looking at ways to take this crucial work forward while securing sufficient funding to ensure that it is appropriately resourced.

Highlights in the environmental workstream include the successful completion of the Climate Finance Accelerator (CFA) project, which unlocked over R2 billion in investment for low carbon businesses in South Africa, and the successful delivery of the South African pavilion at COP29 in Azerbaijan that saw a multidisciplinary NBI team facilitated 45 events in 11 days.

Excellent progress was made on the Renewables Ambition in South African Electricity (RAiSE) project and we launched an MOU with the Western Cape Government, which will see significant funds invested in economic development and climate partnership in the province to support skilling for the Just Energy Transition. This demonstrates how the NBI's work is rooted in economic growth while ensuring that this growth is inclusive and prioritises local skilling and employment.

The year showed that our programmes are targeting the right areas – we continue to refine them so that they stay relevant and that their value is clearly articulated for members and funders.

One of the NBI's priorities is to create thought leadership and space for leadership engagement in critical environmental and social areas of impact, with an emphasis on translating insights into practical action for business. From a communications and events perspective, we held 13 workshops and events in the year in addition to the events held at COP29, spoke at 12 conferences, launched our new website, released a renewable energy guide, published two videos, three infographics and seven mailers, and hosted a Ministerial Bilateral and four member Advisory Committee meetings.

Financial performance and organisational capacity

The NBI ended the financial year ahead of budget and a surplus of R1.8 million. Pressure on member income is evident in the 8% decrease year on year. Project income grew 24%, affected by recovery delays, reduced COP funding and some proposal delays, which were offset by strong delivery in the JET SEP programme.

Costs were well controlled, but the main contributor to the surplus reported for the year was lower than budgeted personnel costs as we delayed new appointments in the uncertain funding environment. However, we are prioritising filling critical support roles in membership, operations and communications, aligned to our strategic imperatives to enhance the organisation's capacity and visibility. Areas where hires were made align with priorities identified by corporates and donors to ensure projects are adequately resourced and funded.

Our human resources team worked on internal benchmarking and alignment processes so that we remain relevant and competitive within the PBO sector. We enhanced our employee value proposition to recognise staff efforts to operate successfully, particularly in units that were under capacity, and to support retention. Training was provided to managers and supervisors to enhance performance management and entrench a performance culture.

Strategic collaboration and future directions

We remain focused on facilitating collaborative action between business, government and society to drive systemic change. Ensuring close collaboration and alignment between business organisations and corporate stakeholders so that resources are used efficiently will be key in this regard. This will include collective conversations to strengthen independence and long-term resilience in the funding base.

We are advancing the JET SEP programme and our work to support a just transition in the country. We will explore areas where TAMDEV can have an even bigger impact, such as whether there is a role in supporting improved service delivery in larger municipalities.

While the challenging operating context persists, we believe the year ahead will continue to show a stable and resilient financial position underpinned by enhanced internal capacity across both revenue generating and support areas of the NBI. We look forward to building the NBI's capacity and strategy to continue driving environmental and social change in the next three decades and beyond.



Our Material Matters

Our material matters are those matters that have the most significant potential impact on our sustainability and ability to create and preserve value over the long term. These issues guide our strategy, focus areas, activities, decisions on capital trade-offs and the information disclosed in this report.



Strategic positioning

There are a number of business organisations operating in South Africa and it is essential that the NBI continues to demonstrate, articulate and communicate our relevance and unique position and strategy, particularly in the context of the current pressures on business. The NBI's governance structures and strategy ensure that we align with member priorities and that they understand the value membership creates for them.

The NBI membership journey (see pages 12 and 13) integrates new members into the organisation, helps them to progressively increase their level of commitment to economic and social transformation, and supports them to realise value by engaging in projects aligned with their own strategic priorities.

We have a well-established track record of translating our strategic aspirations into action through impactful projects that deliver tangible results in our areas of focus. We are expanding the capacity of our Membership and Communications teams to ensure that we continue to raise awareness about the importance of responsible corporate citizenship, clearly and consistently communicate our value proposition and highlight the key successes and achievements of our projects. We are implementing a new CRM system for membership, events and communications, which will enhance our effectiveness in these areas.

Our communications analytics show that the NBI's brand is strong among businesses, researchers and policymakers, and our content is regarded as authoritative and solutions-driven. We are perceived as a credible, solutions-oriented organisation, particularly in sustainability and ethical business. We endeavour to run professional, enriching and engaging events that bring value to our members and stakeholders.

Human Capital

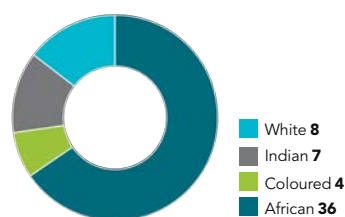
The skills, experience and motivation of the NBI's dedicated staff are key resources that enable strong trust relationships with stakeholders, the intellectual capital created through our ways of working and our ability to effectively implement programmes. Our ability to create value for members and sustainability depends on attracting, developing and retaining high-calibre employees.

The market for skilled and experienced staff in our focus areas is highly competitive and, as a non-profit organisation, it is difficult for the NBI to match corporate sector salaries. Staff turnover and rapid growth in our projects in recent years created capacity constraints in some areas that led to acting heads being appointed in the Environment and Society and Social Transformation units at the start of the year who also held other leadership roles in the organisation. While the constrained and uncertain funding environment led to some appointments being delayed, we are pleased to report that we appointed a highly experienced head of Environment and Society from within the unit during the year.

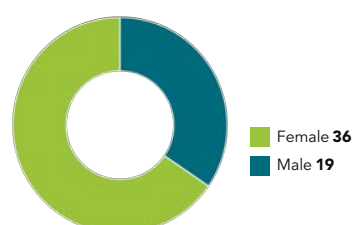
We aim to create a work environment that stimulates creativity and productivity to get the best out of our team, and we have a strong employee value proposition. During the year, the human resources team conducted internal benchmarking and alignment processes to ensure that the NBI remains relevant and competitive with its peers. There was a proactive focus on succession planning for key roles and the reward and recognition framework was revised to recognise staff efforts to operate successfully, particularly where units were under capacity constraints, and to support retention.

Skills development includes on-the-job training and exposure through our team-based approach, and managers and supervisors received training to enhance performance management and entrench a performance culture. Other training included unit-specific short courses and on-the-job coaching and mentoring to develop skills needs identified in personal development plans.

Staff split by race



Staff split by gender





Ethics and governance

The NBI's ability to build effective stakeholder collaborations and attract new members depends on our good reputation and the trust business, government and society have in the organisation. Trust is strengthened by continuing to demonstrate our commitment to good governance and ethical behaviour as an organisation and in our projects and activities. The NBI's governance structure and practices align with the principles of King IV and support compliance with the Companies Act (see page 68).

Project execution

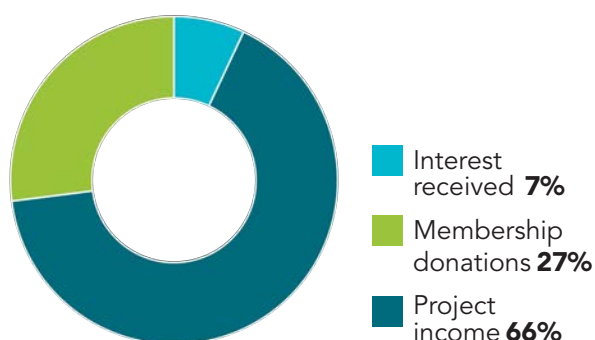
Over the last 30 years, the NBI has demonstrated its ability to implement impactful and effective projects. This track record distinguishes us from other business organisations, strengthens stakeholders' trust in our ability to deliver while responsibly stewarding financial resources. Project implementation is continually monitored by management and the Board oversees progress against the Board Scorecard. Reviews include ensuring that projects have the financial and human capital resources they need to succeed.

Financial sustainability

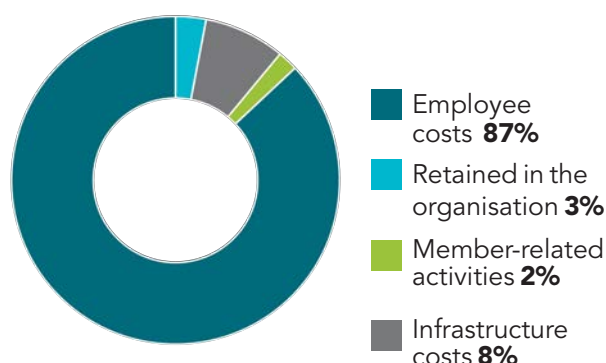
The financial capital available to the NBI comes from membership donations to fund core activities and project income to fund strategic projects. Securing sufficient financial resources requires that the value we create is clearly understood by current and prospective members, and that we continue to demonstrate our ability to deliver on projects. Costs are carefully managed and balanced with the need to capacitate our units and projects. We continue to investigate new ways to diversify funding sources.

Membership income decreased by 8% in the 2025 financial year and project income rose 24%. Employee costs comprise 87% of value distributed, reflecting the organisation's reliance on its human, intellectual and social and relationship capitals. 8% of value distributed was allocated to infrastructure costs, 1% to member-related activities (primarily consulting costs) and 3% was retained to increase reserves, which were R23 million at the end of June 2025.

Revenue by source



Value distributed





While the challenging operating context persists, we believe the year ahead will continue to show a stable and resilient financial position underpinned by enhanced internal capacity across both revenue-generating and support areas of the NBI.

Shameela Soobramoney

~CEO of the NBI

Our Key Stakeholders

The collective action platforms the NBI creates between government, business, society and other key stakeholders are built on our deep and lasting relationships with our stakeholders. The strength of these relationships emanates from our independence, objectivity, track record of delivery and grounding in business.

Feedback from our regular engagements with key stakeholders helps us to understand their evolving interests and concerns, which inform the NBI's strategic direction and programmes.

The NBI's communications department creates updates and disseminates information to keep members, other stakeholders and the public informed about the NBI's achievements, emerging trends and thought leadership, and to raise the profile of the NBI. These communications include On a Clear Day, Quick Briefs, thematic and project reports, news updates and releases, LinkedIn posts, X as well as our YouTube channel and website.





OUR MEMBERS

Key concerns

- A clear, unique value proposition.
- Value for money and return on investment.
- Access to government at the appropriate level and trust building.
- Opportunities for capacity building and collective action.
- New investment opportunities that can transform business, stimulate growth and create jobs while reducing inequality and poverty.

How we engage

- Ongoing interactions as part of the member journey.
- One-on-one meetings.
- Thought leadership reports.
- Events, webinars and workshops.
- Regular mailers and social media.
- Website.
- Member representation on the Board, membership council, regional councils and programme advisory structures.

How we respond

- Regular engagements to understand member needs, provide relevant thought leadership and support, and to communicate the value the NBI creates for members and society.
- We provide significant thought leadership, bold leadership platforms and member networking opportunities.
- Our secretariat role in supporting broader business/government partnerships.
- Delivery on our core projects and collective action programmes makes a substantial contribution to sustainable development in South Africa.
- We leverage our strong relationships with government to play a bridging role between government and business.
- The NBI communication strategy and additional content resources aim to communicate our value proposition clearly and consistently.



EMPLOYEES

Key concerns

- Fair pay and good working conditions.
- Business sustainability.
- Opportunities for personal development.
- Health and safety.

How we engage

- Ongoing day-to-day interactions.
- Regular performance management reviews.
- Workshops.

How we respond

- The NBI is committed to responsible HR practices and fair pay.
- Skills development opportunities include on-the-job training, internal programmes and exposure gained from our team-based approach.
- Effective health and safety protocols are in place.



GOVERNMENT

Key concerns

- Advancing sustainable development and social transformation in South Africa.
- Business participation in collective action projects.
- Access to business thought leaders.
- Opportunities for capacity building and collective action.

How we engage

- Ongoing interactions with regional and national government as part of specific projects.

How we respond

- Our core projects align with government priorities and successful delivery drives progress towards these goals.
- The TAMDEV programme strengthens vulnerable public institutions and addresses infrastructure provisioning and service delivery constraints.
- The leadership platforms we facilitate and business support initiatives we participate in provide an opportunity for government and business leaders to interact in areas of common interest.



PROJECT BENEFICIARIES AND SPONSORS

Key concerns

- Efficient and effective delivery on projects that drive sustainable development.
- Transparent and accountable allocation of project funds.

How we engage

- Close interaction during project setup, delivery and at closure/exit.

How we respond

- Projects are designed to maximise benefit and sustainability.
- Our strong governance structures and project planning tools ensure effective oversight and delivery.
- Management and the Board monitor projects to oversee delivery, spending and outcomes.
- We provide regular and transparent updates to project sponsors.



STRATEGIC PARTNERS (SEE PAGE 17)

Key concerns

- Advancing sustainable development and social transformation in South Africa.
- Demonstrating the contextual relevance of global initiatives for South Africa.
- Opportunities for shared thought leadership and economies of scale in collective action.

How we engage

- Close interactions on core projects, at international events and when developing thought leadership.

How we respond

- Our collaborative platforms combine high-level representatives from business and government that provide opportunities to spread international best practices and initiate local projects that deliver on global priorities.
- Our interactions with global partners aim to ensure that projects and thought leadership consider the local context.



OTHER STAKEHOLDERS: BUSINESS ORGANISATIONS/ COLLABORATIONS*, ACADEMIC INSTITUTIONS AND DELIVERY PARTNERS†

Key concerns

- Coordinated and collaborative sustainable development and social transformation in support of business and society.
- Opportunities for economies of scale in collective action.
- Partnering to provide thought leadership.

How we engage

- Regular interactions at meetings, on projects and when developing thought leadership.

How we respond

- Ensuring strategic alignment.
- Working together to deliver projects and thought leadership that drive sustainable development and social transformation.
- Collaborative platforms provide opportunities to bring together a range of stakeholders to achieve scale and reach.

*B4SA, BUSA, BLSA, BBC

†CDP, specialist consultants

Our Programme Areas:



**SOCIAL
TRANSFORMATION**

**ECONOMIC
INCLUSION**



TAMDEV

**ENVIRONMENT
AND SOCIETY**





The engagement through NBI’s Western Cape Advisory Committee serves as a critical conduit between the public and private sectors, ensuring that we remain well-informed, strategically aligned and responsive to the dynamic landscape of sustainability and national development imperatives

Zama Mkhize

~Western Cape Advisory
Committee Member

Social Transformation



We support organisations to embed and collectively strive for equity and inclusion in their strategies and across value chains by fostering a broader understanding of structural and systemic barriers.



The Social Transformation Unit's programmes are designed to support companies to become transformative leaders by providing insights to deepen contextual understanding and objective assessment tools, influencing strategies and providing collaborative opportunities for greater impact.

Striving for Equality and Social Cohesion: Transformation and Equity

The Transformation and Equity workstream mobilises the private sector to tackle issues of inequality and exclusion to achieve an equitable and transformed society. Key focus areas are addressing transformation and gender equity by building a multi-stakeholder approach towards gender-based violence (GBV), the gender pay gap and integrating gender equity and social inclusion (GESI).



During the year, the NBI became an official member of the Taskforce on Inequality and Social-related Financial Disclosures (TISFD) Alliance. The Alliance is a global initiative created to develop key recommendations and frameworks that enable businesses and investors to effectively identify, assess and report on their inequality and social-related risks, opportunities and impacts.



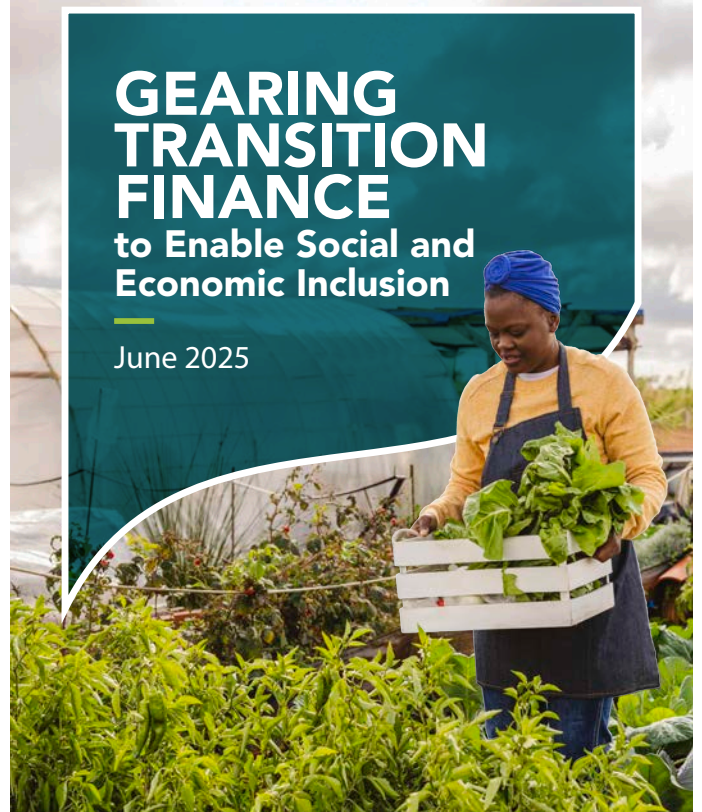


Integrating and embedding GESI

By promoting GESI, we aim to improve participation in society, particularly for women and disadvantaged people, by enhancing opportunities, access to resources, representation, a sense of belonging and inclusion. The Social Transformation unit provides strategic insights to assist integration of GESI frameworks and approaches across NBI work areas and society, implements GESI training and support for projects, and is developing monitoring and evaluating frameworks to measure the impact of GESI approaches.

The unit works with the Economic Inclusion team's IRM initiative to integrate the concept of GESI by providing training for learners, facilitators and employers. This work is essential in addressing discrimination and bias to support the IRM's ambitions of +50% participation of women in the programme.

The Social Transformation unit worked with the Environment and Society unit to develop thought leadership on enabling social and economic inclusion in transition finance. This work culminated in the launch of a report in August 2025 at an online webinar that included key stakeholders and provided possible next steps based on learnings from the report.



The unit also worked with the Environment team on a climate finance accelerator project (see page 59).

Addressing GBV

Our GBV work focuses on identifying innovative approaches and building a strong multi-stakeholder framework to effectively address the GBV pandemic.

Good progress has been realised under the WeDare Network, an international multistakeholder partnership between the private sector, civil society organisations, academia and government that facilitates catalytic partnerships and provides innovative approaches to address GBV.

For the last two years, the NBI has worked with the Gordon Institute of Business (GIBS) and Nottingham Trent University to develop the WeDare GBV Repository, a pioneering digital knowledge platform designed to amplify learning, share innovative information and build collective action on GBV prevention, response and strategies in the private sector. The Repository was launched in September 2025 at an event that introduced the platform and highlighted powerful case studies from our first cohort of company champions.

Addressing Pay Disparity

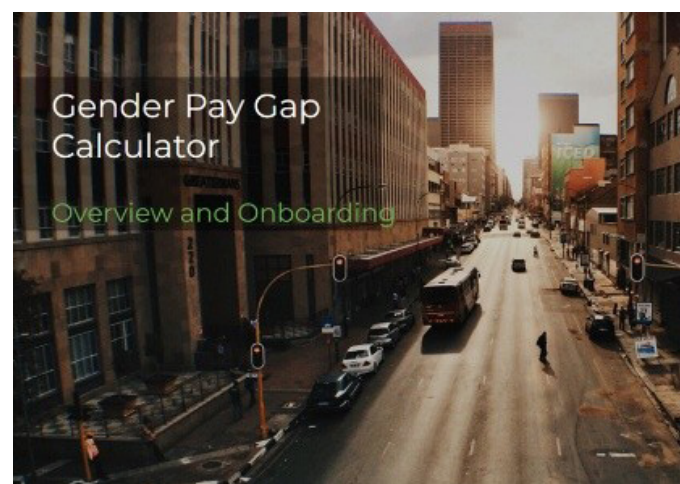
Over the last four years, the NBI conducted extensive work on the gender pay gap (GPG), including a research-based econometric model. The research was used to develop a free Gender Pay Gap online platform available to companies to assist them to calculate and visualise their pay disparity as the first step towards developing strategies to close the gap.

Building Trust and Accountability

Corruption and unethical behaviour hinder economic growth, weaken public institutions, erode trust in governance and deepen inequality by disrupting service delivery and infringing on human rights. The UN estimates that corruption and illicit financial flows cost the global economy about \$3.6 trillion annually.

The Ethics Coalition for Business (EC4B) Ethical Supplier

South Africa's SMMEs employ over half of the country's workforce but are crippled by opaque tenders, compliance



burdens and unethical gatekeepers. According to National Treasury, R27 billion is lost annually to procurement fraud and 40% of SMMEs fail procurement bids due to unfair processes.

The EC4B Ethical Supplier project focuses on building trust, strengthening ethical business practices and promoting diversity within supply chains. It aims to enhance SMME participation in ethical procurement, fostering accountability, combatting corruption and driving economic inclusion in South Africa.

Key resources in the the EC4B Ethical Supplier project:

<p>The Ethical Supplier Report</p>	<p>Released in June 2025, the NBI’s research report provides key findings from our study of the barriers and challenges facing small businesses in dealing with corruption and unethical business practices.</p> <p>Core challenges identified in the report include:</p> <ul style="list-style-type: none"> • Costly, inconsistent and time-consuming regulatory compliance requirements. • Unfair procurement practices favouring well-connected firms. • Ethics deprioritised due to short-term contracts and the lack of financial support. • Women, youth and disabled entrepreneurs struggle to access finance, networks and procurement opportunities. • Fears of retaliation, lack of trust and weak protection discourage reporting of unethical practices.
<p>A “Tips & Tales” Guide</p>	<p>A simple and practical guide exploring real-life scenarios, key concepts and common issues to help SMMEs to better understand and navigate challenges related to ethics, compliance and responsible business practices in their day-to-day operations.</p>
<p>An e-learning platform</p>	<p>Using technology to advance knowledge sharing and sustainable practices by bringing the “Tips and Tales” Guide to life through an interactive and user-friendly digital experience.</p>
<p>Integrity Talks</p>	<p>The Integrity Talks podcast series offers insightful conversations on ethics, transparency and responsible business practices featuring voices from industry experts, thought leaders, SMMEs and change-makers.</p>
<p>Ethical leadership and anti-corruption training</p>	<p>The training was redesigned during the year and repositioned on a more user-friendly platform, supported by KPMG. Opportunities to promote uptake of the training were identified in the Economic Inclusion and TAMDEV units. Our long-term plan is for TAMDEV to take this work forward to strengthen integrity in local government.</p>

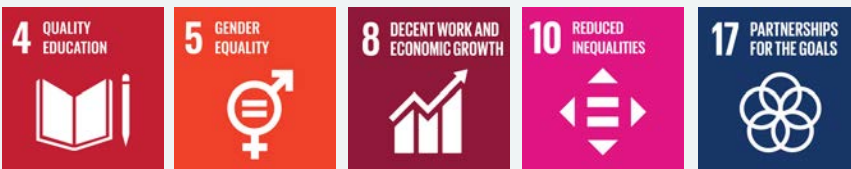


Economic Inclusion

We address the systemic barriers in accessing work opportunities in the green economy through innovative multi-partner interventions that drive systemic transformation with a focus on black youth, particularly graduates and unemployed youth, women, entrepreneurs and township-based SMMEs.



02



The Economic Inclusion unit promotes economic inclusion and employment by catalysing demand and skills drivers linked to the green economy and just transition.


The Installation, Repair and Maintenance (IRM) Programme

The IRM initiative stimulates job creation and local economic development in township economies by building the capacity of the ecosystem to create demand for IRM candidates, providing opportunities for training and supporting sustainable employment, entrepreneurship or self-employment opportunities.







The programme delivers training for learners at partner TVET colleges, placements for IRM graduates with formal and township-based SMMEs, and support for entrepreneurs and SMMEs to grow and secure supply chain opportunities with local companies and government. Digital platforms such as the IRM App and the IRM SMME portal provide a knowledge base, increase engagement and create opportunities for young people and entrepreneurs.

The Green Economy Toolkit (greeneconomytoolkit.com) provides resources for SMMEs in the IRM sector to help them build their capacity and understanding of the green economy, develop new skills and access opportunities.

The unit's strategy to 2035 sets ambitious targets to unlock the employment creation potential of SMMEs in South Africa's informal or township economies.

Strategic objectives	Build and strengthen the local skills and entrepreneurial ecosystem	Increase the number of employment opportunities in the local ecosystem	Strengthen capacity of TVET colleges for entrepreneurship and demand-led skilling
			
Targets to 2035	13 fully operational township IRM hubs on TVET campuses	5 000 township enterprises supported to grow and increase market opportunities (30% women)	30 000 young people in IRM jobs or self-employment (60% women)

Progress in 2025

<p>7 </p> <p>IRM Hubs under development, with a further four in planning stage, at TVET Colleges in Gauteng, Kwa-Zulu Natal, Mpumalanga and Western Cape</p>	<p>193 </p> <p>Township-based entrepreneurs and SMMEs supported</p>	<p></p> <p>Capacity building and partnering with 10 TVET College partners across South Africa</p>
<p>12 </p> <p>SMMEs are now training IRM students</p>	<p>861 </p> <p>IRM youth trained with 85% throughput rate</p>	<p>4 </p> <p>Partner colleges are incubating start-up artisanal enterprises</p>

Project partners

					
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Local ecosystem mapping with the Wits Researching Education and Labour (REAL) Centre identifies potential areas of latent demand in the SMME sector, determines requirements to build inclusive local markets that will manifest this demand and highlights available and required skills.

We continue to identify and structure strategic collaborations and partnerships with key stakeholders, including additional TVET colleges, industry associations and joint implementation partners to consolidate and drive the ecosystem approach. A memorandum of understanding (MOU) with COGTA leverages TAMDEV's municipal support to foster SMME development, skilling and employment promotion at local government level. Through our "Working for Infrastructure" programme, we have also partnered with the City of Cape Town to provide IRM youth and TVET graduates two years of training and work experience in the City's departments and are working with the Department of Public Works and Infrastructure to expand this programme to other municipalities across the country.

In 2025, we finalised designs for the construction of the first five IRM Hubs integrating sustainable green building principles, expanded the ecosystem mapping project, progressed the ecosystem partnerships established and expanded the number of partnerships with TVET Colleges. The number of IRM trainees increased to 861 at year end, exceeding our target of 780, and we supported 193 township-based entrepreneurs and SMMEs during the year, well ahead of our target for the year of 140.

The Just Energy Transition Skilling for Employment Programme (JET SEP)

Plans for South Africa's energy transition include building 120 - 150 GW of renewable energy capacity over the next 30 years, which will require more than 400 000 new jobs in areas where skills are not currently locally available.

Realising a just energy transition (JET) will require significant effort. The current skills ecosystem is fragmented and lacks the capacity to scale at the pace required for JET implementation. To support a quick and efficient energy transition that delivers full benefit to the country, and to safeguard the 'just' aspect of the transition, South Africa needs a coordinated national intervention to create a local skills ecosystem that is demand-led, dynamic and agile.

JET SEP is a flagship collaboration between the Economic Inclusion and Environment and Society units that leverages the NBI's bridging and coordinating role to grow private sector support to progress the Workforce Skilling pillar of South Africa's JET Implementation Plan (IP). The initiative will provide targeted upskilling and reskilling training programmes in clean energy across the skills and TVET system to grow the skills capacity required to achieve a JET.

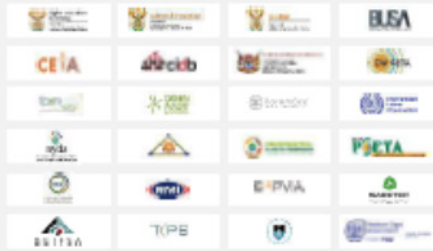
The IRM hubs will provide proof points for how the JET can be achieved and we are using our local ecosystem model to conceptualise the potential shape and form of the skills development zones articulated in the JET IP.

The JET SEP ecosystem includes comprehensive governance structures with more than 30 CEO Champions as well as strategic public-private collaborations with SETAs and the Department of Higher Education and Training to optimise resource allocation.

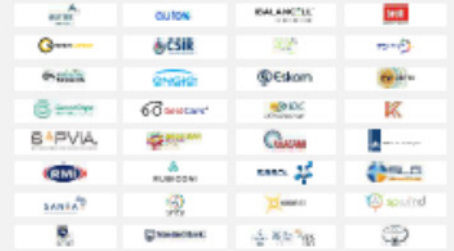
31 CEO Champions mobilised



25+ Advisory Board members



35+ Working Group members



In October 2024, the NBI launched "Powering Futures: The Green Skilling Opportunity", an industry-endorsed and demand-led report outlining the scale of job opportunity in seven renewable and emerging green sectors.

We have also designed several strategic interventions to kickstart impact, improve planning and training quality, and expand training capacity. Funding is being mobilised to gain momentum on the project.

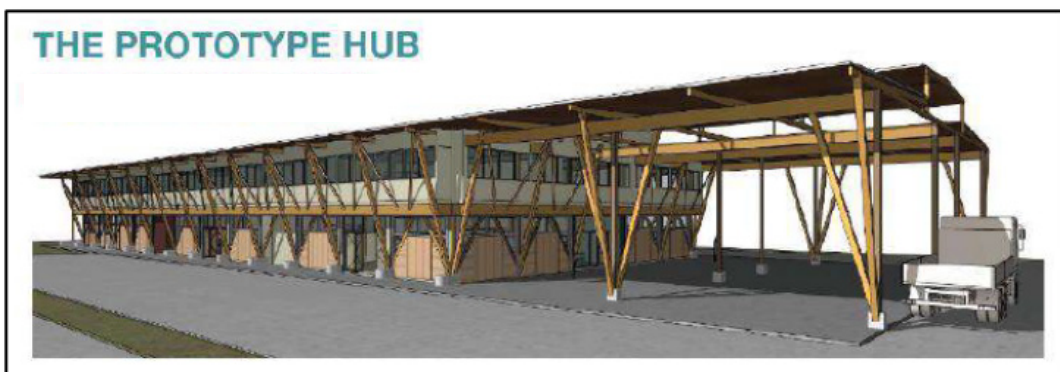
The Western Cape JET Skills mapping project

The NBI has partnered with the Western Cape Government and UCT’s Southern Africa Labour and Development Research Unit (SALDRU) to map renewable energy value chains and assess the skills required to implement key renewable energy value-chain opportunities. These maps were then used to identify opportunities for market demand, economic inclusion and job creation potential in the Western Cape. The top opportunities identified were battery assembly, solar PV IRM SMMEs, green steel production and recycling of batteries and renewable energy components.

To realise the emerging economic opportunities for township enterprises and young people, the partnership will leverage off the three IRM hubs being constructed



at TVET College campuses in Khayelitsha, Atlantis and Vredenburg. This infrastructure investment will be complemented by technical support and institutional capacity building to ensure the hubs are optimised and sustainable.





Focus for 2026

In the year ahead we will continue to strengthen the NBI and IRM positioning in the Presidential Youth Employment Intervention (PYEI) and the implementation of the JET-IP, break ground on the IRM Hubs infrastructure, conclude JET SEP phase 1 and start the strategic interventions in phase 2, and align the IRM initiative and JET SEP more closely to leverage off each intervention's strengths in pursuit of green jobs and a just transition. We will also focus on increasing communication and thought leadership to elevate the NBI's role and position in economic inclusion, youth employability and skills development.

Our capacity building and delivery goals target a further 800 IRM trainees in 2026, support 200 IRM SMMEs and extend our partnerships to 17 TVET colleges.



The NBI proves that when we unite for sustainable progress, we build a future where prosperity and dignity thrive for all.



Bavumile Skhosana

~NBI Social, Ethics and Transformation Committee Member and CEO of Mabasa Energy

TAMDEV

03



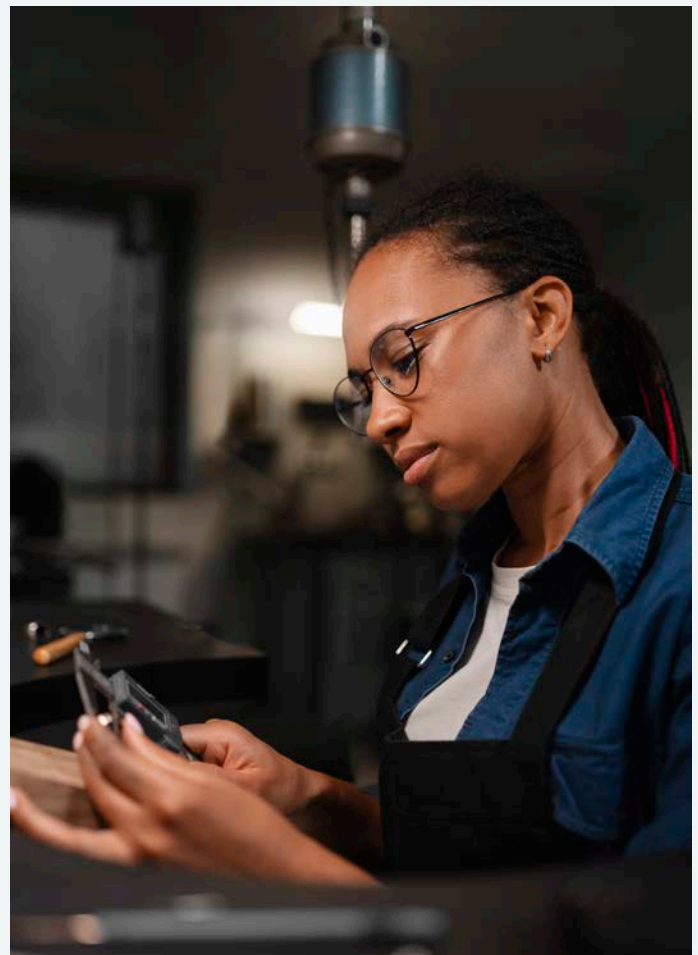
The bridge between the public and private sectors - coordinating business support to government



For business to succeed, it needs well-functioning government institutions to create an enabling environment. High levels of dysfunction in local government have serious and direct implications for businesses and communities, increasing the cost and complexity of doing business, affecting employment and economic growth.

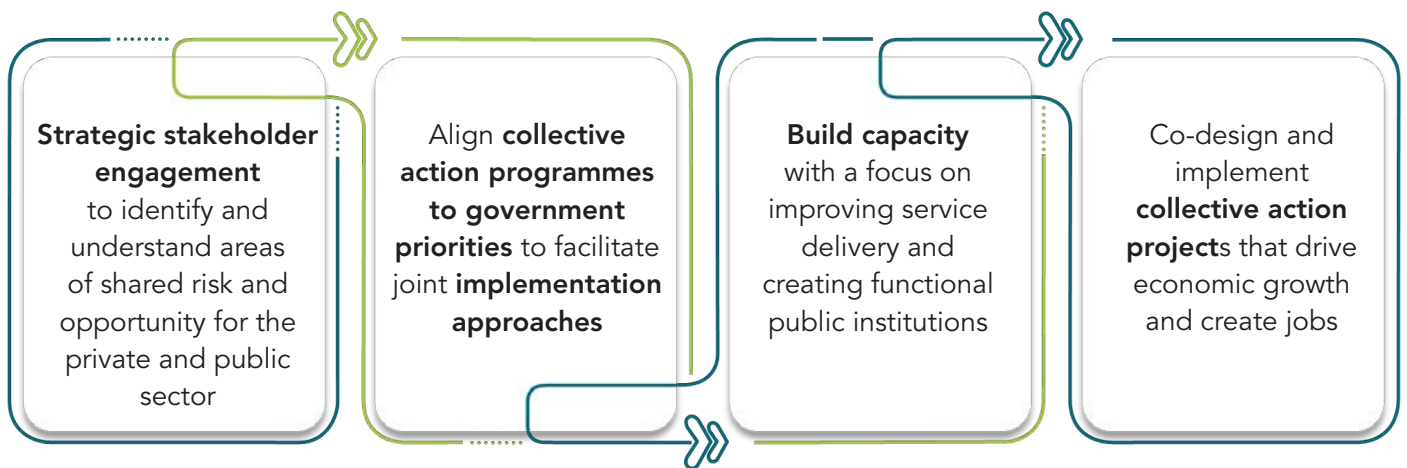
The Technical Assistance, Mentorship and Development (TAMDEV) programme mobilises and coordinates the efforts of business to share knowledge, experience, resources and best practices, creating opportunities to collectively address the challenges facing the public sector and build a more sustainable and equitable future for South Africa.

The collaboration deploys retirees and semi-retirees with appropriate expertise and technical skills from the private and public sectors to strengthen vulnerable public institutions and address infrastructure provisioning and service delivery constraints.





TAMDEV’s model focuses on gaining and maintaining buy-in from government by involving stakeholders from conceptualisation and design of the intervention to implementation.



TAMDEV’s project management model has proved effective in strengthening capacity in local and district municipalities by improving co-ordinated planning, financial management and the implementation of infrastructure projects.

Support is formalised through MOUs with public sector stakeholders including the Department of Water and Sanitation (DWS), Department of Cooperative Governance and Traditional Affairs (COGTA), the South African Local Government Association (SALGA), the Development Bank of South Africa (DBSA) and the Office of the Presidency.

Projects in 2025 included:

Department of Water and Sanitation (DWS)	<p>Providing technical support in the design of a professionalisation strategy for the Construction Chief Directorate in DWS to improve skills, qualifications and professional status of ±3 500 construction workers engaged in water and sanitation projects. The project sought to address critical skills shortages and elevate the competency levels of workers to meet national and global standards.</p>
Business for South Africa (B4SA)	<p>Providing technical resources, monitoring and evaluation, and financial and contract management services to the Resource Mobilisation Fund (RMF) in B4SA, to strengthen the collective support of business to the Office of the Presidency in the National Energy Crisis Committee (NECOM), National Logistics Crisis Committee (NLCC) and Joint Initiative on Crime and Corruption (JICC).</p>
Energy Efficiency in Public Buildings and Infrastructure Programme (EEPBIP)	<p>Capacity building and raising awareness for the EEPBIP, which supports public sector institutions to implement large-scale energy efficiency projects in their buildings and infrastructure.</p> <p>During the year, TAMDEV facilitated workshops for 682 government officials as part of the EEPBIP pilot programme in eThekweni Metro, Nelson Mandela Bay Metro and Mahikeng Local Municipalities. Projects have been identified for implementation at 20 buildings and a water treatment plant. Three capacity building modules were developed and seven course modules delivered, reaching more than 1 600 attendees.</p>
Water Partnership Office (WPO)	<p>Providing technical resources in support of the WPO, an entity within the Development Bank of South Africa, assisting 13 municipalities in the areas of non-revenue water and water re-use projects.</p>
Presidential Committee on State-Owned Entities (SOEs)	<p>Deployed 14 financial analysts to conduct financial assessments on 34 SOEs for the Presidential Task Team on SOEs (PSEC).</p>
Municipalities	<p>Capacity building in municipalities in Mpumalanga, Free State and Northern Cape in the areas of water, energy, financial management and governance.</p>
Department of Cooperative Governance and Traditional Affairs (COGTA)	<p>Creating a platform for business to engage with COGTA to contribute insights and perspectives into the review of the White Paper on Local Government. TAMDEV facilitated roundtable discussions in four provinces in conjunction with the Minister of COGTA.</p>

Focus for 2026

Looking ahead, TAMDEV is strengthening its ability to adequately and effectively respond to the increased requests for technical support to national catalytic projects and capacity building interventions in municipalities. These include opportunities to provide technical support to Operation Vulindlela – Phase 2, the City

of Johannesburg and eThekweni, Infrastructure South Africa (ISA) as well as capacity building in water, the just transition, digital and various other infrastructure projects in 14 municipalities in Northern Cape, Mpumalanga, Limpopo and Western Cape.



What's extremely important from the NBI and the Board members' perspective is that the NBI remains neutral, not stuck on ideology, and is a true thought leader driving what is needed for the country to progress: economic growth, environmental sustainability and socioeconomic development.



Mandy Rambharos

~NBI Board Member

Environment and Society

Our work is designed to raise corporate environmental ambition, build member capacity to address sustainability issues, facilitate collaborative projects and practical solutions, and unlock investment in South Africa's green economy.










Our suite of projects and partnerships across five key areas aim to raise awareness and introduce the skills necessary for business to take meaningful, transformative action when managing natural resources and natural capital.

Over the years, the NBI has built up significant expertise, thought leadership and resources in critical environmental areas. These are available to businesses and the public on [our website](#).

Our Focus Areas



Climate change

	<p>As the local partner of the We Mean Business Coalition, the NBI provides important linkages with South African businesses and policy makers committed to supporting a low carbon future. Read more here.</p>
	<p>Since 2007, the NBI has been the South African partner to the CDP Climate Change, the global standard for measuring and reporting climate change information and the biggest repository of greenhouse gas emission information from the business sector.</p>
	<p>The NBI's work to build the capacity of the financial services sector to better understand and integrate climate risk into decision-making is available here.</p>
	<p>The NBI's just transition programme has been a flagship project for over four years that created a robust and well researched knowledge base to inform policy and planning. Read more here. During the year, we progressed our funding proposal for a large-scale just transition project in Mpumalanga (JUST SA), to be implemented in collaboration with GIZ, TIPS and WWF South Africa.</p>
	<p>The NBI has co-hosted the South Africa Pavilion at the annual UN COP Climate Conference for the last eight conferences and has partnered with the Department of Forestry, Fisheries and Environment to extend this role to 2026. Read more in our project focus on page 57 and here.</p>
	<p>Alliances for Climate Action is a partnership between the NBI, WWF South Africa and C40 Cities, that advocates for and works towards a resilient net-zero economy by 2050. Read more here.</p>
	<p>The NBI is launching a new programme to strengthen corporate adaptation planning and resilience in South Africa. Our previous adaptation work has created a comprehensive library of thought-leadership articles and presentations, available here.</p>



Water

	<p>The NBI's water programme seeks to enhance water security in the country by strengthening company best practices, enhancing the resilience of municipalities and the private sector and enabling good governance through a capable state. It includes regional water security partnerships that enhance long-term water security in key economic hubs and water-scarce areas of the country. These include the uMhlathuze Water Stewardship Partnership (UWASP) and the Gauteng Water Alliance.</p> <p>Resources available on our website include the WBCSD Wastewater Impact Assessment Tool, a pioneering solution empowering companies to effectively manage and mitigate the environmental impacts associated with wastewater discharge. Read more about our water programme here.</p> <p>During the year, we revitalised our relationship with the CEO Water Mandate and Alliance for Water Stewardship (AWS), which included the NBI becoming formal members of AWS and Business for Nature.</p> <p>In a member-supported nature project in Gauteng, we facilitated the clearing of 35 hectares of invasive alien plants, improving water quality and flow in the Boksburg region.</p>
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Nature



The NBI is co-convenor with BASA for the Taskforce for Nature-related Financial Disclosures (TNFD) Consultation Group. Science-based targets (SBTs) for nature provide a credible and prescriptive approach outlining what businesses and cities must do to stay within Earth's limits while addressing human needs.

During the year, the NBI convened and led a working group of South African companies, NGOs and consultants to co-develop and deliver an engagement strategy to equip first-moving companies with technical depth and hands-on experience to support them to set SBTs for nature in 2025. Read more [here](#).



Energy



The NBI has facilitated various programmes to promote energy efficiency and deepen the understanding of energy scenarios. These include:

- The PSEE, from December 2013 to November 2015, which identified close to 6 000 energy-saving opportunities through its work with more than 3 500 small, 900+ medium and 37 large companies.
- The EELN, a partnership of more than 40 businesses, government departments/agencies and business associations, which facilitates dialogue about energy efficiency, energy strategy and policy implementation.
- Our work on socio-economic scenarios to help understand the context in which decisions will need to be made to shape the technologies and systems implemented across a range of development areas from energy to water and skills development.

Read more about these historical NBI projects [here](#).



Renewables Ambition in South African Electricity (RAiSE) was established in 2021 in partnership with RE100 (led by the Climate Group) and the WBCSD to serve as a platform that supports companies committed to the procurement and generation of renewable electricity in South Africa. Read more about RAiSE in the project focus on page 61 and on our [website](#).

Green Finance



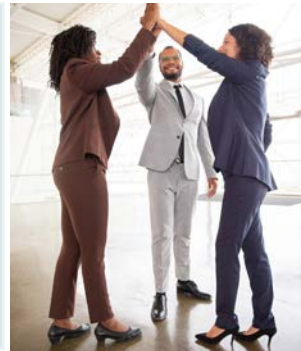
The NBI, with support from GreenCape, is the South African delivery partner of the Climate Finance Accelerator (CFA). CFA is a global technical assistance programme that provides support to enhance access to finance for innovative low carbon businesses, supporting them to scale up and unlock investment. Read more about the CFA in our project focus on page 59 and on our website.

Leadership platforms and thought leadership

A highly successful **Ministerial Roundtable** held between the then Minister of Forestry, Fisheries and the Environment, Dr Dion George, and the COP29 sponsoring companies.



Hosting in-person **Adaptation Working Group** meetings with member companies, focusing on tools for corporate adaptation planning.



Concluding the **SBTN scoping assignment and leadership group**, with agreement to continue this work into a second phase.

Hosting four meetings of the **Advisory Committee on Environment and Society (ACES)**, a strategic platform for engaging member companies on issues related to environmental sustainability and social responsibility.

Hosting seven in-person **workshops and events** as well as nine webinars covering topics including South Africa's Nationally Determined Contribution (NDC), renewable energy policy, corporate adaptation planning, water stewardship and renewable energy localisation, as well as well-attended feedback sessions on COP29 and Climate Week New York.

Speaking at 12 conferences.



Project Focus: COP29

From 11 to 22 November 2024 over 50 000 people from nearly 200 countries gathered in Baku, Azerbaijan for the UNFCCC's 29th annual Conference of the Parties (COP29), with the intent of making substantive progress in key areas, most notably, adopting a new goal for climate finance.

COP29 provided a platform for the contentious debate on how to scale the financing of mitigation and adaptation in developing countries, which face severe climate change impacts but have a more limited historical contribution to carbon emissions. The new collective quantified goal on climate finance (NCQG) adopted at COP29 has put in place a specific target of disbursing \$300 billion per annum for climate action in developing countries by 2035. The goal aims to ultimately channel \$1.3 trillion a year of climate finance from all sources to developing countries by 2035.



The NBI's hosting of the South Africa Pavilion at the annual UN Climate Conferences in partnership with government is one of our most impactful leadership platforms. It offers member companies an international leadership platform on which to demonstrate their climate action and commitments, and build the networks necessary for implementation.






The South African Pavilion at COP29 hosted 45 events over ten days, clearly articulating the South African climate journey, hosting global discussions and showcasing evidence that implementing a just transition

in South Africa is not only possible, but is underway. Key thematic areas at the pavilion included finance and investment, green skills and green jobs, the just transition, the role of local government, nature and climate adaptation. The Pavilion comprised over 40 business organisations and social partners, providing a space to bring an ambitious and coordinated business voice on climate action for South Africa.

Media coverage for the event reached 4.4 million people, creating awareness of the good work done at COP29 and raising the profile of the NBI.



Programme Focus: The NBI's Energy Programme

Policy	Public-sector support	Private sector support	Accelerating low-carbon projects	Enhancing technical skills
				JET SEP
<p>Engaging government on national renewable energy policy (page 61)</p>	<p>The NBI provides implementation support for B4SA in the National Energy Crisis Committee (NECOM) formed to address the energy crisis.</p> <hr/>  <p>The EEPBPBIP initiative (page 52) promotes large-scale energy efficiency projects in public sector buildings and infrastructure.</p>	<p>Supporting companies to achieve their renewable energy goals (page 61)</p>	<p>Scaling new energy businesses, including in solar PV and new energy vehicles (page 59)</p> <hr/> <p>Our memorandum of understanding with the Western Cape Government focuses on economic development and climate partnership in the province (page 47). This will see significant funds invested in the province to increase investment in key renewable energy-related sectors and support skilling for the just energy transition.</p>	<p>Advancing the technical skills base for a just energy transition (page 46)</p>

Project Focus: Accelerating access to climate finance

The Climate Finance Accelerator (CFA) cycle 1 was a four-year global technical assistance programme funded by the UK Government to accelerate climate finance to emerging markets and developing economies. The programme aims to address three crucial financial challenges facing low-carbon businesses – a limited pipeline of bankable low-carbon projects, difficulty in accessing and mobilising climate finance, and a climate finance ecosystem that is not always enabling.

During the year, the final phase of the project was completed, unlocking more than R2 billion in domestic and international investment in South Africa for twelve projects across transport, agriculture, waste and energy – the most successful CFA programme globally. The project culminated in a two-day matchmaking event for 15 businesses that included over 45 investors and more than 130 attendees, including policymakers and ecosystem enablers.

The CFA provides technical support for innovative low-carbon projects to help them:






Improve their bankability

Increase visibility and provide access to investors

Strengthen their networks

Achieve their low-carbon objectives

Delivery partners	Core team	Project funder
		

The NBI's specialist teams provided support to strengthen project companies' capacity in areas including climate finance; gender equity and social inclusion (GESI); communications and technical assistance/product

assessment. In the process, the NBI developed extensive networks with financiers, development finance institutions, government entities and prospective businesses.



Following the success of the CFA, the NBI is working with member company Ninety One on its 'Ninety One Accelerator in Support of the Earthshot Prize'. This is a five-year programme that provides customised support, strategic guidance and an appropriate blend

of funding to enable growth and mobilise finance for innovative climate entrepreneurs. In its pilot year, the project mobilised R13 million in grant and concessional funding for six businesses. The first year of the project will close out in December 2025.

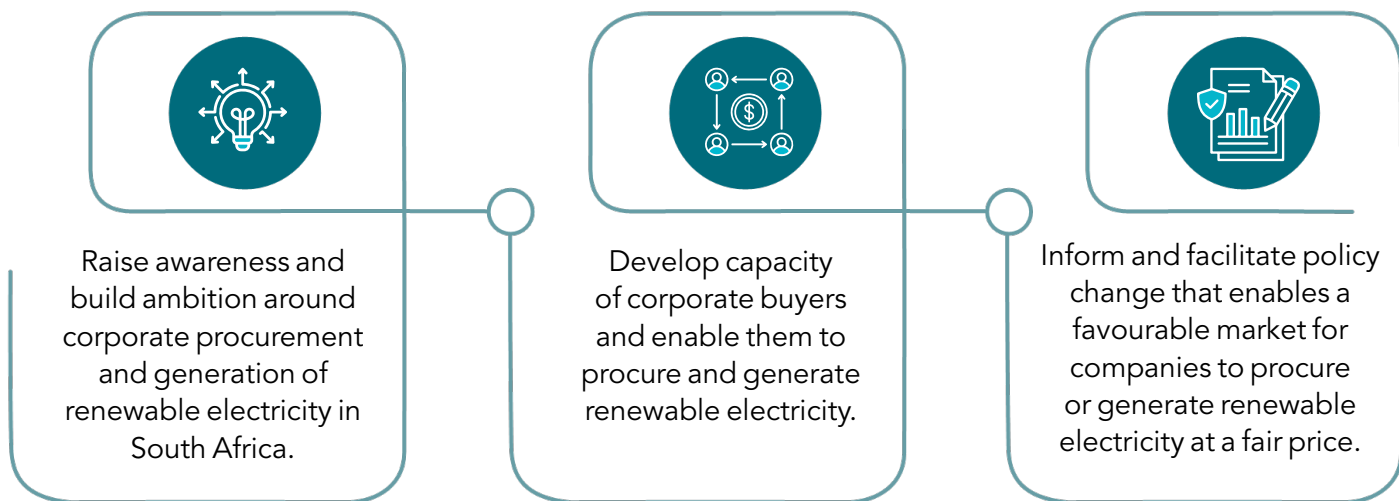
The Ninety One Accelerator supports innovative young Earthshot solutions to ensure they are investment ready and well-positioned to scale their businesses.

The Earthshot Prize recognises game-changing examples of climate leadership and innovation, helping them to grow, and awards the best five solutions each year with £1 million each to scale their work.



Project Focus: Raising Ambition in South Africa's Electricity Sector (RAiSE)

RAiSE and RE100 bring together stakeholders across the electricity value chain to deliver three priority objectives:



The programme provides a platform for members to share their renewable energy journeys and learnings, and build partnerships to enable rapid market-driven investment and implementation of renewables.

During the year, we launched a dedicated RAiSE resource webpage on the NBI website at www.raisehub.co.za and released the Business Decision-Makers Guide: Renewable Energy in South Africa, a comprehensive resource to help businesses navigate the transition to renewable energy.



We convened a policy working group process with RE100 and NBI members, with input from cities, provinces, industry bodies and policymakers, to develop a set of policy recommendations to support corporate renewable energy procurement and generation, and the renewable electricity transition in South Africa. This culminated in the release of the RE100-NBI South Africa policy recommendations for renewable electricity report in August 2025.

Focus for 2026



Facilitate South Africa's first Climate Summit in November 2025.



Release our latest work on climate ambition, the NDC and green industrialisation.



Commence our new just transition project in Mpumalanga.



Support the growth of the new economy, focusing on business acceleration, the unlocking of finance and green skills.



Build on our current water and nature efforts to grow our impact, particularly in Kwa-Zulu Natal and Gauteng.

Risk Report

The Board is responsible for setting the NBI's risk tolerance and risk appetite. The Finance and risk committee is delegated by the board to perform detailed reviews of significant financial and other risk exposures, and oversees the implementation of an effective policy and plan for a system and process of risk management. It ensures that management takes the necessary steps to monitor, control and report risk exposures, and considers and implements appropriate risk responses.

The Finance and Risk Committee and the Board formally review the risk registers and mitigating actions on a quarterly basis.

The risk process starts at team workshops and rolls up through leadership and the management team. The Board then performs an assessment against key strategic objectives to ensure completeness of the risk profile. The management team reviews the outcome and assigns management level accountability for implementing mitigating actions.





Top five risks


The NBI's top five risks comprise the most material uncertainties inherent in delivering on the NBI's strategy. They represent areas of focus that could crystallise into future challenges for the organisation and mitigation strategies have been identified.


The residual risks related to these issues is within tolerance levels and the Board and management remain focused on effective mitigation.

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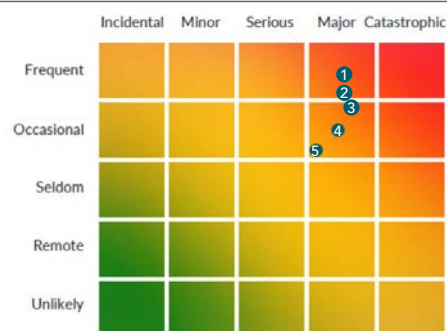
	DESCRIPTION	MANAGEMENT
1. Funding risk  Residual risk rating	a. Reduced membership funding due to the country's economic situation, company distress or the NBI's value proposition not being seen as relevant	<ul style="list-style-type: none"> • Hold a member roadshow to articulate the value and importance of the NBI's work • Engage with our Top 20 funders to raise the NBI's profile and secure funding • Implement the customer journey and directly support members, enhancing member value • Produce a member brochure • Work with Board members to access the C-suite in companies • Update the prospect list and develop a programme to access all potential new members
	b. Reduced project funding due to the global economic situation and diversion of funds	<ul style="list-style-type: none"> • Increase the project funding pipeline (multiyear) • Reduce costs and increase efficiencies where possible • Diversify the funding pool and sources (philanthropic, DFI)
	c. Cash flow risks arising from timing mismatch between annual membership fees and monthly expenses	<ul style="list-style-type: none"> • Build up a sufficient liquid cash reserve • Maintain the overdraft facility • Spread out membership funding monthly • Ensure frequent and timeous invoicing for project funding • Adopt more risk averse project pipeline assessment
Direction: Stable	Developments in 2025 Funding is an ongoing priority for all member and non-profit organisations. The effect of the withdrawal of USAID funding was not as significant as first anticipated and cash reserves and cash flow remained stable. USAID paid invoices for work complete and major new funders were attracted to the JET SEP programme. We remain cautious regarding the medium term donor funding landscape in the UK and EU. <i>Risk ranking: Unchanged from 2024, improving trend</i>	
2. Business model risk	a. Overdependence on project income creates a risk that the need for funding drives our choice of programmes and projects, rather than their alignment with the NBI's strategy. This would reduce flexibility and our ability to take on and develop new work and programmes	<ul style="list-style-type: none"> • Diligently implement the project and proposal qualification process, including strategic alignment • Grow core and membership income to reduce reliance on project income and build organisational flexibility • Ensure that the new NBI strategy is appealing to members and informs structure, positioning and project selection • Appoint a senior membership manager to support membership growth and retention

	DESCRIPTION	MANAGEMENT
	b. Inadequate recovery of resources on projects	<ul style="list-style-type: none"> • Ensure cost reflective charge out rates or overhead recovery on projects • Ensure that reasonable utilisation targets are achieved • Review project proposal budgets to ensure these are realistic • Support unit heads in resource planning and monitoring
	c. Inadequate recovery of resources on projects	<ul style="list-style-type: none"> • Manage varying funder requirements with a focus on strengthening organisational financial sustainability (implementing standardised recoveries and financial allocations for support staff where possible)
	d. Increasing funder compliance and contractual risks	<ul style="list-style-type: none"> • A new Senior Financial Accountant was appointed to strengthen the capacity of the Finance Team • Continue to access additional external legal support • Develop new NBI policies in line with funder expectations
<p>Direction: Stable</p>  <p>Residual risk rating</p>	<p>Developments in 2025</p> <p>Continued growth in membership income and greater oversight of project budgeting has brought improvement. Larger proposals are reviewed by management to ensure strategic fit and resourcing needs.</p> <p>Growing membership income is key to strengthening the organisational base to support the project scaling that has occurred. A new Senior Membership Manager was appointed in July 2025 to enhance member value and free up resources to drive membership growth and retention.</p> <p><i>Risk ranking: Unchanged from 2024, trend stable</i></p>	
3. Project implementation risk	a. Inadequate resourcing for unit programme delivery	<ul style="list-style-type: none"> • Establish a panel of potential pre-vetted consulting support per programme (to bolster unit capacity as needed) • Appoint project staff on terms linked to unit programme pipelines and deliverables, as opposed to individual projects
	b. Project delays between signing of agreements, funding approvals, staff recruitment and project implementation impact delivery	<ul style="list-style-type: none"> • Track and prioritise project contracting to avoid unnecessary project delays • Monitor overall project contracting to flag potential unit pipeline risks • Assess risks related to construction mafia in infrastructure development projects • Improve induction of IRM learner placements to reduce implementation risks
	c. Inefficiencies in increasing project administration	<ul style="list-style-type: none"> • Adequate internal training of staff to enhance efficiencies • Common project management and document management systems in place across teams • Implemented CRM for project and member tracking • Undertake IT audit and upgrade IT systems as needed

	DESCRIPTION	MANAGEMENT
Direction: Positive	Developments in 2025 Leadership turnover in two units and several positions remaining unfilled resulted in resource constraints in some units. Monitoring and managing project implementation risk is an ongoing priority. Project implementation is largely on track, with good gains made later in the year. Funding for the second phase of JET SEP was secured. Contracting on certain projects was delayed by global partners, impacting recoveries. Pipeline development and conversion remains a key focus. <i>Risk ranking: Unchanged from 2024, trend stable</i>	
4. Staffing risk  Residual risk rating	a. Inadequate new leadership	<ul style="list-style-type: none"> • Management team profiling and mentoring • Improve induction process
	b. Overworked, unwell and demotivated staff	<ul style="list-style-type: none"> • Implement the NBI Wellness Strategy addressing remote working and stressors brought about by the wider socio-political context • Managers to do regular one-on-one check-ins with teams • Implement salary benchmarking • Publish the NBI's employee value proposition and implement rewards plan • Ensure equitable performance assessment and recognition of top performers • Ensure professional development plans are in place and are implemented • Implement regular resource time monitoring to track overtime • Clearer articulation of job profiles, promotion requirements and organisational training plans • Update outdated NBI policies, in order of prioritisation, linked to staff wellbeing
	c. Staff lack organisational cohesion and common purpose resulting in inefficiencies and inconsistencies	<ul style="list-style-type: none"> • Implement the internal communication strategy and standard operating procedures
	d. Inadequate succession planning fails to keep junior staff engaged and learning	<ul style="list-style-type: none"> • Align recruitment processes to succession and transformation targets • Establish an employment equity committee and develop a transformation plan • Implement succession plans deliberately and include KPIs in performance contracts
	e. Projects overly rely on specific individuals to deliver	<ul style="list-style-type: none"> • Improve knowledge management systems to support internal handover processes • Build key stakeholder relationships beyond lead NBI contact
	f. Under/over staffing of units	<ul style="list-style-type: none"> • Standardised resource planning within units • Fast track recruitment in under-resourced team

	DESCRIPTION	MANAGEMENT
Direction: Stable	Developments in 2025 Five new full-time staff joined since September 2024, including a new Senior Programme Manager to support the Environment and Society unit. We also appointed additional support in the Communications Unit. Resource constraints remain in certain areas, which we are managing while new appointments are finalised. <i>Risk ranking: Unchanged from 2024, trend stable</i>	
5. NBI reputation and profiling risk  Residual risk rating	a. Inability to access member C-suites	<ul style="list-style-type: none"> Develop an engagement strategy that builds on current successes (i.e. JET SEP) Effectively activate Board members as NBI champions Access high-level and international speakers for NBI events
	b. Inability to clearly differentiate the NBI from other business organisations	<ul style="list-style-type: none"> Increased focus on opinion-led communications Increased focus on networking and in-person events Develop a programme of publications/opinion pieces on annual and quarterly bases and include in performance contracts Appoint a senior membership manager and communications support to strengthen positioning
	c. Inability to distil NBI intellectual property into timely and accessible products for dissemination	<ul style="list-style-type: none"> Finalise new NBI templates and brand refresh Increase thought leadership content for members Implement a marketing automation/email marketing platform to improve mailer reach and tailor content
	d. Lack of government participation	<ul style="list-style-type: none"> Government stakeholder plan and monitoring framework established Active MOUs are in place with key government departments
	e. Ensure NBI positioning with global donors and partners	<ul style="list-style-type: none"> Assess and synergise NBI involvement as secretariat to BRICS Business Council and wider BRICS exposure Optimise collaboration opportunities with global partners such as the WBCSD
Direction: Stable	Developments in 2025 We increased capacity in the Membership and Communications departments to support organisational profiling. We are looking to add further capacity to strengthen our positioning in the current national climate. Strong gains were made during the year, particularly through the JET SEP work, DFFE Ministerial bilateral and a successful COP29 pavilion. <i>Risk ranking: Unchanged from 2024, trend stable</i>	

- 1 Risk 1: Funding risk
- 2 Risk 2: Business model risk
- 3 Risk 3: Project implementation risk
- 4 Risk 4: Staffing risk
- 5 Risk 5: NBI reputation and profiling risk





In navigating the emerging systemic risks posed by climate change, biodiversity loss and increasing rates of inequality, the NBI's role in enabling cross-sectoral collaboration to build resilience and strength is paramount in fostering a just and equitable transition and better socio-economic and environmental outcomes for all



Brigitte Burnett

~NBI Board Member and
Non-Executive Director

Governance

The NBI's Governance Framework

Good governance is the basis for effective functioning of an organisation. It is essential to build and maintain resilience and the trust of stakeholders, and is the foundation of long-term sustainable value creation. The NBI's governance structure aligns with the requirements of the Companies Act and King IV, ensuring that the organisation is member-led, operates efficiently and is ethically governed.

The NBI's commitment to good governance and ethical leadership is also important to set an example for the wider business community.

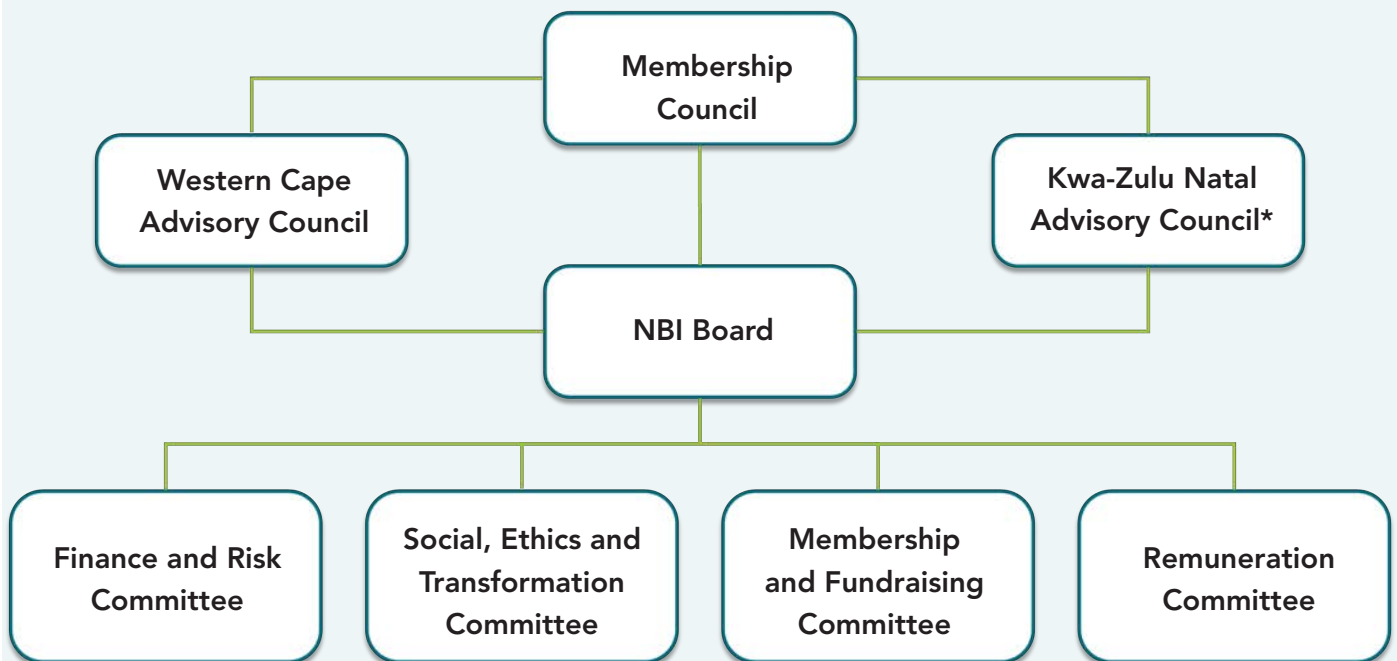
The NBI Board is responsible for meeting all fiduciary requirements defined in the Companies Act, King IV and other relevant legislation and guidelines. The Board monitors the execution of the organisation's strategy and is accountable to the Membership Council. The CEO is responsible and accountable for the implementation of the NBI's work, and accounts to the Board and the Membership Council.



The NBI Board and CEO report to the Membership Council on critical issues and the strategic direction of the organisation. The Western Cape Advisory Council meets four times a year and provides input to the NBI Board. Members are being consulted about the

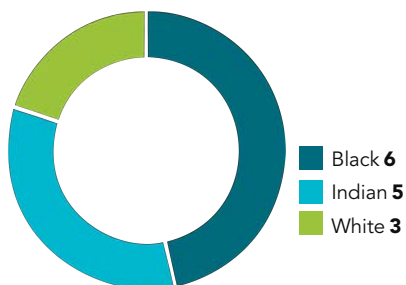
re-activation of the KwaZulu-Natal Advisory Council. Members can also provide strategic input at quarterly Advisory Committee on Environment and Society (ACES) meetings.

The NBI Governance Framework

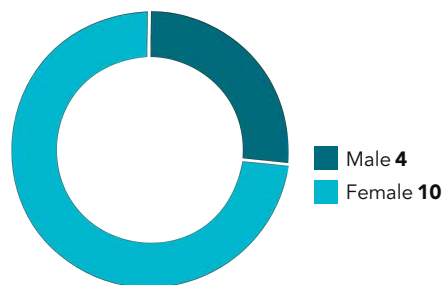


*Currently inactive. The NBI is engaging with members in the region to inform future activities

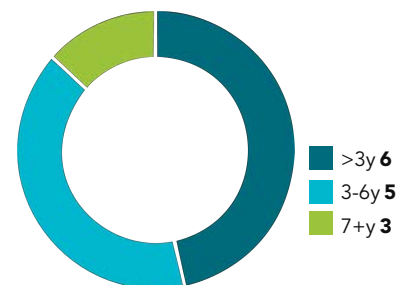
Board representation



Board gender



Board tenure



The Board



In line with the NBI's Memorandum of Incorporation, the Board consists of not less than three Directors, of whom at least three are not connected persons in relation to each other. In accordance with the Income Tax Act, they accept the fiduciary responsibility of the organisation. No single person directly or indirectly controls the decision making powers of the organisation.

The Board includes one Executive Director, the Chief Executive Officer. The other Directors are Non-Executive Directors, who are volunteers and, apart from the CEO, as the Executive Director, receive no remuneration. Directors can serve two three-year terms, with a third

term permissible if approved by special resolution at the Membership Council.

The NBI places a high value on ethical behaviour and promotes a strong ethical culture. A formalised Code of Conduct and an Anti-Corruption Policy, signed by every staff member, are in place. The Board comprised 14 Directors as at 30 June 2025. The Chair of the Western Cape Advisory Council attends Board meetings as an ex-officio member. The Board meets at least quarterly, and more frequently if required. Attendance at the four meetings during the year is shown in the table below.

BOARD COMPOSITION AND ATTENDANCE FOR THE YEAR TO 30 JUNE 2025	DATE APPOINTED	MEMBER COMPANY	ATTENDANCE
Cas Coovadia (Chair)	March 2013	Independent	4/4
Abel Sakhau	March 2023	Sanlam	4/4
Bheki Khumalo	April 2019	Anglo American	4/4
Brigitte Burnett	March 2016	Nedbank	3/4
Charlotte Mokoena	December 2020	Sasol	4/4
Esha Mansingh	March 2023	DP World	4/4
Fumani Mthembu	April 2019	Independent	4/4
Joseph Rohm	March 2023	ERM	4/4
Mandy Rambharos	April 2019	Independent	3/4
Punki Modise	March 2023	Absa	2/4
Sazini Mojapelo ¹	September 2021	Independent	1/1
Shameela Soobramoney (NBI CEO)	April 2023	NBI	4/4
Shireen Naidoo	May 2017	Independent	4/4
Tracey Unser	March 2023	Liberty	4/4
Zinhle Mariani	April 2019	Independent	4/4
Feroz Koor	Ex-officio ²	Woolworths	4/4

1. Ms Mojapelo resigned from the Board effective 30 September 2024

2. Chair of the Western Cape Advisory Committee

During the reporting period, the Board's primary areas of focus included oversight, review and approval of:



Board Sub-Committees

The Board is supported by four Board Committees, to which it allocates certain responsibilities.

Social, Ethics and Transformation Committee

The Committee monitors, advises, oversees and reports on organisational ethics, responsible corporate citizenship,

sustainable development and stakeholder relationships. The Committee comprises at least three Directors with at least one Independent Non-Executive Director. Four meetings were held during the year.

MEMBERS	ATTENDANCE
Zinhle Mariani (Chair) Independent Non-Executive Director	3/4
Abel Sakhau Independent Non-Executive Director	3/3
Bavumile Skhosana Independent	3/3
Charlotte Mokoena Independent Non-Executive Director	4/4
Esha Mansingh Independent Non-Executive Director	4/4
Tracey Unser Independent Non-Executive Director	4/4
Xolani Magojo Independent	4/4

Areas of focus in 2025

- Updating the Committee’s Terms of Reference and ensuring alignment with King IV.
- Discussing and making recommendations about the overall organisational health of the NBI, staff movements and HR issues, including staff training and development, health and wellbeing, and morale in the context of the withdrawal of USAID funding.
- Reviewing and discussing outcomes from the meetings of the Employment Equity Committee meetings.
- Recruitment to ensure appropriate capacity to deliver on all project and programme commitments.
- The Programme work of the NBI’s Social Transformation workstream.
- Implementing the agreed 2025 work programme and agreeing the proposed 2026 work plan.
- Assessing how the UNGC principles are being implemented in the organisation.
- Reviewing the policy schedule, approving updated and new policies, and recommending them to the Board for approval.
- Reviewing alignment of the NBI strategy to an ESG framework.
- Reviewing the outcomes of COP29.



Membership and Fundraising Committee

The Committee oversees funding and membership issues, with an emphasis on membership retention, growth and financial sustainability. The Committee

comprises three Board members and three independent members. The Committee held one meeting during the year.

MEMBERS	ATTENDANCE
Cas Coovadia (Chair) Independent Non-Executive Director	1/1
Feroz Koor Independent	1/1
Fumani Mthembi Independent Non-Executive Director	1/1
Joseph Rohm Independent Non-Executive Director	1/1
Noluvo Ngcwabe Independent	1/1
Robyn de Villiers Independent Non-Executive Director	1/1
Shillyboy Mthiba Independent	Resigned in May 2025

Areas of focus in 2025

- Reviewing and monitoring implementation of the Membership Growth and Retention Strategy, as well as the Communication and Events Strategy.
- Assessing the Committee's performance against its terms of reference.
- Considering how Board members can support the NBI to attract new members and retain members at risk of leaving.

Remuneration Committee

The Committee governs and oversees the NBI policies and practices for recognition and reward. It is also responsible for the evaluation of the performance

of the CEO. The Committee comprises three Board members. One meeting was held during the year.

MEMBERS	ATTENDANCE
Cas Coovadia (Chair) Independent Non-Executive Director	1/1
Bheki Khumalo Independent Non-Executive Director	1/1
Shireen Naidoo Independent Non-Executive Director	1/1

- Considering inflation-related cost of living increases, performance bonuses and salary adjustments for certain staff, taking affordability into account.
- The financial status of the organisation in conjunction with the Finance and Risk Committee.
- Reviewing recommendations regarding an incentive programme to enhance retention and performance.
- Monitoring the implementation of the succession plan and policy.
- Evaluating the performance of the CEO.

Finance and Risk Committee Report

The Finance and Risk Committee performs the duties assigned to Audit and Risk Committees in terms of section 94(7) of the Companies Act 71 of 2008 (as amended) (the Act) as well as other duties mandated by the Board. As the Committee includes members who are not Directors of the NBI, it does not meet the requirements to be an Audit Committee.

The Finance and Risk Committee Charter sets out the Committee's formal terms of reference and role, which are approved by the Board. The terms of reference were reviewed in 2025. The Committee executed its duties in accordance with these terms of reference during the year.

The Committee comprises one member-company representative and three independent members, all of whom are suitably skilled and experienced. Four meetings were held during the year.



Members and attendance

MEMBERS	QUALIFICATIONS
Berenice Francis (Acting Chair) Independent, Attendance: 4/4	BCom (Acc), BCompt (Hons), MBA, Postgraduate diploma in Internal Audit.
HJ Swanepoel Independent, Attendance: 3/4	Diploma in Auditing, BCompt (Hons) (Accountancy) and BCom (Acc).
Shillyboy Mothiba Independent, Attendance: 2/4	BCom and Higher Diploma in Accounting (Financial Accounting, Auditing, Finance, Taxation).
Zinhle Mariani Independent Non-Executive Director, Attendance: 3/4	BProc, LLB, Postgraduate Higher Diploma in Labour Law and Management Development Programme (Women in Insurance).

Sazini Mojapelo, the Committee's previous Chair, resigned from the NBI Board and Finance and Risk Committee effective 30 September 2024. Ms Mojapelo was unable to attend the Committee's first meeting for the 2025 financial year on 4 September 2024. The Board is currently busy with the recruitment process to replace the Chair of the Committee.

Duties specified in the Companies Act

- Reappointed Forvis Mazars as external auditors for the organisation, and John Eloff, as the audit partner within Forvis Mazars, after confirmation of their independence. This was ratified by the Membership Council.
- Approved the external auditor fees and terms of engagement.
- Reviewed and approved any non-audit services provided by Forvis Mazars.
- Held meetings with Forvis Mazars after the Finance and Risk Committee meetings, without executive management present, and no matters of concern were raised.
- Confirmed that no reportable irregularities were noted by Forvis Mazars.
- Reviewed the integrated annual report before recommending it to the Board for approval.
- Reviewed the annual financial statements as well as the interim report during the year with the external auditors present before recommending them to the Board for approval.

Other areas of focus in 2025:

- Ensuring that the NBI operates as a going concern and that sound financial management processes and controls are in place.
- Overseeing cash flow and financial performance against budget, progress against audits and statutory requirements.
- Reviewing updates to the risk register.
- Financial planning against current and future projects.
- Reviewing issues reported during the 2024 audit and mitigating actions and or corrections taken during the course of the audit.
- Reviewing the management letter provided by the external auditors and actions taken in response.
- Reviewing and giving input on 2026 budgets.
- Reviewed membership and business development initiatives, including members at risk.
- Reviewing and approving the 2025 proposed audit plan.
- Reviewing policies and recommending these to the Board for approval including updates to the Delegation of Authority, Procurement Policy and Financial Management Policies and Procedures.
- Reviewing the results from an external audit of controls as well as management recommendations from the audit.

Risk management

The Board delegates oversight of the risk management function to the Finance and Risk Committee, while management is responsible for risk management. The Committee is satisfied that the process and procedures

followed to identify, manage and report on risk are adequate and that the following areas were appropriately addressed during the year:



Internal financial controls

The Committee reviewed the external audit scope, plans and resultant findings to determine the effectiveness of management systems and internal controls during the year. Based on the assurance received from management and external audit, the Committee is satisfied that the internal controls of the group are adequate and that there was no material breakdown in internal controls.

Regulatory compliance

The NBI complied with all relevant laws and regulations and considers adherence to non-binding rules, codes and standards. Compliance is an integral part of the organisation's risk management process.

Internal audit

The Committee is of the view that the size of the NBI does not, at this point, warrant a separate internal audit function. Internal controls are monitored by management and the external auditors can express an opinion on whether these controls are adequate and effective as part of the financial audit.

External audit

The Committee has no concerns regarding the external auditor's independence and recommended Forvis Mazars to the Board to be re-appointed for 2025.

This is the third year that Forvis Mazars audited the NBI as per the resolution adopted by the NBI Membership Council on the 2nd of March 2023. The NBI rotates external auditors after a five-year period, following a transparent, rigorous, procurement process, after which a recommendation is proposed by management to the Committee, who puts forward a recommendation to the Membership Council for appointment of the NBI auditors.

Financial manager review

The Committee has reviewed the performance, experience, resources and expertise of the financial function, headed by Mr Neil Kohler, and confirms the suitability of the financial function to fulfil its role.

Integrated annual report

The Committee has evaluated the annual financial statements of the NBI for the year ended 30 June 2025 and, based on the information provided to it, considers that the organisation complies in all material respects with the requirements of the Companies Act and International Financial Reporting Standards. The Committee reviewed the integrated annual report and recommended the report to the Board for approval.



We at the NBI view sustainability as one of our guiding principles. In the current environment, we believe that businesses have a critical role to play in driving meaningful change. We believe it is our role to bring about that collaborative process amongst Corporate SA, government and our communities.

As an independent non-executive director and chairperson of the Social Ethics and Transformation Committee of the NBI, I am both humbled and honoured to be associated with the NBI – every project, partnership and decision made is grounded on a more sustainable and equitable future



Zinhle Mariani

~NBI Board Member and
Chairperson of the NBI Social
and Ethics and Transformation
Committee

Extracted Financial Statements

Statement of Surplus and Deficit for the year ended 30 June 2025

Figures in rands	2025	2024
Revenue	54 520 694	48 358 190
Other operating income	128 365	82 369
Other operating gains	31 644	42 672
Other operating expenses	(56 816 016)	(49 496 378)
Operating shortfall	(2 135 313)	(1 013 147)
Investment income	3 890 843	3 361 364
Finance costs	(347)	(431)
Surplus for the year	1 755 183	2 347 786
Other comprehensive income	-	-
Total comprehensive income for the year	1 755 183	2 347 786

Statement of Financial Position as at 30 June 2025

Figures in rands	2025	2024
Assets		
Non-current assets		
Property, plant and equipment	1 257 248	1 479 393
Intangible assets	39 9287	92 487
	1 297 176	1 571 880
Current assets		
Trade and other receivables	14 056 133	12 379 160
Project funds administered	7 612 537	6 181 890
Cash and cash equivalents	78 821 039	55 085 068
	100 489 709	73 646 118
Total assets	101 786 885	75 217 998
Equity and liabilities		
Equity		
Accumulated surplus	23 443 944	21 688 761
Liabilities		
Current liabilities		
Trade and other payables	12 395 069	6 481 587
Operating lease liability	229 704	222 903
Project funds administered	65 718 168	46 824 747
	78 342 941	53 529 237
Total equity and liabilities	101 786 885	75 217 998

Statement of Changes in Equity

Figures in rands	General development fund	Total equity
Balance at 01 July 2023	19 340 975	19 340 975
Surplus for the year	2 347 786	2 347 786
Other comprehensive income	-	-
Total comprehensive income for the year	2 347 786	2 347 786
Balance at 01 July 2024	21 688 761	21 688 761
Surplus for the year	1 755 183	1 755 183
Other comprehensive income	-	-
Total comprehensive surplus for the year	1 755 183	1 755 183
Balance at 30 June 2025	23 443 944	23 443 944

Statement of Cash Flows

Figures in rands	2025	2024
Cash flows from operating activities		
Cash generated from operations	20 229 372	11 343 434
Interest income	3 890 843	3 361 364
Finance costs	(347)	(431)
Net cash from operating activities	24 119 868	14 704 367
Cash flows from investing activities		
Purchase of property, plant and equipment	(397 620)	(337 077)
Sale of property, plant equipment	66 807	67 638
Purchases of other intangible assets	(53 084)	(156 699)
Net cash used in investing activities	(383 897)	(426 138)
Total cash movement for the year	23 735 971	14 278 229
Cash at the beginning of the year	55 085 068	40 806 839
Total cash at end of the year	78 821 039	55 085 068

Independent Auditor's Report¹

To the Shareholders of the National Business Initiative for Growth Development and Democracy (NPC)

Opinion

We have audited the financial statements of National Business Initiative for Growth Development and Democracy (NPC) set out on pages 12 to 27 of the annual financial statements, which comprise the statement of financial position as at 30 June 2025, and the statement of surplus or deficit, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have

In our opinion, the financial statements present fairly, in all material respects, the financial position of National Business Initiative for Growth Development and Democracy (NPC) as at 30 June 2025, and its financial performance and cash flows for the year then ended in accordance with IFRS for SMEs® Accounting Standard as issued by the International Accounting Standards Board (IASB®) and the requirements of the Companies Act of South Africa.

fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

¹The Independent Auditor's Report and page references within the report refer to the NBI's separate financial statements for the 2025 financial year.

Other information

The directors are responsible for the other information. The other information comprises the information included in the document titled "National Business Initiative for Growth Development and Democracy (NPC) Annual Financial Statements for the year ended 30 June 2025", which includes the Directors' Report as required by the Companies Act of South Africa. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with IFRS for SMEs Accounting Standard as issued by the IASB and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material

if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is included in the Appendix to this auditor's report. This description, which is located at page 84, forms part of our auditor's report.



Forvis Mazars
Partner: John Eloff
Registered Auditor
04 December 2025
Pretoria



Appendix

Auditor's Responsibilities for the Audit of the Financial Statements

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Glossary

ACES	Advisory Committee on Environment and Society
BASA	The Banking Society of South Africa
B-BBEE	Broad-Based Black Economic Empowerment
BBC	Black Business Council
BLSA	Business Leadership South Africa
BRICS	Brazil, Russia, India, China, South Africa
B4SA	Business for South Africa
BUSA	Business Unity South Africa
C40 Cities	A network of mayors of nearly 100 world-leading cities collaborating to deliver the urgent action needed right now to confront the climate crisis.
CEO	Chief Executive Officer
CFA	Climate Finance Accelerator
COGTA	Department of Cooperative Governance and Traditional Affairs
COP	Conference of the Parties
CRM	Customer relationship management
DFFE	Department of Forestry, Fisheries and Environment
DFI	Developmental Finance Institution
DWS	Department of Water and Sanitation
ESG	Environmental, social and governance
GBV	Gender-based Violence
GESI	Gender Equity and Social Inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GW	Gigawatts
HR	Human Resources
IRM	Installation, repair and maintenance

IT	Information Technology
JET	Just Energy Transition
JET IP	JET Investment Plan
JSE	Johannesburg Stock Exchange
MOU	Memorandum of Understanding
NBI	National Business Initiative for Growth, Development and Democracy
NDC	Nationally Determined Contribution
NECOM	National Energy Crisis Committee
NGO	Non-governmental organisation
NGO	Non-profit Company
PBO	Public Benefit Organisation
PV	Photovoltaic
SBTN	Science-based Target Network
SDGs	UN Sustainable Development Goals
SMME	Small and Medium Enterprises
TAMDEV	Technical Assistance Mentorship and Development
TIPS	Trade and Industry Policy Strategies NPC
TVET	Technical and Vocational Education and Training
UNGC	United Nations Global Compact
USAID	United States Agency for International Development
UWASP	uMhlathuze Water Stewardship Partnership
WBCSD	World Business Council for Sustainable Development
WWF	World Wide Fund for Nature



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National Business Initiative

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National Business Initiative

The NBI is a registered public benefit organisation
(1995/003141/08) that was established in March 1995.