



CORPORATE
CITIZENSHIP REPORT **24
25**
DRIVEN BY PEOPLE









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CHIEF EXECUTIVE OFFICER'S FOREWORD

In 2024, South Africa celebrated 30 years of freedom and democracy, and SANRAL took the opportunity to reflect on our role in this momentous journey.

In 1994, the national road network was 7 000 kilometres in length and served approximately five million vehicles. Today, the network is just over 27 000 kilometres in length and serves more than 12 million vehicles. This is a worthy achievement – and one which we as a nation can be justly proud.

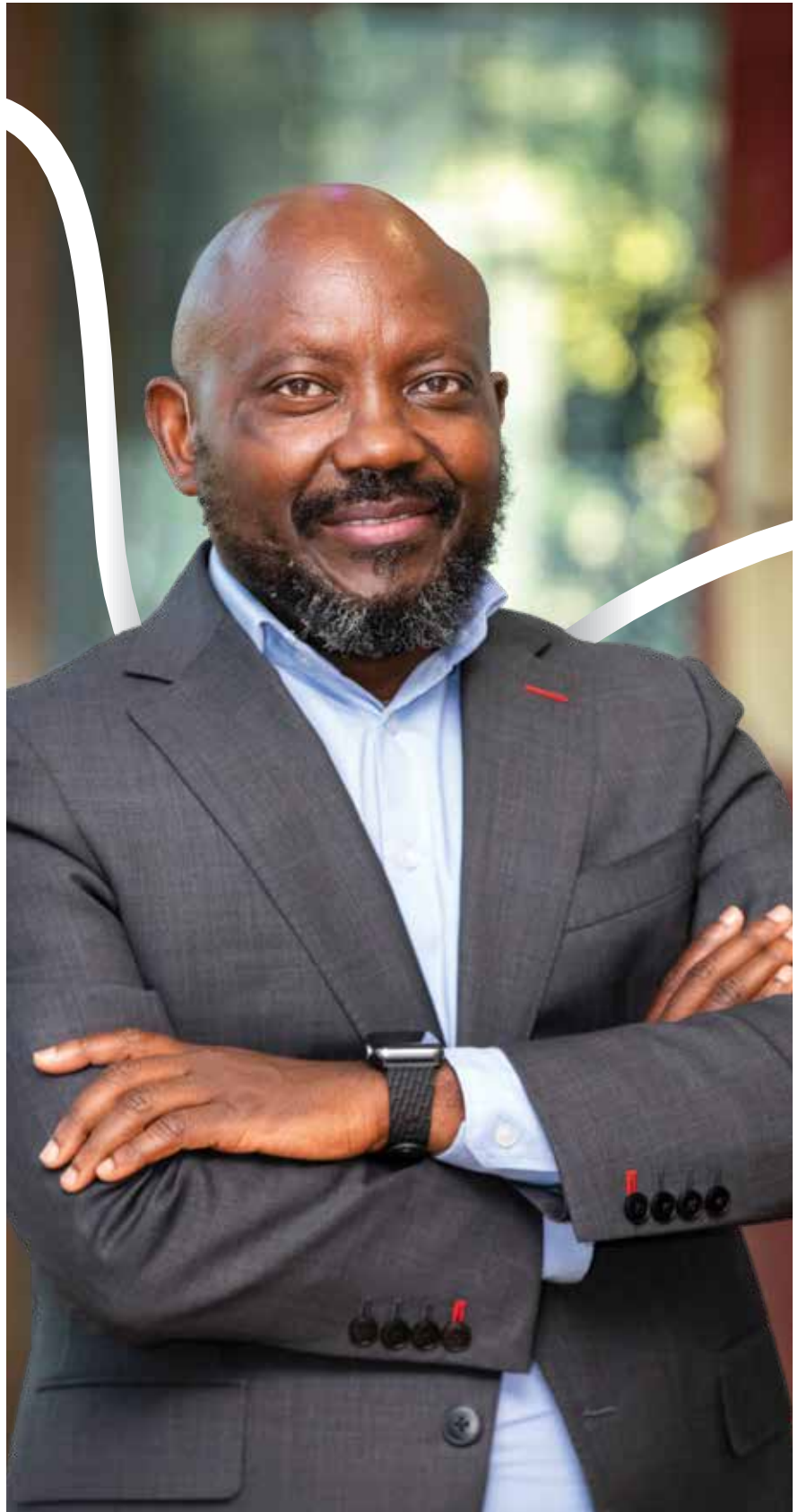
There is, of course, more to it than that.

At SANRAL, we don't just build and manage road infrastructure; we transform lives by empowering individuals and communities and by connecting them to one another.

And, in doing that, we make a very real contribution to socioeconomic growth and development.

When you see trucks, cars and buses on the roads, that is the economy on the move. When you see engineers, quantity surveyors, environmental compliance officers, health and safety officers, contractors, subcontractors and labourers working on our national roads, that is development in action.

These are the outcomes we strive for and they are right at the heart of our commitment to being a good corporate citizen. They are what inspire us to be a state-owned company that not only delivers on its mandate in a transparent, effective and ethical way, but which makes a fundamental contribution to the well-being of the country's people.



Our integrated approach

Through our integrated infrastructure and community development programmes – and our partnerships with the public and the private sectors – we have a lasting impact on businesses, communities and targeted groups, including women, youth and people with disabilities.

We empower emerging businesses through training programmes and mentorship, opening opportunities for them to become SANRAL contractors and suppliers. We will also soon roll out a dedicated contractor development programme, which helps existing contractors to grow and, as importantly, to create full-time equivalent jobs and job opportunities.

We fund high school scholarships for learners from disadvantaged communities, offer bursaries for students at the tertiary level and support postgraduate development through our Technical Excellence Academy. Our internship and skills-specific training programmes spread the net even wider, enabling school-leavers and adults to develop skills that can be used on SANRAL projects and beyond.

Internally, we develop our staff by funding bursaries and in-service training programmes, which are designed to build up individuals and institutional capacity.

Our road safety education and awareness programmes reach thousands of children in schools around the country and provide learning opportunities for adults too.

In our core business, our advanced road incident management system (RIMS) and our freeway management system (FMS) keep traffic moving and enable emergency responders to react timeously to incidents and crashes. They also help to keep road users safe by monitoring the road network for potential criminal activity and by cooperating with law enforcement to minimise crime on our roads.

Strategic alignment

In everything we do, we align with the National Development Plan (NDP) and its objectives.

Above all, it is our mission not just to deliver a road network that ranks among the best in the world but also to enhance people's lives by doing it. This is reflected in our five strategic pillars: Roads, road safety, mobility, stakeholder engagement and transformation.

Our approach to transformation, a key pillar for us, is guided by our Transformation Policy and aligned with our Horizon 2030 Strategy. Working within the framework they provide, we strive to build a national road network that not only serves as a vital artery for growth and development, but also empowers people and communities across the country.

Our objectives are to:

- **Build a more connected nation:** We prioritise a safe and efficient national road network, promoting economic activity and social mobility.
- **Facilitate spatial transformation:** Our infrastructure projects aim to create more integrated cities, ensuring easier access to resources, services and opportunities.
- **Empower black businesses:** We actively champion broad-based black economic empowerment and sectoral transformation within the construction industry.

- **Foster community partnerships:** We foster positive relationships with local communities, working collaboratively to deliver impactful projects and enhance the capabilities of local road authorities.
- **Facilitate regional integration:** We contribute to South Africa's regional leadership through infrastructure development, knowledge sharing and skills development
- **Implement sustainable practices:** We are committed to delivering roads that prioritise safety, environmental responsibility, resource efficiency and good corporate governance.

Infrastructure development

With these objectives in mind, we have undertaken some of the most ambitious road infrastructure development projects in South Africa's history: The R20 billion N2 Wild Coast Road project, which includes the landmark Msikaba and Mtentu bridges, and the R25 billion upgrade to the N2 and N3. These are well under way.

A further large development project, the planned R5,6 billion upgrade to the N2 between Broadlands and Sir Lowry's Pass in the Western Cape, is due to commence in the 2025/26 financial year.

These and all of our other projects created 15 010 jobs full-time equivalent jobs and 35 594 job opportunities during the past financial year. They also helped to establish and develop local businesses, with 2 012 SMMEs working on SANRAL projects during the year, accounting for 9,66 per cent of the project expenditure.

In addition, we launched our contractor development programme, which creates a unique platform for grade 5CE to 9CE contractors to maximise participation on our projects.

In education and skills development, we continued to empower communities with valuable skills and create a pipeline of professionals that will take us into the future. We awarded 1 848 scholarships and bursaries during the year, and 10 professionals graduated from our Technical Excellence Academy.

Our corporate citizenship efforts would, of course, not be possible without strong, collaborative partnerships or open communication and proactive engagement with our stakeholders.

From the public-private partnerships that are the foundation of our successful toll road concession agreements to our educational collaborations with universities and our joint initiatives with the national government, these relationships support our commitment to social impact and sustainable development.

Transformation from within

We would also not be able to deliver on our objectives without a values-driven organisational culture that reflects our commitment to equality and inclusivity. By actively building a skilled, capable, confident and diverse workforce, we are creating an Agency that properly reflects the vast pool of talent in our country.

Good corporate citizenship doesn't come about by accident. It comes about when all our stakeholders, including our employees, work together to realise a better future for all. I would, therefore, like to take this opportunity to thank every employee for making SANRAL the organisation – and the developmental force – it is today.

Restructure under way

SANRAL has made a strategic decision to move away from having regional offices to establishing provincial offices. This is a significant change that will bring the organisation closer to its stakeholders in each province and allow us to be more efficient and responsive to the unique infrastructure needs of each of our nine provinces.

This year's report reflects our corporate citizenship initiatives under the legacy structure. Next year's publication will reflect more closely our commitment to the focused provincial structure, allowing our newly established offices in each province to report on their activities.

Appreciation

In conclusion, I would like to thank the Minister of Transport, Barbara Creecy, the SANRAL Board, and our colleagues in the Department of Transport for supporting us in our work. We sincerely appreciate your unwavering commitment, responsiveness and, particularly, your participation in our community engagements.

Equally, I would like to extend my thanks to the provincial road authorities for their shared vision and collaboration.

As we move forward, we will continue to work diligently to ensure that our projects not only meet the highest standards of excellence but also play a vital role in uplifting communities across South Africa. With a clear vision and strong partnerships, SANRAL is committed to driving meaningful transformation and delivering sustainable benefits for all.



Reginald Demana
is the CEO of SANRAL





2

ABOUT SANRAL

VISION	MISSION	HORIZON 2030	STRATEGIC PILLARS	STRATEGIC OBJECTIVES
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CORE FUNCTIONS

- Plan, design, construct, operate, maintain and rehabilitate South Africa's national roads
- Generate revenue from the development and management of assets
- Undertake research and development to advance knowledge in the design and construction of roads and related fields
- Advise the Minister of Transport on matters relating to South Africa's roads

The South African National Roads Agency Limited (SANRAL) is dedicated to developing, maintaining and managing South Africa's national road network. Our mission is to create world-class road infrastructure that promotes economic growth, enhances quality of life and fosters social development for all South Africans.

Partnering with government, the private sector, emerging businesses, communities, educational institutions and environmental organisations, we are committed to delivering a sustainably managed national road network that supports the nation's progress and uplifts every South African.

2.1 Vision

Ensuring our national road transport system delivers a better South Africa for all.

2.2 Mission

Delivering a safe, efficient, reliable and resilient national road transport system for the benefit of all the people of South Africa.

2.3 Horizon 2030

Horizon 2030 is SANRAL's long-term strategy, developed to guide our focus and operations for the period from 2017 to 2030. Aligned with the National Development Plan (NDP) and the National Infrastructure Plan, it defines our organisational direction in response to the changing global, regional, and local environment, rapid technological development, and the country's most pressing socio-economic priorities.

A comprehensive framework that outlines our vision, mission, and strategic objectives, it guides our approach to planning, developing, and managing South Africa's national road network, as well as contributing to the country's socio-economic development.

It is underpinned by five strategic pillars: Roads, road safety, mobility, stakeholder engagement and transformation.

The fifth pillar, transformation, was elevated to support the government's transformation objectives and to assist in reducing inequality and poverty.



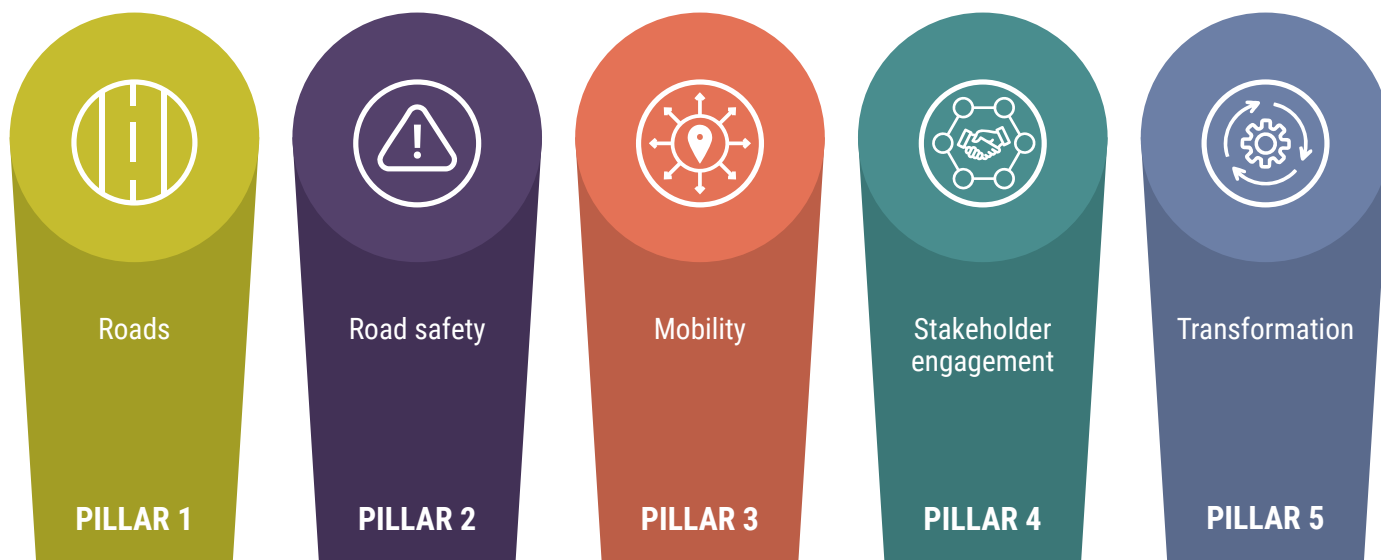


Figure 1 SANRAL's five strategic pillars

SANRAL is achieving this by ensuring the inclusive participation of emerging contractors, professionals, and suppliers in our road infrastructure projects, and by extending and enhancing our community development programmes.

Horizon 2030 also defines 10 strategic objectives, which harness South Africa's potential, foster an inclusive economy, build strong partnerships within society and strengthen state capacity. In fulfilling these objectives, SANRAL aims to remain a respected, dynamic and responsive organisation that plays a crucial role in building a capable state and promoting economic development through essential road infrastructure projects.

2.4 Strategic pillars

The five strategic pillars defined in Horizon 2030 provide a framework for integrating operations and activities throughout the Agency, enabling us to deliver various forms of value. They are used to drive the fulfilment of our operational objectives and to facilitate social and economic impact.

THE FIVE PILLARS

ROADS: The focus of this pillar is on providing and managing a safe national road network that enables and contributes to economic growth and social development. It covers all aspects of road financing, planning, development and maintenance.

ROAD SAFETY: This pillar focuses on improving the attitudes and behaviours of all road users through education and awareness campaigns, as well as by strengthening law enforcement partnerships and implementing technological solutions. It encompasses research, public awareness, road safety education, incident management, engineering standards, and law enforcement partnerships.

MOBILITY: The focus of this pillar is on using technology, research and innovation to advance the provision, operation and management of the national road system to meet the needs of all road users. It covers SANRAL's objective of providing improved roads for a better integrated public transport system, enhanced urban planning and cross-border connections.

STAKEHOLDER ENGAGEMENT: This pillar emphasises proactive consultation, partnerships, inclusive decision-making, and improved communication with a broad spectrum of stakeholders, ranging from road users to national, provincial, and local governments. It encompasses SANRAL's communication strategy and all activities that promote the participation of businesses and communities in our projects.

TRANSFORMATION: This pillar, which informs all SANRAL's business activities, focuses on supporting the delivery of the government's transformation objectives by ensuring inclusive participation in SANRAL projects. This encompasses staff, management, emerging contractors, professionals, and suppliers, as well as the SANRAL Community Development Programme, which aims to strengthen communities in various ways. It encompasses our efforts to contribute to the growth and transformation of the industry, as well as to facilitate economic development through the development of road infrastructure.

2.5 Strategic objectives

Horizon 2030 also defines 10 strategic objectives, which aim to harness South Africa's potential, foster an inclusive economy, build strong partnerships within society and strengthen state capacity. In fulfilling these objectives, SANRAL aims to remain a respected, dynamic and responsive organisation that plays a crucial role in building a capable state and promoting economic development through essential infrastructure projects.

SANRAL'S OBJECTIVES

Improve SANRAL's reputation

Provide and manage a safe national road network to enable and contribute to economic growth and social development

Use the primary road network system to facilitate spatial transformation in South Africa

Democratise the provision of road infrastructure through broad-based black economic empowerment and transformation

Ensure relevance and enhance impact by building cooperative relationships with communities and other road authorities.

Use technology, research and innovation to advance the provision, operation and management of the national road system to meet road user needs.

Pursue adequate government funding and explore diversified funding strategies, including the use of private sector finance and the generation of revenue.

Lead and/or contribute to South Africa's regional integration objectives and obligations through the development of infrastructure, human capital and technical knowledge.

Pursue global interests and develop a strong commercial business case.

Ensure sustainability in the provision of roads, emphasising safety, environmental management, resource efficiency, governance and good corporate citizenship.





3

GOOD GOVERNANCE

ABOUT THE SANRAL BOARD

At SANRAL, we understand that trust is the foundation on which successful and sustainable organisations are built. We take pride in our commitment to good governance as we work to deliver on our mandate to the people of South Africa.

We comply with all relevant legislation and guidelines, including the SANRAL Act, the Public Finance Management Act (PFMA), the Companies Act and the King Report on Corporate Governance for South Africa (2016)TM (King IVTM). In the case of King IV, we adhere to all 16 principles outlined in the report

as we strive to ensure efficient service delivery and achieve the governance outcomes of an ethical culture, effective control, and good performance.

We believe this is essential to building strong relationships with our stakeholders and to consistently securing the responsible management of our corporate citizenship activities.

3.1 About our Board

SANRAL's success depends on strong, goal-focused and values-driven leadership, spearheaded by the Board.

The Board Charter guides the composition, functioning and conduct of the Board and its committees, the various committee charters and the Board Code of Conduct, copies of which are available on the SANRAL website. These align with the guidelines set out in King IVTM.

The Minister of Transport appoints members of the Board in compliance with procedures defined by the Department of Public Service and Administration.

FUNCTIONS OF THE BOARD

Strategic direction

Defines SANRAL's vision, mission, values and long-term goals, ensuring alignment with South Africa's national priorities

Governance

Oversees compliance with laws, regulations and policies. Monitors performance, financial management and risk-management practices

Financial stewardship

Approves budgets, financial statements and major financial decisions

Representation

Represents SANRAL in interactions with the government, business and communities

Risk management

Identifies, plans for and mitigates potential risks

Performance

Monitors progress and implements corrective actions to ensure that strategic objectives are met.

MEMBERS OF THE BOARD



THEMBA MHAMBI

Independent and non-executive Chairperson of the Board



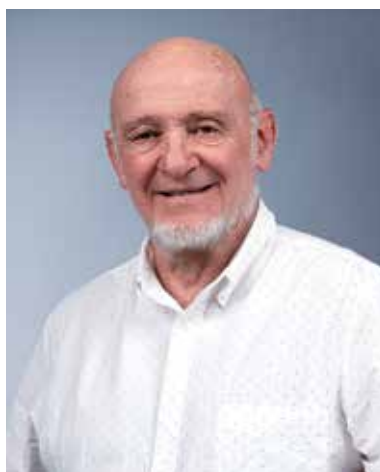
REFILWE BUTHELEZI

Independent and non-executive director



ERROL MAKHUBELA

Nominated by the Minister of Finance



ROBERT HASWELL

Independent and non-executive director



THAMSANQA MATOSA

Independent and non-executive director



NOLUPHUMZO NOXAKA

Independent and non-executive director



CHRIS HLABISA

Nominated by the Minister of Transport



REGINALD DEMANA

Chief executive officer and executive director (ex officio)

The SANRAL Board has four committees that perform oversight responsibilities, each chaired by a Board member. They are:

- Assets and Liability Committee
- Audit and Risk Committee
- Contracts Committee
- Social, Ethics and Transformation Committee.

“The Board’s role is to retain full and effective control over SANRAL’s operations and to act as the custodian of all corporate governance functions in accordance with the principles set out in King IV™. It does this by setting strategy, defining policy, managing risk, overseeing performance and managing relationships with the government, management and all other stakeholders.”

Themba Mhambi,
Board chairperson

BUILDING TRUST THROUGH BEST PRACTICE

SANRAL adheres to the principles and guidelines set out in King IV™, which is the gold standard for ethical and effective leadership in South African organisations. By embracing these, we demonstrate our commitment to:

Transparency

SANRAL has clear decision-making processes and maintains open communications with all stakeholders.

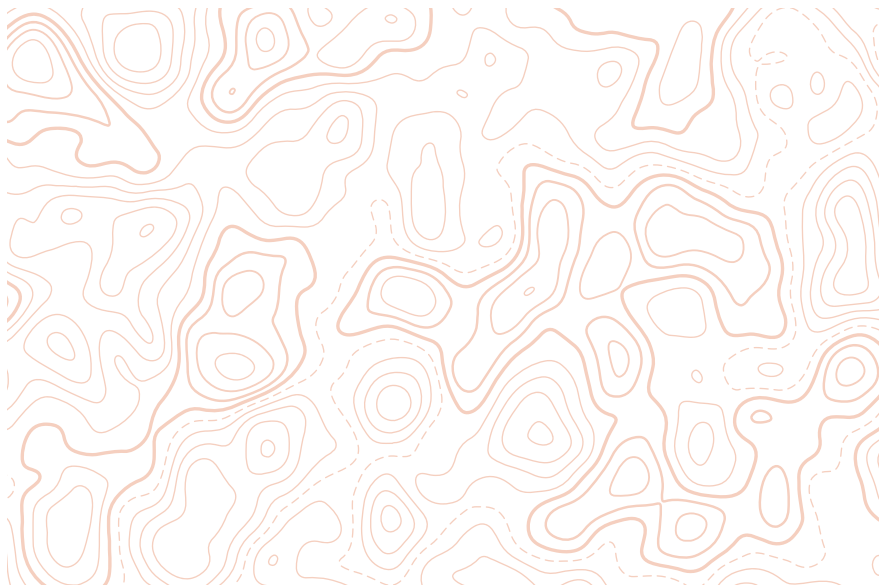
Accountability

The SANRAL Board takes responsibility for its actions and ensures resources are managed responsibly.

Ethical conduct

High ethical standards guide all aspects of SANRAL’s operations.

Our commitment to best practice strengthens our governance framework, builds trust with our stakeholders and ensures the sustainable management of our corporate citizenship activities.





4

ABOUT OUR PEOPLE

EQUITY
AND
INCLUSIVITY

EMPLOYMENT
AND
EQUITY PLAN

PERFORM-
ANCE
MANAGEMENT

PLANNING
FOR THE
FUTURE

EMPLOYEE
DEVELOP-
MENT

EMPLOYEE
WELLNESS

OCCUPA-
TIONAL
HEALTH AND
SAFETY

Internal bursary programme
In-service training

Equality and inclusion are core principles of good corporate citizenship, especially within the South African context, which is marked by a legacy of injustice and discrimination. At SANRAL, we recognise that creating and fostering a diverse workplace is the right thing to do, while also essential for driving innovation, collaboration and long-term success.

In every aspect of human resources management, we consistently implement comprehensive programmes designed to create a supportive environment for our employees and sustain a thriving, high-performance organisation.

4.1 Equity and inclusivity

At SANRAL, we are committed to fostering a workplace that reflects

South Africa's rich diversity. We do this by embracing the letter and the spirit of the Employment Equity Act, which promotes equal opportunity and fair treatment for all.

Our employment equity plan, therefore, outlines specific goals and affirmative action measures to ensure designated groups are equitably represented across all levels of the organisation. The implementation of this plan is directly overseen by the chief executive officer and monitored by the employment equity manager and the Employment Equity and Skills Development (EESD) Committee of the Board.

To achieve our strategic objectives, we have identified human resources management as a critical organisational enabler. This reflects not only our commitment

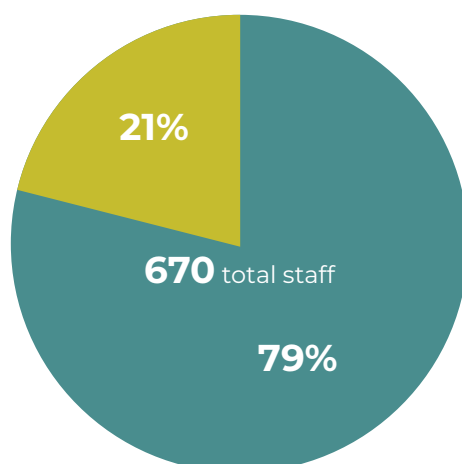
to employment equity but also our support for the National Development Plan (NDP).

In practice, this means we consistently review and update our human resources strategy and organisational structure to reflect our goals and values. We also dedicate considerable financial resources to education and skills development programmes for our employees, including those in leadership roles. Our recruitment policy and succession planning programme reflect our equity objectives as well – and we actively foster a high-performance, team-based culture.

We are extraordinarily proud of the hard work and dedication of our employees, whether permanent or non-permanent. They are – and always will be – at the heart of our organisation.

SANRAL employee complement 2024/25

141
Non-permanent



529
Permanent

Figure 2 SANRAL employee complement 2024/25

4.2 Employment equity plan

SANRAL actively pursues employment equity at every level of business activity.

Our employment equity plan is, therefore, based on the premise that transformation, as outlined in national policies that promote broad-based black economic empowerment (BBBEE) and employment equity (EE), is a logical component of the sustainability agenda. Our support for these policies in our policies, procedures and practices reflects our unwavering commitment to good corporate citizenship, robust governance and the active transformation of our workforce and society.

In our recruitment practices, we focus primarily on internal recruitment to strengthen the organisation and develop the careers of our employees and, wherever possible, internal recruitment targets are purposefully exceeded. We also focus strongly on employee development through mentorship and training.

Further, to secure a sustainable pipeline of talent, we set specific targets in our annual performance plans to fund bursaries, internships and graduate development programmes to generate internal capacity and skills capacity in the road infrastructure industry.

Our employees are our most important and most valued resource. They are essential to our ability to deliver on our mandate to the people of South Africa.

4.3 Performance management

At SANRAL, we regard performance management as a strategic undertaking. It is a holistic and continuous process that directs, develops, and supports individual and team performance, ensuring it is consistently aligned with our strategy and values.

Formal performance assessments are conducted in March and September every year, and comprehensive evaluations are used to track employee progress and accountability throughout the year.

4.4 Planning for the future

Our approved succession planning framework guides SANRAL's succession planning process. We use this to identify scarce and critical roles that, if not filled by a suitably skilled and qualified successor, would pose a capacity risk to the organisation if the post becomes vacant.

The framework addresses issues such as skills shortages, diminishing bench reserves, skills

transfer, and the development of core and scarce skills that are considered critical for our organisation. It also aims to streamline the recruitment process, prioritising our transformation objectives and the expertise required to build a strong, capable workforce.

On an ongoing basis, it is used to identify essential skills, coach potential successors to key personnel, implement interventions to close skills gaps, and actively create skilled bench reserves to ensure business continuity. It also enables us to account for future expansion plans, industry developments, technological advancements, and legislative changes that may impact our employees and human capital management.

Further, with the establishment of new divisions and leadership structures during the course of the year, we have adopted a new approach to identifying key skills, core positions and best-practice operational methods. We have also prioritised succession planning for eight approved executive roles and recruited three executives to strengthen our leadership team. These include a new chief human resources officer to drive our human resources policies, processes, initiatives and programmes.



EMPLOYEE SPOTLIGHT

Sumith Kasserchun

KwaZulu-Natal



SANRAL project engineer Sumith Kasserchun received the South African Institution of Civil Engineering's Engineer of the Year Award in 2024.

Sumith Kasserchun, a project engineer in SANRAL's Eastern Region, was honoured to receive the Engineer of the Year Award from the South African Institution of Civil Engineering in 2024.

The award was made for his work as an assistant resident engineer on the Cornubia Interchange project, which now connects Cornubia, north of Durban, and Umhlanga in KwaZulu-Natal.

Between 2016 and 2024, his rare skill set was employed on several key projects. These included an extensive upgrade to the N3 between Cato Ridge and Dardanelles in KwaZulu-Natal and the design of eThekweni Municipality's IRPTN C9 Corridor in Gauteng. Throughout this time, he was also involved in student and graduate coaching and mentorship, business support, project identification and feasibility, stakeholder engagement, and SMME development.

He has always demonstrated strong leadership capabilities and his work is consistently of the highest standard. His commitment to innovation, inclusivity, and ethical behaviour is an example to everyone with whom he works.

Naashif Mowzer

Western Cape



Naashif Mowzer completed his BSc in Civil Engineering at the University of Cape Town with the assistance of a SANRAL bursary. He is now with the Agency's Western Region office.

Naashif Mowzer's journey from receiving a SANRAL bursary to becoming a project manager is a testament to his determination as well as to SANRAL's efforts to open doors for talented youth in the road infrastructure industry.

After enrolling to study for a BSc in Civil Engineering at the University of Cape Town, he faced numerous financial hardships. When he applied for and received a SANRAL bursary, it marked a turning point for him, and he was able to complete his studies.

After graduation, he was placed on a significant infrastructure upgrade project on the N7 in Malmesbury in the Western Cape, where he gained invaluable experience. He continued to sharpen his skills at the Technical Excellence Academy before moving on to SANRAL's Western Region office.

Today, he oversees a range of engineering projects, from road maintenance to construction, showing expertise and dedication.

4.5 Employee development

Every year, SANRAL invests considerable resources to equip employees with the tools and knowledge they need to succeed and grow professionally. In addition to our ongoing employee development programme, we fund a bursary programme for employees and training programmes for core and auxiliary employees.

4.5.1 Internal bursary programme

The internal bursary programme plays a crucial role in nurturing the professional development of SANRAL's employees by offering financial support for academic education and professional accreditation. The programme demonstrates our support for internal progression and the development of skills that enable employees to transition within or beyond the organisation in the future.

PROGRAMME OUTCOMES 2024/25

Internal bursaries supported: **130**

Graduates in 2024: **23**

Internal bursaries awarded for the 2025 academic year: **48**

Total expenditure: **R3 050 154,74**

Gender breakdown:
47% male
53% female

Population group breakdown:
75% African
14% Coloured
9% Indian
2% White

Youth representation: **22%**

4.5.2 In-service training

SANRAL invests in the capabilities of its workforce by fostering a culture of continuous learning and skills development. This empowers employees to take ownership of their professional growth and contribute to fulfilling strategic objectives, such as building a capable, ethical, and developmental state, reducing poverty, and tackling the high cost of living.

Our in-service training programme aligns with our focus on creating delivery capacity for the country and supporting transformation through skills development.

EMPLOYEE TRAINING COSTS 2024/25

Number of employees trained: **413**

Value of training: **R7 299 911,59**

4.6 Employee wellness

In addition to equipping our employees with the skills they need to succeed and progress, we are deeply committed to employee wellness. Through the SANRAL Employee Wellness Programme, we design targeted, evidence-based wellness programmes for our employees and their families.

This is a proactive and evolving process that underpins our dedication to creating a safe, healthy and engaging work environment. It is focused on empowering our employees to flourish while simultaneously supporting the achievement of our organisational objectives.

Our interventions are informed by real-time insights from our employee wellness platform and

are tailored to meet changing needs. By actively listening to feedback and analysing monthly wellness reports, we ensure our initiatives remain relevant, impactful and responsive.

Our objective is not just to meet best-practice standards, but to exceed them. Through continuous benchmarking, we align our wellness initiatives with leading industry practices, often staying one step ahead. For us, employee wellbeing is more than a priority; it is a core value and the foundation of everything we do.

4.7 Occupational health and safety

SANRAL recognises the importance of occupational health and safety (OHS) and the role it plays in personal and social wellbeing. As part of our commitment to ensuring that we provide a safe and healthy work environment for our employees, we routinely identify and mitigate workplace hazards, ensure strict adherence to relevant OHS regulations and standards, and monitor the compliance of our service providers.

OHS considerations are prioritised across all of our operations and projects. Every SANRAL office has an emergency response team, which is trained to address emergencies and proactively identify and mitigate any hazards that may endanger the safety of our employees.

During the year, our OHS teams:

- Provided guidance on safety during project design phases
- Conducted regular OHS audits on construction projects
- Delivered OHS induction sessions for new employees
- Reviewed and updated our comprehensive OHS policies and procedures.

5

TRANSFORMATION IN ACTION

EMPOWERING EMERGING BUSINESSES

PRE-TENDER TRAINING

Contractor development
Supplier development

Transformation is a core focus for SANRAL and, when we developed our annual performance plan for the 2024/25 financial year, we elevated this strategic pillar to align it closely with government policy, especially the National Development Plan (NDP) and the Medium Term Development Plan (MTDP).

Horizon 2030, our strategic plan, and our Transformation Policy, which are the cornerstones of this pillar, focus on supporting the government's transformation objectives by:

- ensuring inclusive participation on all SANRAL projects
- enhancing community development programmes to build a better South Africa for all.

OBJECTIVES OF THE NATIONAL DEVELOPMENT PLAN

- **Achieve** economic growth, eliminate poverty and reduce inequality
- **Increase** employment opportunities significantly
- **Improve** the quality of life for all the country's citizens
- **Promote** social cohesion
- **Build** a capable and effective state
- **Build** human capability
- **Promote** South Africa's international interests.

5.1 Empowering emerging businesses

In line with the NDP, our transformation policy outlines clear targets for maximising the participation of contractors, professionals and suppliers from designated groups on SANRAL-commissioned projects. It mandates that 30 per cent of the work on any major contract be allocated to enterprises owned by previously disadvantaged groups, including women, military veterans and those living with disabilities.

The initiative we use to spearhead this effort is SANRAL's Contractor Development Programme (CDP), which was launched in 2024. This is supported by a 14-point plan, which has been specifically designed to put our transformation policy into action.



SANRAL'S 14-POINT PLAN

SANRAL's 14-point plan allows for a project liaison committee (PLC) made up of contractors, engineers, community leaders, and other stakeholders to be established for each SANRAL project. The role of each PLC is to:

- **Ensure open communication** between stakeholders
- **Identify local service providers** and ensure fair selection processes
- **Develop databases** of compliant contractors and suppliers
- **Create local labour lists** and promote skills development
- **Oversee tender processes** and ensure adherence to guidelines
- **Enhance the skills** of local contractors and our workforce
- **Manage expectations** and foster participation from local businesses and communities.

5.1.1 Contractor development

The Contractor Development Programme (CDP) is intended to equip businesses with the skills and experience needed to become sustainable and competitive, enabling them to secure SANRAL contracts through competitive bidding. This fosters a sustainable pipeline of diverse and skilled contractors. The primary focus of this initiative is on civil engineering contractors with a Construction Industry Development Board (CIDB) grading of 5CE to 9CE, the so-called 'missing middle' in the road construction industry.

The CDP is designed to be a unique platform for these contractors, enabling them to maximise participation in SANRAL projects. Taking a holistic approach, it focuses not only on skills development and training, but also on mentorship and financial support.

Through the programme, many routine road maintenance (RRM) main contractor tenders have already been awarded to black-owned businesses, which are working for SANRAL in this role for the first time.

Many of these contractors previously worked as subcontractors on RRM projects, so this is a natural evolution and growth for them, and an excellent outcome of our long-standing mentoring and development programmes.

CONTRACTOR DEVELOPMENT PROGRAMME OBJECTIVES

The objective of the SANRAL CDP is to deliver measurable growth through six key developmental outcomes. The programme's aim is to:

- **Improve the grading status** of black-owned contractors graded CIDB 5 or higher
- **Increase the number of businesses** owned by black women, people with disabilities, youth and military veterans
- **Create sustainable contracting enterprises** by enabling them to obtain continuous work through a competitive process
- **Improve the performance** of contractors in terms of financial viability, innovative ability, competitiveness, quality, employment practices, skills development, safety, health and the environment
- **Improve the business management and technical skills** of these contractors
- **Graduate each enterprise** by at least one higher CIDB grade over a five-to seven-year period.

On the consulting front, all RRM consulting tenders now allow for participation by exempt micro-enterprises and qualifying small enterprises that are broad-based black economic empowerment contributors at level one or two. This has resulted in significant interest from black-owned entities and, during the year, 99,7 per cent of the work on RRM projects was performed by entities that were 51 per cent or more black-owned at the time the tender was awarded.

On the larger construction projects that were awarded in 2023 and 2024, the requirement that 30 per cent of the work should be awarded to businesses owned by individuals from the designated groups resulted in 77 per cent of the work on these projects being performed by entities that were 51 per cent or more black-owned at the time the tender was awarded.

“This (CPD) is an important initiative, which SANRAL has introduced to help black (African, Coloured and Indian) contractors to ultimately become main contractors on SANRAL’s construction and maintenance projects. Through this programme, we intend to create an environment for black contractors to be competitive and grow.”

Lehlohonolo Memeza,
Chief Corporate Affairs Officer

To enable emerging contractors to participate successfully in this work, we have provided the South African Qualifications Authority (SAQA) and the Construction Education and Training Authority (CETA) with all the relevant information required to train these entities.

This training, offered at no cost, equips businesses with the skills necessary to tender, start, and manage a business in the construction industry, as well as manage resources and produce work to the required quality. It also provides guidance on basic entrepreneurship and offers some guidance on how to source business opportunities.

Training will be rolled out progressively throughout the country in the areas that are traversed by the national road network. In time, we will extend the reach of this programme to include areas beyond the national road footprint, especially rural areas. The training initiative will result in more entities being trained than the opportunities available on SANRAL projects. This supports the objective of developing and growing the local construction industry.

JOB OPPORTUNITIES CREATED IN 2024/25

- Number of SMMEs working on SANRAL projects: **2,012** (2023/24: 2,249)
- Total number of job opportunities created: **35 594**
- Number of full-time equivalent jobs created: **15,010** (2023/24: 12,652)
- Jobs for semi-skilled and unskilled workers: **21 046** (2023/24: 11 366)
- Jobs for women: **9 972** (2023/24: 3 243)
- Jobs for youth: **17 029** were for youth (2023/24: 5 317)
- Jobs for people with disabilities: **243** (2023/24: 99)

SMME SPOTLIGHT

Lehlohonolo Kaleni

Lehlohonolo Kaleni is an example of the impact of SANRAL's multi-million-rand infrastructure projects.

Lehlohonolo, who is a military veteran, owns a security company called Kaleni Security and employs four security guards. As a subcontractor, he was awarded a contract to provide security services for the N2 Green River to Buffalo River project and the related Ginsberg Community Development (CD) project near Qonce (formerly King William's Town) in the Eastern Cape.

The Green River project entails extensive road-widening, road alignment and the construction of safety intersections. It includes the construction of a new bridge over the Buffalo River, while the Ginsberg CD project involves repairs and improvements to roads in the Ginsberg community.

The contract awarded to Lehlohonolo formed part of a package that had been strictly ring-fenced for military veterans.

"I look after two families: My immediate family and my extended family," he says. "My guards are also able to look after their families in the same way."

The Green River project has created about 245 jobs, some of which are linked to the Ginsberg CD project. Nine SMMEs (small, micro and medium enterprises) are currently working on the project and, in total, 14 will benefit.



Bongani Tonisi

Creamillion, Western Cape

Bongani Tonisi is a director of Creamillion, which is based in George in the Western Cape.

Creamillion was a subcontractor on SANRAL's Thembaletu Bridge upgrade on the N2 in George, and, after completing this maiden contract, the company was able to secure contracts with the George Municipality and Garden Route District Municipality.

Creamillion also managed to improve its CIDB grading from 1CE EP to 2CE EP in only 10 months, a phenomenal achievement. In addition, the company has been able to purchase assets such as vehicles, plant and equipment, and now employs four full-time employees.

5.1.2 Supplier development

SANRAL's CDP aims to level the playing field for contractors working in the road construction industry and transform the industry value chain by supporting and enabling suppliers.

Our regional offices and headquarters in Pretoria feature physical (in-person) supplier development desks (SDDs) for this purpose. These desks provide SMMEs with hubs where they can obtain information, support, and guidance related to SANRAL and its initiatives – and where they can learn about opportunities for Tier 2 suppliers (subcontractors).

Similarly, our Electronic Supplier Development Desk (ESDD), which is accessible data-free at sanralesdd.co.za, provides a wealth of information for Tier 2 suppliers.

SANRAL'S SUPPLIER DEVELOPMENT DESKS

The purpose of SANRAL's physical and electronic supplier development desks is to:

- Provide SMMEs with information and assistance relating to tenders and development opportunities
- Facilitate communication between SANRAL and SMMEs
- Help SMMEs to register with such entities as the CIDB, the SA Revenue Service (SARS) and the government's Central Supplier Database (CSD)
- Facilitate contact between SMMEs and SANRAL's strategic partners
- Advise on upcoming training, workshops and information sessions
- Increase awareness of sub-contractor opportunities with SANRAL suppliers by uploading tender opportunities onto the ESSD portal
- Provide guidance on the tender process and bid compliance.

- Strategies for business marketing
- Understanding the legal components of diverse construction contracts
- Ensuring alignment and comprehension of project scope, specifications, pricing schedules and payment certificates.

Participants receive a certificate on completion, and they can effectively and successfully bid for subcontracting opportunities on SANRAL construction projects.

***“SANRAL views SMMEs as more than just vendors; they are partners in our success and the country's development. SMMEs are the bedrock on which the government's economic transformation policies are rooted. Empowering small businesses is imperative for economic growth within local communities.*”**

Lehlohonolo Memeza,
chief corporate affairs officer

Through this programme, SANRAL aims to develop, support, train, and empower approximately 40 000 SMMEs over the next three years. It is an integral part of our strategy to transform the road construction industry and create a developmental pipeline that ultimately sees subcontractors becoming main contractors.

TRAINING SPOTLIGHT

Phumzile Ntima

Philwane Trading
Enterprise, KwaZulu-Natal

Phumzile Ntima is the owner and director of Phiwane Trading Enterprise. The company, which was registered in 2016, is based in Pietermaritzburg and employs 10 local people. As a subcontractor for Raubex, Phiwane is installing gabions on one of SANRAL's major construction projects, the N2/N3 upgrade in KwaZulu-Natal.

Phumzile attended SANRAL's pre-tender training, which takes place across the country and aims to enable SMMEs to submit compliant, competitive and profitable tenders.

“Now I know how to keep the company books in order,” she says. “We were also taught the correct way to fill in the tender documents. This was helpful, as sometimes you do not get a tender because you did not fill in the documents properly.”

5.2 Pre-tender training

Our SAQA-accredited SMME Pre-tender Training Programme supports SANRAL's CDP. This programme, which is conducted over 22 days, provides training that aims to support contractors and suppliers by enhancing their business acumen and tendering skills, so that they can bid for and participate in our construction projects.

The programme provides comprehensive guidance on various aspects of the tendering process, including:

- Analysing tender rates
- Crafting a complete tender document
- Managing daily production calculations and resource allocation

The programme has already had a significant impact on communities, resulting in more than 63 CIDB Grade 1 to 4 contractors securing appointments on various contracts during the 2024/25 financial year.

In the Free State, 43 training sessions were conducted and 633 certificates were awarded at formal and informal handover ceremonies. The first session was held in Welkom and, of the 25 SMMEs that attended, 23 completed the course.

In KwaZulu-Natal, 33 training sessions were conducted and 556 certificates were awarded. The first session was held in Nquthu and, of the 53 SMMEs that were trained, 49 completed the course.

6

OUR IMPACT

SAFE ROADS

INFRASTRUCTURE LEGACY

ROAD SAFETY AWARENESS AND EDUCATION

STAKEHOLDER ENGAGEMENT

Road incident
management system
Freeway management
system

Eastern region
Northern region
Southern region
Western region

Gauteng FMS
KwaZulu-Natal FMS
Western Cape FMS

The impact of SANRAL's projects stretches far beyond the construction and maintenance of roads. Every kilometre of road built, every bridge erected and every maintenance project completed brings about a tangible transformation that affects thousands of lives.

In addition to these core activities, we maintain an extensive programme of community development initiatives, which are delivered at the national and regional levels as well as through our concessionaires.

In everything we do, we set out to create a legacy that enhances our roads, improves road safety, facilitates greater mobility, contributes to the success of all our stakeholders and, above all, promotes transformation.

INFRASTRUCTURE AND COMMUNITY DEVELOPMENT GOALS

- **Build, extend and maintain** a world-class national road network
- **Promote** road safety
- **Facilitate** mobility and economic development
- **Build** knowledge and skills capacity
- **Support** enterprise development
- **Create** work opportunities
- **Empower** communities
- **Build** stakeholder trust through consistent engagement
- **Transform** the road construction industry.

6.1 Safe roads

The construction and management of safe roads is a key strategic pillar for SANRAL. We are deeply committed to improving safety and protecting lives on South Africa's roads. Our integrated approach to this commitment involves:

- Conducting ongoing research into new technologies, materials and methods
- Constantly assessing and enhancing our infrastructure to support and promote safety
- Engineering our roads for safety
- Maintaining an 'always on' incident management system nationwide
- Maintaining an 'always on' freeway management system on the busiest urban freeways in Gauteng, the Western Cape and KwaZulu-Natal
- Constantly reviewing and improving our incident and emergency response protocols
- Maintaining active partnerships with law enforcement
- Investing in road safety education for learners, communities and drivers who engage in unsafe driving behaviour.

While our national road network is already recognised as world-class, we continuously work to meet evolving safety standards and reduce the likelihood of incidents and crashes. Not only does this improve road safety, it has a tangible socio-economic impact on the lives of the people and communities who live along our national roads. Safe roads enhance accessibility, improve mobility and support economic development.

The safety of our road infrastructure is enhanced by two state-of-the-art management systems, our road incident management system (RIMS), which operates nationally, and our urban freeway management system (FMS), which operates in the major cities of Gauteng,

Western Cape and KwaZulu-Natal. These are designed to improve the efficiency of freeway operations and enhance emergency services response times.

6.1.1 Our road incident management system

SANRAL's road incident management system (RIMS) is a coordinated system run according to a set of predefined protocols that are used by emergency services so that they can respond swiftly and effectively to any incident on South Africa's national roads.

RIMS: HOW IT WORKS

Who do you call? RIMS runs on a network of Centralised Communication Centres (CCCs), which dispatch information to local emergency services and coordinate their responses.

The contact number for the local RIMS CCC is displayed on signboards along each route.

Where are you? Blue location marker boards are located every 200 metres on national routes. These give the name of the route (like the N1 or N2), the section of the road, the kilometre position on that section of the route and the direction of travel. This information helps operators direct response teams to the exact location of an incident.

What happened? When reporting an incident, the operator needs to know the contact name and number, the nature of the incident, the nature of any injuries and the location of the incident as given on the nearest location marker.



How to interpret blue location marker boards

6.1.2 Our freeway management system

SANRAL's freeway management system (FMS), which operates in Gauteng, Western Cape and KwaZulu-Natal, has transformed the way traffic is monitored and managed on busy urban freeways. Each local system has been specifically designed to facilitate the safe and efficient management of the freeways in the area, using a variety of technologies to monitor traffic, minimise congestion, manage roadside incidents, respond to crashes and communicate with road users and the public in general.

The system infrastructure consists of CCTV cameras, vehicle detection stations (VDS) and variable message signs (VMS), all of which are operated and monitored from

local traffic management centres (TMCs). TMC operators work closely with law enforcement agencies to detect, identify and prevent incidents through constant monitoring, hotspot analysis and operational deployments. They also use various communication channels, including X (Twitter), the i-traffic website and VMSs, to keep the public and the media informed of conditions and incidents on major urban freeways.

In line with our transformation policy, we contract targeted SMMEs to provide specialised services on our FMS and to provide skills development and mentoring as part of each contract. For example, a targeted enterprise (TE) is currently being used to address blind spots in CCTV coverage on the Atterbury to Rigel Avenue Interchange in Tshwane.

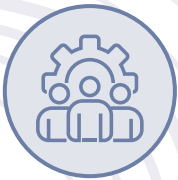
National hosted freeway management system

We are currently expanding our FMS and consolidating it on a national scale. This initiative aims to eliminate duplication at the local level and reduce the use of siloed services. It will also improve reliability, interoperability, and data consistency throughout the system.

The implementation of a national hosted freeway system supports all five strategic objectives defined in our Horizon 2030 strategy. By leveraging data management, data analytics, and greater interoperability, it will enhance operational efficiency, support road safety, and improve the user experience on urban freeways.

A full analysis of the performance of our FMS is presented in our integrated annual report for 2024/25.

PURPOSE OF THE FREEWAY MANAGEMENT SYSTEM



Efficient operation
of urban freeways



Real-time communication
with road users,
the public and the
media



Optimal incident responses and scene
management



Reduced delays at
incident and crash
sites



Quick and efficient clearance of
incident and crash
scenes



Detection of crime
and early response
to criminal activities,
on and off the
roadways



Improved pedestrian safety at
pedestrian bridges

6.1.2.1 Western Cape freeway management system

In Cape Town, the freeway management system (FMS) is a collaboration between SANRAL, the Western Cape provincial government and the City of Cape Town. The system has significantly enhanced safety and real-time responses on the road network, positively impacting the lives of residents, commuters and emergency responders.

The Cape Town FMS, managed from the TMC in Goodwood, has been designed to make the city's roads safer, quicker, and more efficient for everyone.

262

CCTV cameras

10

environmental sensor stations

54

variable message signs

88

vehicle detection stations

Table 1 Number of devices in the Cape Town freeway management system

SYSTEM OUTCOMES

Reduced incident detection and response times: On average, incidents are detected in under three minutes and are verified in over a minute. The average response time to crashes is six minutes, with 52 per cent of incidents being cleared within three hours.

Travel time savings and real-time information: With information disseminated via road signs, radio, social media and more, road users can make informed decisions about their routes, leading to time savings and better route choices, especially during peak hours or disruptions.

Stronger road safety and enforcement support: The FMS supports prosecution of offenders by providing video evidence of reckless driving and helps law enforcement with hotspot analysis, queue spillback detection and targeted enforcement of illegal stopping or pedestrian activity.

Better control and resource coordination: By integrating the South African Police Services, provincial traffic departments, metro police, and other services in one centre, the FMS facilitates joint planning, faster communication and smarter deployment of emergency responders.

Crime deterrence and early protest monitoring: Cameras also detect suspicious activity around the freeways. Early detection of criminal activity, such as the placement of objects in the road or protest actions, has helped reduce disruptions, especially in high-risk areas.

Data-driven decisions for a smarter network: Through continuous analysis of lane hours lost, the causes of crashes and peak congestion patterns, the FMS is actively shaping smarter infrastructure and safer roads.

Workforce development and training: The system isn't just about technology; it's about people. The FMS supports the training of traffic officers, emergency responders and disaster management staff. Site visits and post-incident reviews help raise operational standards and grow institutional knowledge.

The Western Cape FMS is more than a network of cables and cameras; it is about creating a transport system that works for people, keeping them safe, informed, and moving. It demonstrates how infrastructure investments, when backed by collaboration and shared purpose, can deliver real social value.



6.1.2.2 Gauteng freeway management system

The Gauteng freeway management system (FMS), which was established in 2008 and operates around the clock, is based at the Central Operations Centre in Rooihuiskraal, near Centurion. It is used to manage traffic, roadside incidents and emergency responses to crashes on the freeway system in and around Ekurhuleni, Johannesburg and Tshwane.

As with all of the local FMSs, the infrastructure consists of CCTV cameras, vehicle detection stations (VDS) and variable message signs

(VMS), which are operated and monitored from a local traffic management centre (TMC).

Detection and identification of incidents

To detect and identify incidents, TMC operators rely on the feed from CCTV cameras in the system as well as on information provided by various traffic services or even motorists.

Dissemination of information

Information on incidents and crashes is communicated to motorists, the media and the

public using emails, social media (X – @ittrafficgp) and the iTraffic website (www.i-traffic.co.za).

Most radio stations in the metropolitan area also follow the TMC's X feed and re-post the information or broadcast it in their traffic bulletins.

Incident response time

In 61 per cent of cases during 2024/25, the average response time to an incident on the Gauteng FMS was under five minutes. In general, response times to crashes are shorter than response times to other types of incidents.

DEVICE TYPE	2023/2024	2024/2025	DIFFERENCE
CCTV	302	322	20
VMS	59	59	0
VDS	111	111	0
WORKSTATIONS	16	16	0
VIDEO WALL CUBES	12	12	0

Table 2 Total number of devices in the Gauteng freeway management system





6.1.2.3 KwaZulu-Natal freeway management system

The KwaZulu-Natal freeway management system, currently being implemented, is designed like the Gauteng and Western Cape freeway management systems to reduce congestion and keep motorists safe.

It will employ intelligent transport system technologies to manage and monitor urban freeways in and around Durban actively. This includes the extensive upgrades currently in progress along the N2 and N3 freeways.

DID YOU KNOW?

The N2 and N3 upgrade programme includes:

- **A traffic management plan (TMP)** to ensure the safety of construction workers and motorists
- **Warning signs** to alert drivers of lane closures and changing conditions
- **Detours on provincial roads** if needed
- **Continuous public updates** via traditional and social media
- **Regular TMP updates** as more contractors join the project.

6.2 Infrastructure legacy

In 1994, South Africa's national road network was 7 000 kilometres in length and served approximately 5 million vehicles. By the end of the 2024/25 financial year, the network had expanded to 27 478 km kilometres, serving approximately 12 million vehicles.

Every project we undertake is designed to leave a lasting legacy, not just through the development of the national road network but through the community development programmes that are a fundamental part of each project.

During the 2024/25 financial year, our core projects and community development initiatives were carried out in four regions, each of which encompassed one or more provinces:

- **Eastern region:** Free State and KwaZulu-Natal
- **Northern region:** Gauteng, North West, Limpopo and Mpumalanga
- **Southern region:** Eastern Cape
- **Western region:** Western Cape and Northern Cape.

This report is based on feedback from the regions as they were operating during the year.

We are, however, in the process of implementing a new provincial structure to extend our road infrastructure management footprint and improve our reach into communities. Provincial heads have been appointed for the new provincial offices and, from the 2025/26 financial year, reporting on our activities will be done on a provincial basis.

6.2.1 Eastern region

SANRAL's Eastern region is an area of significant economic importance that stretches from the thriving agricultural heartland of the Free State to the holiday resorts, busy ports and industrial hubs of KwaZulu-Natal.

As in all of our regions, we continue to develop and maintain the national road network in the Eastern region to support socio-economic development and transformation. We also continue to implement an ongoing and active community development programme.

SANRAL NETWORK: EASTERN REGION

KwaZulu-Natal:
1 344 kilometres

Free State:
1 582 kilometres

“Changing weather patterns had a significant impact on the Free State and KwaZulu-Natal in 2024. Our engineering teams worked with great dedication to repair national roads affected by flooding and to assist provinces and municipalities in doing the same.

“We are also in the process of implementing a R48 billion upgrade to the N2 and N3 highways in KwaZulu-Natal and a R4 billion upgrade to the N1 just north of Bloemfontein.



“These and other projects are boosting the provincial economies and have created jobs for 48 service providers, 61 subcontractors and many general labourers, who earned R115 million in wages during the year.”

Dudley Mbambo,
Eastern region –
regional manager (acting)

6.2.1.1 Key projects

Upgrades to the N3 between Durban and Cedara in KwaZulu-Natal

The Durban-Gauteng N3 highway, which has been identified as a strategic integrated project in the National Development Plan (NDP), is crucial for South Africa's freight and logistics as it connects the busy Port of Durban with the economic centre of Gauteng. It also serves as a vital link in the Southern African Development Community North-South Freight Corridor, which connects South Africa to several African countries.

As part of a R25 billion upgrade to the N2 and N3 freeways, the N3 between Durban and Cedara was identified as requiring significant improvement to accommodate increased traffic volumes. Cedara is about 95 kilometres from Durban.

To ensure as little disruption as possible, the R4 billion project was designed to maintain the same number of lanes during construction. Existing roads, bridges and culverts were temporarily widened and high containment-level concrete barriers were constructed behind them, reducing the required width between the open road and the construction zone.

This improved traffic flow, reduced driver frustration and increased compliance with road rules. It also allowed for more effective tracking of vehicles through construction zones, especially during adverse weather conditions.

KEY STATISTICS 2024/25

Value of the N2/N3 project:

R52 billion

Number of vehicles carried on the N2 each day:

70 000 to 150 000

Number of vehicles carried on the N3 each day:

45 000 to 120 000

Expected job opportunities on the project:

15 000

Expected spend on local labour:

R3,8 billion

Expected spend with black-owned enterprises:

R14,4 billion

Realignment of the N3 at Key Ridge

Another section of the N3 was identified as requiring improvement to eliminate steep gradients and bends between Key Ridge and Hammarsdale, a distance of about 12 kilometres. This project, in particular, required advanced and innovative engineering.

As part of the overall N2N3 improvement project, a R4 billion project is in progress at this location. This involves building a five-lane carriageway and four new bridges, which will enhance access to rural areas and boost the local economy without degrading the environment.

Horizontal and vertical realignment is being used to smooth out and remove compound curves and reduce the vertical descent and climb, resulting in a straighter and less steep road alignment. This will make the N3 safer and easier to navigate, reduce travel time and the risk of crashes. The four-year project is due to be completed in 2027.

Notably, 30 per cent of the budget – R1,1 billion – has been earmarked for expenditure with

targeted enterprises as part of our commitment to broad-based transformation. These businesses are owned by women, young people, military veterans and people with disabilities, and include some enterprises graded 1 to 4 by the Construction Industry Development Board.

CONTRATOR SPOTLIGHT



Andile Shangase

Andile Trading Enterprise's 36-year-old operations director, Andile Shangase, began his construction journey by servicing the industrial machinery used on SANRAL's N3 upgrade project. Today, his company is subcontracted to work on a R1.4 billion upgrade project on the N3 and is supplying the tipper trucks, excavators, and tractor loader backhoes for the project.

Shangase's success story is one of many across the country resulting from SANRAL's policy to ensure that previously disadvantaged groups – including women, military veterans and those living with disabilities – have a 30 per cent stake on any major contract.

“We started as a Grade 1CE company,” he says, “but through this opportunity, we have grown to being a Grade 4CE business. We own five trucks and have 15 drivers and equipment operators on the payroll. All have been trained and have certificates to enhance their employment opportunities in future.”

REGIONAL OUTCOMES 2024/25

- Investment in road infrastructure development: **R8,5 billion**
- Number of capital projects: **15 (144 kilometres)**
- Job opportunities created: **9 731 (5 029 for youth)**
- Expenditure with targeted enterprises and designated groups: **R1,6 billion**
- Number of SMMEs to receive training: **1 474**
- Number of students to receive training and mentorship: **400**
- Routine road maintenance (RRM) projects: **16**
- Expenditure on RRM projects: **R3 213 497 801,65**
- Job opportunities created on RRM projects: **2 228**
- Expenditure with targeted enterprises on RRM projects: **R664 815 915,00.**

6.2.2 Northern region

From verdant northern highlands to South Africa's largest economic hub, SANRAL's Northern region, which spans Gauteng, Limpopo, Mpumalanga and North West, boasts some of the country's most vital transport routes.

As in the other regions, a combination of road infrastructure and community development projects is being used in this region to facilitate socio-economic development and transformation.

SANRAL NETWORK: NORTHERN REGION

Gauteng:
853 kilometres

Limpopo:
3 641 kilometres

Mpumalanga:
2 474 kilometres

North West:
2 521 kilometres

“SANRAL's Northern region is responsible for more than 40 per cent of the Agency's road network and serves four provinces that are known for their diverse populations and cultures.

“Our road infrastructure projects include the upgrades in progress on the R510 and R37 in Limpopo and the Moloto Road project in Mpumalanga. An upgrade to the R23 in Standerton was completed during the year and ongoing projects are making considerable headway.

“These projects continue to benefit local communities through our subcontracting and labour targets.”

Progress Hlahla,
Northern region –
regional manager

6.2.2.1 Key projects

R573 Moloto Road project

The successful completion of section 3 of the R573 Moloto Road upgrade, which runs between Slovo and Siyabuswa in Limpopo marks a significant improvement in road safety and connectivity for road users in the area. In addition to the infrastructure component, the project placed strong emphasis on community development and socio-economic upliftment.

The communities of Kgobokoane, Moteti, Oorlog, Siyabuswa, Slovo and Waalkraal benefited directly through targeted empowerment initiatives.

Nearly 400 local labourers had temporary jobs on the projects and were earning an income while improving their skills. Of this group, 205 people underwent driver training and now have their driver's licences.

In addition, 49 projects valued at R90,7 million were awarded to targeted enterprises. Of these awards, 17 women-led enterprises secured contracts to the value of R27,29 million, significantly above the original target. A business owned by a military veteran was also awarded a R3,3 million project.

This means that the R359,91 million project did exactly what large infrastructure projects should do – create jobs, boost local businesses, and leave behind a lasting legacy that improves daily life.

MUSINA HAND BRIDGE

A striking new bridge on the Nancefield Interchange, north of Musina, is a symbol of unity that welcomes road users from Zimbabwe to South Africa.

It is part of the new N1 Ring Road project, which bypasses Musina and was completed to ease traffic congestion on this section of the freeway. It is one of many projects SANRAL has undertaken to build sustainable infrastructure that will serve generations to come.



The iconic Musina Hand Bridge in the Northern region

6.2.3 Southern region

SANRAL's Southern region spans rugged coastlines, rolling hills, deep gorges and the major industrial centres of the Eastern Cape. This has been identified as a key area for growth and it is home to one of SANRAL's most impressive strategic infrastructure projects, the N2 Wild Coast Road (N2WCR) project.

SANRAL NETWORK: SOUTHERN REGION

Eastern Cape:
5 299 kilometres



***“SANRAL’s projected spend in the Southern region from April 2023 to March 2027 is R55,9 billion. During the 2024/25 financial year, we made considerable progress on the over R20 billion N2 Wild Coast Road project, which includes the construction of the Msikaba Bridge and the Mtentu Bridge. Construction of a R2,2 billion road from Lingeni village to Msikaba Bridge is also about to commence.*”**

***“Ten road infrastructure upgrades were completed during the year, including the construction of the N2 Breidbach and Belstone interchanges near Bhisho and several projects to improve mobility along the N2 between East London and Gqeberha.*”**

“This extensive road infrastructure development has had major economic benefits in the form of job and subcontracting opportunities.”

Mbulelo Peterson, Southern region – regional manager

6.2.3.1 Key projects

N2 Wild Coast Road project

The N2 Wild Coast Road (N2WCR) project, which is on a vital section of the N2, is one of SANRAL's most ambitious. It stretches over 410 kilometres from East London to the Eastern Cape's border with KwaZulu-Natal on a freeway that connects the four provinces of the Western Cape, Eastern Cape, KwaZulu-Natal and Mpumalanga.

The new N2 will open up this coastal strip while providing a safer, flatter and faster link between Durban and the industrial centres of East London and Gqeberha. Improved access and mobility will unlock vast tourism potential along the Pondoland stretch of the Wild Coast and spur agricultural development in the region.

The current N2 turns inland from Mthatha and, due to the many deep gorges and poor road infrastructure, there is a vast, inaccessible land corridor along the coast between Port St Johns and Port Edward.

KEY STATISTICS 2024/25

- Projected spend on subcontracting, jobs and skills development: **R4 billion**
- Projected number of direct jobs during construction: **8 000**
- Projected number of indirect jobs during construction: **21 300 – 28 100**

Msikaba Bridge

The Msikaba Bridge is a cable-stayed steel deck bridge that is under construction near Lusikisiki in the Eastern Cape. It is one of two mega bridges that form part of the greater N2WC project, which aims to improve the travel time between Durban and East London by up to three hours.

The monumental structure will span the 195-metre-deep Msikaba River Gorge and, once complete, will be South Africa's longest-span cable-stayed bridge, reaching a length of 580 metres. It will also have the second-longest main span in Africa. The main span will be supported by two 127-metre-high inverted Y pylons and the 22,8-metre-wide composite steel and concrete deck will be supported by 34 cable pairs.

This epic project is so significant that it was featured on the National Geographic television show, Building Impossible with Daniel Ashville (Season 1, Episode 2).

KEY STATISTICS 2024/25

- Project value: **R1,75 billion**, with **R665 million** spent to date
- Subcontractors: **61**
- Labourers appointed by subcontractors: **339 (127 from targeted areas)**
- Service providers: **48**
- Local suppliers: **44**
- Expenditure on training to date: **R7,6 million (81% higher than budget)**
- Expenditure on wages to date: **R115 million.**

Mtentu Bridge

Once completed, Mtentu Bridge – the second N2WCR mega-bridge – will be the highest in Africa and one of the longest main-span balanced cantilever bridges in the world. Its main span will be 260 metres and, at maximum height, it will be 223 metres high.

The scope of the project includes an upgrade to 18 kilometres of a provincial road that will link the future Mkhambati Interchange to the Flagstaff-Holy Cross road, providing a direct link from the future N2 to the town of Flagstaff. Three community access roads will also be constructed nearby.

Over R1,8 billion will be spent with targeted enterprises during the construction of the bridge.

KEY STATISTICS 2024/25

- Project value: **R4,05 billion**
- Expenditure to date: **R250 million**
- Number of jobs to be created: **1 080.**

Emergency slope management: N2 and Port St Johns

This contract for emergency slope management includes three areas on the N2's Section 19 and the R61 Section 8, which were damaged by stormwater. Stormwater damage to Second Beach Road in Port St Johns, which occurred during torrential rainfall in March 2023, will also be repaired. Two access roads that will be used as alternative access routes are scheduled for upgrading as part of the project.

KEY STATISTICS 2024/25

- Participation of targeted enterprises: **31,32%**
- Participation of labourers from designated groups: **R250 million.**

** There is no training budget for this project as it is an emergency project.*

6.2.4 Western region

SANRAL's Western region includes some of the country's most scenic routes, from the cities, mountains, towns and villages of the Western Cape to the arid landscapes of the Northern Cape.

SANRAL NETWORK: WESTERN REGION

Northern Cape:
3 164 kilometres

Western Cape:
1 615 kilometres

“In the 2024/25 financial year, we continued to improve our regional road network of nearly 5 000 kilometres. Notable projects included the R2 billion upgrade to the N2 on the Garden Route, which boosted the local economy and created thousands of work opportunities.

“The resurfacing of the N9 from Colesberg to the Northern Cape/Eastern Cape border was also completed during the year. Of the R200 billion budget for the project, approximately R60 million was spent with targeted enterprises.

“We are optimistic that the 84 projects awarded in the region over the past year will improve the quality of the road network and the lives of those who use it.”

Randall Cable,
Western region –
regional manager

WESTERN REGION OUTCOMES: FIVE YEARS TO 2024/25

- **R2 billion** spent with **290** contractors in Western Cape
- Over **2,400** full-time equivalent jobs created at a value of **R250 million**
- Over **R168 million** invested in skills development and training.

6.2.4.1 Key projects

Thembaletu Bridge

Due to the apartheid spatial planning, the Thembaletu community in George had difficulty accessing the town's central business district, which is located on the other side of the N2.

The new bridge is another example of SANRAL's engineering innovation. It was built alongside the old bridge and the old bridge was then lifted to accommodate trucks with a clearance height of up to 5,2 metres. It now has two lanes in each direction and features cycle paths and pedestrian walkways on both sides.

The bridge was built to address traffic congestion in the area and specifically prioritised pedestrian safety as many Thembaletu residents commute to George on foot. The project included community road safety awareness and education, which was conducted at the nearby Mzoxolo Primary School.



Work in progress on the Thembaletu Bridge in George, which was completed in 2024

PROJECT OUTCOMES 2024/5

- Full-time equivalent jobs created: **92**
- Value of full-time equivalent jobs: **R16 million** was created
- Number of local people who received skills training: **144**
- Expenditure on skills training: **R1 million**
- Local subcontractors awarded SANRAL contracts: **22**
- Value of contracts awarded: **R31 million.**

Monument River project

The Monument River project was initiated as part of the upgrading of the national route 1 section 4 between Monument River and Doornfontein in the Karoo. The initiative was a direct response to the economic and developmental challenges in the Laingsburg and Matjiesfontein communities, which included high youth unemployment, limited technical skills and little access to business opportunities.

This project was designed to:

- Provide accredited training (NQF levels 2 to 5) to members of the community, especially young people
- Create employment and enterprise opportunities for emerging local contractors
- Promote sustainable and safe construction practices
- Lay a foundation for ongoing infrastructure development by local trainee-targeted enterprises (TTEs).

The training programme was delivered in three phases:

- Theoretical classroom-based training
- Controlled practical training on construction simulations
- Practical training on SANRAL projects.

PROJECT OUTCOMES 2024/25

- Learners trained: **92**
- Learners who completed targeted labour training programmes in concrete work, steel fixing,

bricklaying, plastering: **45**

- Community members who received basic computer literacy training: **5**
- Number of new enterprises (CIDB Grade 1) established: **12**
- Number of direct jobs created: **+90**
- Number of indirect jobs created: **+130**
- Percentage of participants who were young people: **60%**
- Percentage of participants who were women: **35%**
- Expenditure with local enterprises: **R4,5 million**
- All TTEs now meet regulatory requirements and are in a position to tender for the local SANRAL project
- TTEs have been allocated work packages based on performance tiers
- Transition to live construction work has begun.



Training of NFQ 2, 3 and 4 students in progress in the Western region



Kraaibosch to Touwriver project

This project has been initiated in response to the ongoing safety and accessibility concerns posed by pedestrian movement along the N2 between Pacaltsdorp and the Kraaibosch interchange in George. The original footpath suffered significant vandalism, largely due to the theft of copper wiring from streetlight infrastructure, as well as the removal of paving materials.

The primary objective of the project is the comprehensive rehabilitation of the existing pedestrian footpath, including:

- The repair and reinstatement of damaged sections using brick paving, where feasible
- The replacement of stolen paving with a more theft-resistant concrete surface
- The installation of ancillary infrastructure, such as guardrails, to enhance pedestrian safety along the corridor.

As part of this project, 24 roadworker learnerships are currently in progress and are scheduled for completion by October 2025. To date, R3,6 million has been spent on the project, which includes learner stipends, formal training programmes and the provision of construction simulation training.



Laying and setting out kerbs and channels on the Kraaibosch to Touwriver project

Similar community development programmes in progress in the Western region include:

- Kagung Community Development project: This project is being conducted to secure unsafe access on the N14 Section 8, which passes through the village of Kagung outside the town of Kuruman in the Ga-Segonyana Local Municipality.
- Houwhoek to Caledon Community Development project: This project is being conducted to improve vehicular access along the N2 at the Hoof Way intersection.

These projects demonstrate how SANRAL is improving the road infrastructure that serves communities located along the national road network and is leaving a legacy of skills development and empowerment.

6.3 Road safety awareness and education

With road safety being a major challenge globally, SANRAL continues to prioritise the safety of all road users throughout the national network, starting with awareness and education at the school level.

Approximately a third of all schools in the country are situated within five kilometres of SANRAL-managed roads. One of our road safety priorities is to empower learners in these areas by providing them with relevant and effective road safety information. This is done through dedicated road safety workshops in schools around the country.

Evidence-based educational materials are used to raise awareness about road safety, shape responsible attitudes towards road use and encourage safe behaviour from an early age.

Similar workshops are held for parents to raise their awareness of road safety.

Total number of sites	64
Total number of workshops conducted	296
Total number of teachers who attended workshops	3 231
Total number of teachers who received SANRAL material to teach road safety	21 811
Total number of schools reached	2 836
Total number of learners to benefit	872 440
Total number of parents to benefit from parent workshops	1 394

Table 3 Details of road safety awareness and education workshops conducted in 2024/25

In addition to our schools programme, we produce several publications that include essential road safety information for the general public. One of these is our annual publication, Investing in Road Safety, which provides an update on road safety work done during the period.

All SANRAL publications are available on our website at www.nra.co/za

Did you know?

The SANRAL road safety education programme is accredited by the South African Council for Education.

Relations Management unit reflects this commitment to inclusive development and participatory governance. By aligning transformation imperatives with strategic stakeholder relationships management, we aim to ensure that infrastructure development and maintenance are not only technically sound but also socially responsive and economically empowering.

Our stakeholder ecosystem comprises government entities, private sector partners, civil society organisations, traditional leadership, rural communities, and all other local communities. Within this ecosystem, we emphasise historically marginalised groups, recognising that equitable development hinges on trust, effective communication, and participatory mechanisms.

During the 2024/25 financial year, 410 stakeholder engagements were held throughout the country. These included:

Information sessions: A total of 58 information sessions were conducted with local municipalities, traditional leaders, SMMEs, communities, and designated groups, including women, youth, people with disabilities and military veterans. These sessions focused on current and upcoming SANRAL projects and also served as a platform to relay information about subcontracting opportunities.

Taking SANRAL to the People programme: A total of 12 Taking SANRAL to the People engagements were held. This programme offers a unique platform for us to outline

economic opportunities arising from our projects and engage with interested and affected stakeholders, particularly the SMMEs and businesses on our transformation agenda.

Stakeholder engagements:

A total of 232 stakeholder engagements were conducted. These served as platforms for forging strategic partnerships and for introducing stakeholders to appointed main contractors. Participants included representatives from the government and the private sector.

Project oversight inspections:

We hosted eight ministerial project oversight visits, which allowed the minister and other key government leaders and officials to assess the progress of key projects first-hand and to engage directly with communities.

Special projects: A further 98 additional engagements were held in response to specific needs identified by SANRAL.

Project liaison committees

Taking SANRAL to the People also provides for the formation of a project liaison committee (PLC) on every project. Each committee is formed through discussions and consultations between SANRAL, the construction company working on the project, local leaders and community representatives.

The main role of each PLC is to take project-specific information to the communities and stakeholders it represents and to ensure that the project benefits the local community.

6.4 Stakeholder engagement

Stakeholder engagement is another core pillar of our Horizon 2030 strategy. This pillar emphasises proactive consultation, partnerships, inclusive decision-making and improved communication with a wide variety of stakeholders.

Our approach to engaging with stakeholders is to build and maintain strong relationships through transparency, active listening and collaborative efforts to ensure that we deliver on our mandate and strategic objectives effectively and support the objectives of the NDP.

Transformation and stakeholder relations management

Our newly integrated Transformation and Stakeholder

7

EDUCATION AND SKILLS DEVELOPMENT

SCHOLARSHIPS

BURSARIES

WORK-
INTEGRATED
LEARNING

TECHNICAL
EXCELLENCE
ACADEMY

External bursaries
Internal bursaries

At SANRAL, we do more than just build and maintain roads; we pave the way to upliftment and empowerment through education.

By funding scholarships, bursaries, a workplace learning programme and the SANRAL Technical Excellence Academy, we are committed to unlocking educational and career development opportunities for young people who might otherwise be excluded from them.

In line with our elevated transformation pillar, our investment in education goes beyond our traditional focus on civil engineering. It offers access to a much broader range of opportunities in disciplines such as law, human resources management and supply chain management.

Through our various initiatives, we help to build a skilled workforce, create jobs, reduce poverty and grow the economy. Our investment in education and skills development – more than R1 billion to date – is also helping to strengthen the country's road infrastructure sector and create a more inclusive and prosperous society.

SANRAL-FUNDED SCHOLARSHIPS AND BURSARIES

Scholarships are offered to learners from Grades 8 to 12, covering school fees and other necessities such as uniforms, books, transportation, and extra classes. They are awarded based on academic performance and financial need.

External bursaries support university students studying in fields related to SANRAL's work, such as engineering, transport infrastructure, law, information and communication technology, and supply chain management. These bursaries are available at 18 universities across South Africa and are offered from the diploma to master's level.

Internal bursaries help SANRAL employees to further their education and gain professional qualifications, supporting career growth and the development of institutional knowledge within the organisation.

“Over the past five years, SANRAL is proud to have awarded 1 848 scholarships and bursaries that have helped young people to pursue various opportunities, build a better life for themselves and contribute to the development of their communities.”

Heidi Harper,
SANRAL General Manager for
Skills Development

7.1 Scholarships

SANRAL's scholarship programme offers financial support to South African learners who are in Grades 8 to 12 and are registered at South African schools, irrespective of their subject choices. The scholarships are granted based on academic merit and financial need.

Each scholarship covers:

- Registration fees, where applicable
- School fees
- Boarding fees, where applicable
- School and sports uniforms, where applicable
- Books and stationery, where applicable
- Transportation to and from school by reputable providers, where applicable.

Other benefits for scholarship recipients include:

- Career coaching
- Assistance with preparing for exams
- Extra lessons in maths and science, based on a needs assessment
- Access to SANRAL's wellness programme
- Psychological counselling.

SCHOLARSHIP OUTCOMES 2024/25

- Scholarships awarded: **251**
- Total expenditure: **R10 957 226,30**
- Gender breakdown: **67% female | 33% male**
- Population group breakdown: **87% African**
8% Coloured
3% Indian
2% White

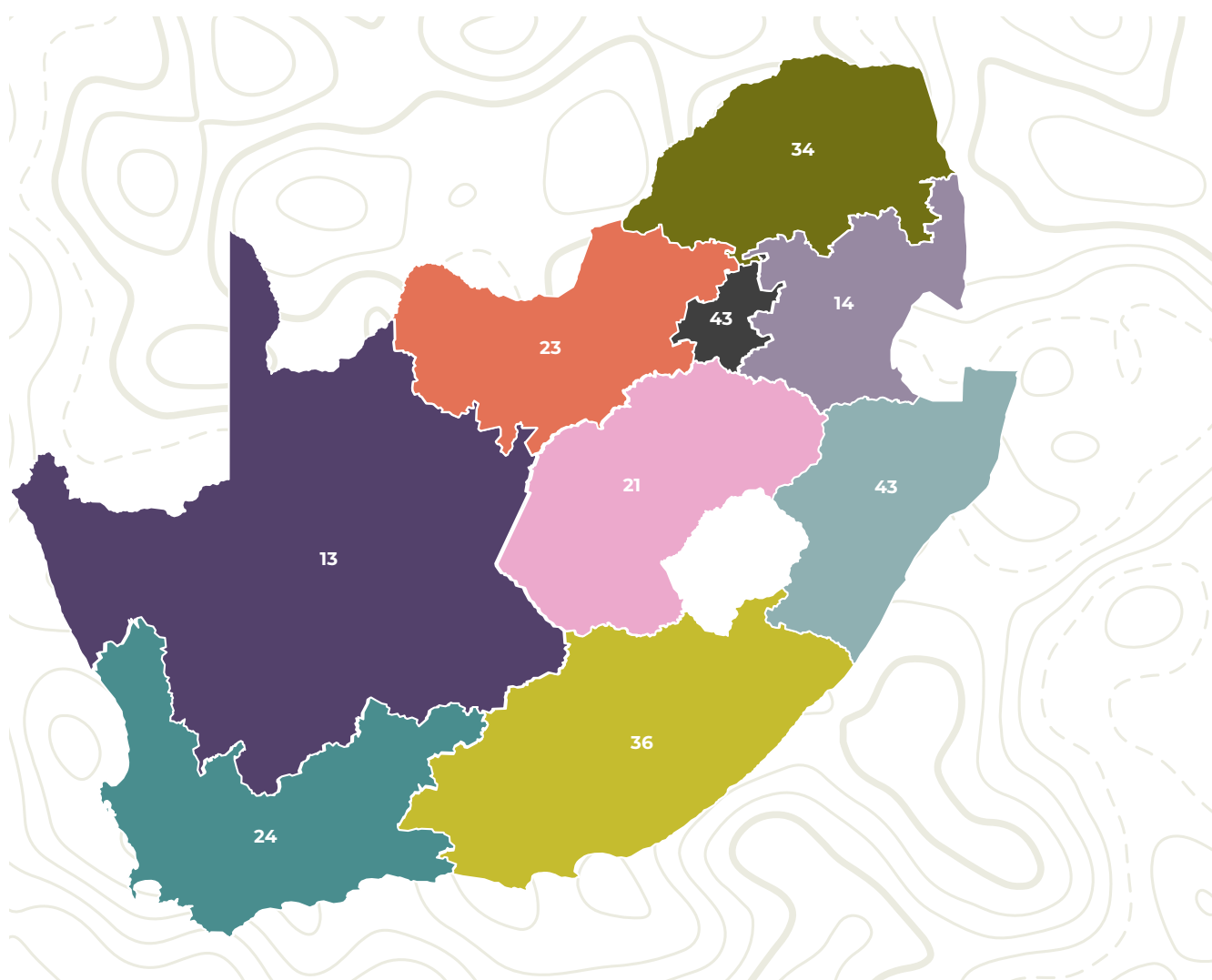


Figure 3 Number of SANRAL scholarship recipients by province for 2024/25

SCHOLARSHIP SPOTLIGHT

Taelo Rabothata

Gauteng

Taelo Rabothata grew up in Soshanguve, north of Pretoria, where he attended the Reitumetse High School. He became aware of engineering as a possible career choice when he was in Grade 10, with his interest in civil engineering being sparked by the rapid infrastructure developments in the run-up to the 2010 FIFA World Cup.

It was at this time that his life orientation teacher gave him a copy of the SANRAL scholarships brochure and, after reviewing it with his parents, he decided to apply for participation in the programme. He received a SANRAL scholarship in Grade 12 and later applied for – and received – a SANRAL bursary for undergraduate study.

“The bursary fully funded my studies towards a Bachelor of Engineering (BEng) in Civil Engineering at the University of Pretoria,” he says. “It was an opportunity of a lifetime.”

After graduating, he went on to participate in SANRAL’s five-year graduate support programme, which is designed to expose graduates to the complete engineering lifecycle, including the planning and design, construction and maintenance phases. His line manager, Brian Mdziniso, mentored him throughout this period, facilitating continuous improvement in his professional expertise.

He was later deployed to the SANRAL Technical Excellence Academy (TEA) in Port Elizabeth for 18 months. There, he gained hands-on experience in various aspects of road design, including traffic engineering, pavement design, geometric design and drainage design.

“The practical knowledge gained during this time was invaluable,” he says.

Today, Taelo is managing a wide range of projects, including periodic maintenance projects, special maintenance projects and improvement projects. Most are situated along the R40 in Mpumalanga.

Following a SANRAL Grade 12 scholarship and an undergraduate bursary, Taelo Rabothata now manages a wide variety of projects, including periodic maintenance projects, special maintenance projects and improvement projects.



7.2 Bursaries

As is evident from Taelo's story on page 40, SANRAL also contributes to youth development by investing in tertiary education. This assistance is made available for deserving applicants who meet the requirements in core and auxiliary fields related to our business.

There are two categories of bursaries: External bursaries, which are open to candidates from all around the country, and internal bursaries, which are available to help SANRAL employees develop their knowledge and careers.

7.2.1 External bursaries

Our external bursary programme is designed to empower South Africa's youth and to create pathways for success across the post-secondary education spectrum. The programme provides critical support for students pursuing qualifications from diploma to the master's

level at 18 tertiary institutions nationwide, including at universities, universities of technology, comprehensive institutions, and technical and vocational education and training (TVET) colleges.

External bursaries are intended to provide financial support for studies in disciplines that are needed throughout our corporate structure and are therefore offered in the following fields:

- Civil engineering
- Human resource management
- Public procurement
- Supply chain management
- Computer science
- Information systems.

By sponsoring studies in fields aligned with our core mandate, we are contributing meaningfully to developing a skilled workforce that can support national infrastructure growth. This is in line with our

strategic priority to help reduce poverty and tackle the high cost of living by linking skills development closely to economic demand as well as by unlocking workplace-based placements and opportunities for TVET graduates.

BURSARY OUTCOMES
2024/25

- External bursaries awarded: **150**
- Total expenditure: **R13 680 396,80**
- Gender breakdown: **51% female | 49% male**
- Population group breakdown: **81% African**
7% Indian
7% Coloured
5% White

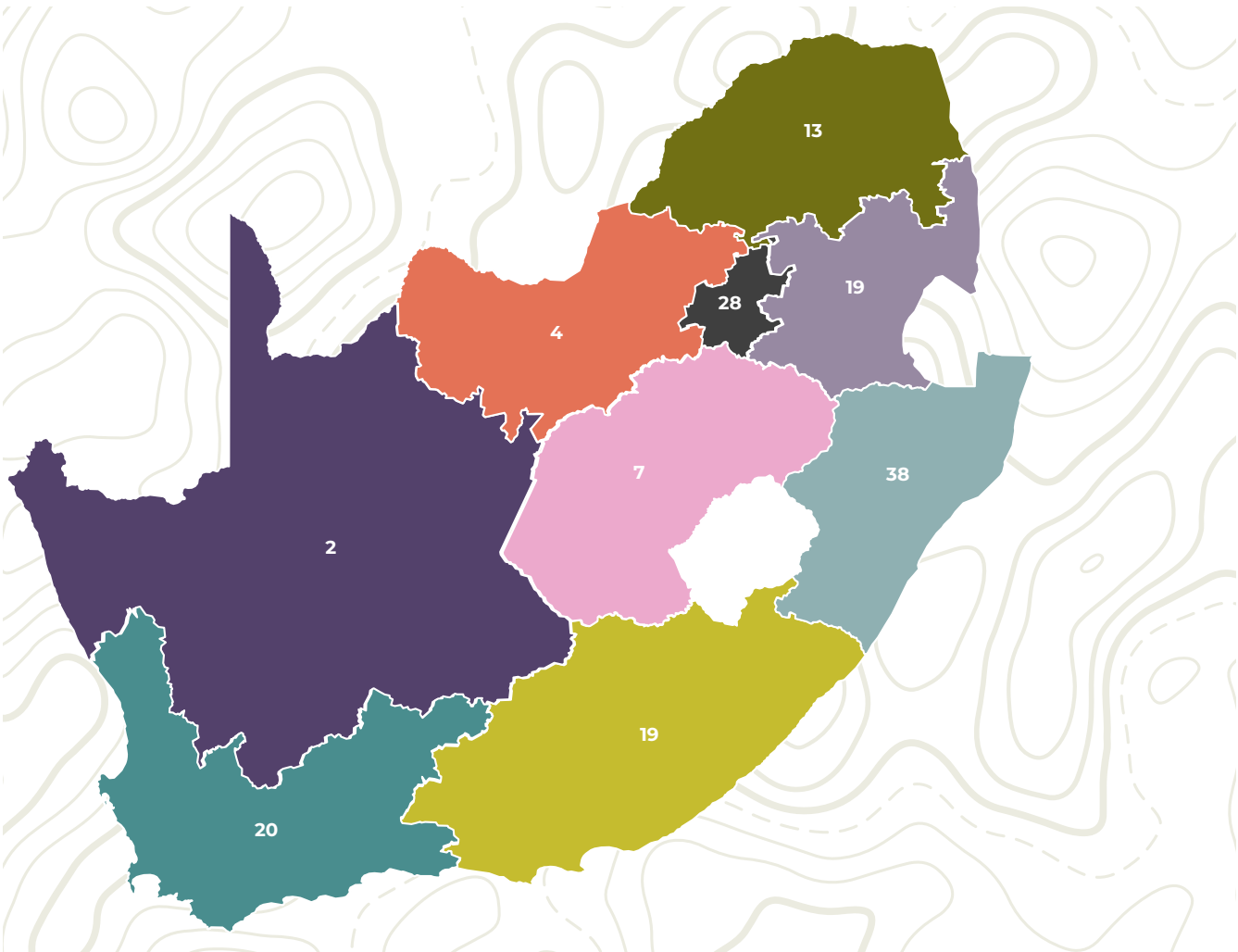


Figure 4 External bursary recipients by province for 2024/25

BURSARY SPOTLIGHT



Khomotjo Mokgotho, a SANRAL bursary recipient, says that it helped her academically and personally.

Khomotjo Mokgotho

Khomotjo Mokgotho, who received a SANRAL bursary for her undergraduate study, has recently graduated with a BSc in Civil and Environmental Engineering from the University of the Witwatersrand (Wits).

She says that being awarded the bursary allowed her to pursue the career she had hardly dared to dream about when she was at school.

“Receiving the bursary helped me tremendously, academically and personally. It covered my tuition fees, accommodation and even living expenses – things my parents would not have been able to afford.

“Coming from a disadvantaged background, it also helped me to feel more confident and secure. I was able to focus on my academics and perform well because I didn't have to worry about basic needs or fitting in. It truly changed my life and made my journey through university much more manageable and meaningful.”

Now well on her way to realising her dream of becoming a registered civil engineer, she has joined the Student Employability and Entrepreneurship Development programme to raise awareness about civil engineering among learners in her community.

“I want to help others in my community discover these opportunities earlier than I did, so that they can dream big and plan for the future.”

7.2.2 Internal bursaries

Our internal bursary programme plays a critical role in nurturing the professional development of our employees by offering financial support for academic education and professional accreditation. The internal bursary programme demonstrates our support for career progression and the development of skills that enable employees to transition within or beyond the organisation in the future.

INTERNAL BURSARY OUTCOMES 2024/25

- Internal bursaries awarded: **130**
- Number of graduates in 2024: **23**
- Total expenditure: **R3 050 154,74**
- Gender breakdown: **47% male | 53% female**
- Population group breakdown:
75% African
14% Coloured
9% Indian
2% White
- Youth representation: **22%**

7.3 Work-integrated learning programme

The work-integrated learning (WIL) programme helps students to gain practical work experience that complements their academic studies.

Available to undergraduate students at universities, universities of technology and TVET colleges, this practical programme helps them to develop their skills and experience in an on-site environment, assisting them to graduate and making them attractive candidates to future employers.

The programme supports capacity-building in the public infrastructure sector and is aligned with our strategic priority to build a capable and developmental state.

WORK-INTEGRATED LEARNING OUTCOMES 2024/25

- Number of interns: **304**
- Gender breakdown: **145** male | **159** female
- Population group breakdown: **292** African | **3** Indian | **9** Coloured
- Youth representation: **100%**

7.4 Technical Excellence Academy

Our Technical Excellence Academy (TEA) was created to support postgraduate studies in the road infrastructure sector and to strengthen human resource capacity for SANRAL and the country. By providing funding, active mentoring and opportunities for candidates to collaborate with departments

throughout the organisation, the TEA offers a dynamic and nurturing environment for graduate professional development.

It enables recent graduates in engineering and quantity surveying to enhance their practical experience through in-house design work on roads and bridges, construction monitoring, and secondment to the private sector. This hands-on training helps our employees build a strong foundation in technical and corporate skills.

The TEA provides funding for graduate study, facilitates deployments to sites around the country, and provides resources for the testing laboratory and design office. This is required to optimise the opportunities for training and experience that enable graduates to register as professionals with the Engineering Council of South Africa (ECSA).

Percentage of TEA graduates by professional path

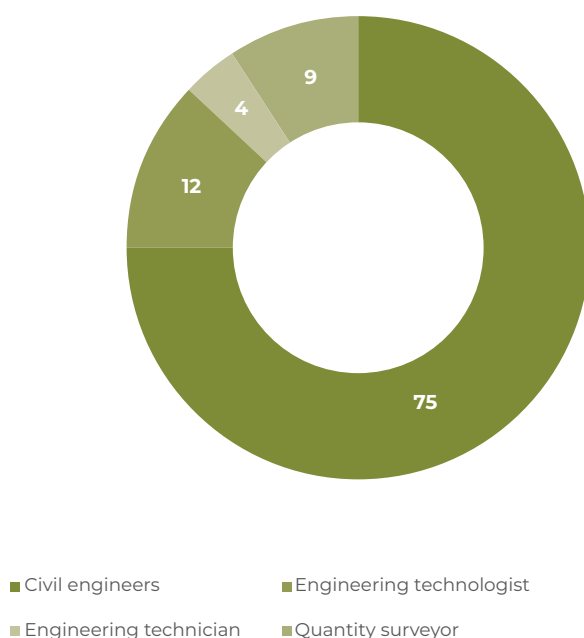


Figure 5 Percentage of Technical Excellence Academy graduates by professional path

TECHNICAL EXCELLENCE ACADEMY OUTCOMES 2024/25

- Number of candidates in the programme: **56**
- Number of candidates who graduated and were employed by SANRAL: **10**
- Expenditure on the programme: **R21 682 million**
- Gender breakdown: **36** male | **20** female
- Population group breakdown: **38** African | **5** Indian | **3** Coloured | **10** White
- Placements: **13** in design | **18** in secondments | **25** on construction sites
- Youth representation: **100%**
- Number of TEA graduates who attended professional development training sessions for ECSA registration: **59**
- Expenditure on training sessions: **R1 148 046,52**

PROFESSIONAL REGISTRATIONS 2024/25

- Total professional registrations: **14**
- Number of graduates registered as professional engineers with the Engineering Council of South Africa (ECSA): **12**
- Number of seconded personnel previously seconded from the KwaZulu-Natal Department of Transport registered with their professional councils: **one quantity surveyor and one engineer**

TEA SPOTLIGHT



Refilwe Motshaoane

Eastern Cape

Refilwe Motshaoane received a bursary for BTech degree at the Central University of Technology.

Refilwe Motshaoane is a 30-year-old candidate technologist at SANRAL's Technical Excellence Academy in Gqeberha.

After completing her national diploma in civil engineering in 2016, she did a year-long internship with Knight Piesold Consulting Engineers. She later applied for – and received – a bursary from SANRAL to pursue her studies towards a BTech degree at the Central University of Technology.

Currently on a five-year contract with SANRAL, her first project was on the N12 in Victoria West, after which she moved to a project on the R510 in Thabazimbi. She is currently working in KwaZulu-Natal.

“Since coming here, I’ve been involved in three projects; one on the R63, one on the N2 near Kokstad, and another on the N2 near Tsolo,” she says.

On this present assignment, she is working on pavement evaluation, hydraulics and geometric design on the N2 outside Tsolo, which falls into the Mhlontlo Local Municipality in the Eastern Cape.



Daniella Damon

A SANRAL bursary made it possible for Daniella Damon to achieve her goal of becoming a civil engineer.

Daniella Damon is a candidate civil engineer at the Technical Excellence Academy. The recipient of a SANRAL bursary for undergraduate study, she has recently graduated with a BSc Eng in Civil Engineering. She is excited to be taking the next step on her path towards becoming a registered civil engineer.

“Before receiving a bursary from SANRAL, I was extremely stressed and uncertain about my future,” she says.

“It was my goal to become a civil engineer, but without financial support, that goal felt completely out of reach. The bursary removed that barrier and enabled me to focus on my studies.”

“Now, thanks once again to SANRAL, I have the opportunity to gain invaluable hands-on experience and to benefit from ongoing mentorship and structured work experience. I couldn’t be more grateful.”

Daniella says that she wants to put her knowledge and experience to good use by working on projects that make a real impact; projects that improve people’s quality of life.



Danica Mong

Gauteng

Danica Mong says that her TEA addressed significant financial burdens affecting her academic studies “and opened the door to a fulfilling and successful future in my chosen field”.

Danica Mong is a young civil engineer who is currently a candidate geotechnical engineer at TEA.

Since entering the programme in 2022, she has had the opportunity to work on a major slope stabilisation project, which involved piling as the primary method of stabilisation. The project also called for soil nails to be used as temporary lateral support and required catch fencing.

At present, Danica is seconded to Zutari, an infrastructure engineering and advisory practice in Tshwane.

“Being a candidate at TEA has allowed me to further my education by pursuing a postgraduate degree in geotechnical engineering. This is allowing me to specialise in a field I’m passionate about and is giving me a strong foundation for my future career,” she says.

Before receiving a TEA bursary, the costs of tuition, textbooks and living expenses were a significant barrier to furthering her studies. Without funding, she had limited access to academic resources and few opportunities for practical experience. The uncertainty around how she could afford to continue her education also made it difficult to focus on her academic goals.

“The TEA bursary lifted those burdens and opened the door to a fulfilling and successful future in my chosen field,” she says.

7.5 Youth empowerment

To facilitate broader skills development and training, we are also transforming how road maintenance is delivered and are creating future employment opportunities through our routine road maintenance (RRM) projects. These are inspired by our mission to ensure the safety, functionality and longevity of South Africa's road network.

On these projects, contractors and sub-contractors are appointed on various stretches of road to deliver services such as vegetation control, general maintenance, pavement repairs and traffic accommodation. More than that, each project provides an opportunity to develop young people to sustain the road network in the future.

A unique feature of these projects is the integration of the Construction Education and Training Authority (CETA) and the SANRAL Internship Programme, launched in mid-2024. This partnership provides Level 2 students with critical hands-on training at RRM sites.

The internship, which aligns with the CETA's national training standards, offers a robust curriculum. Students are equipped with knowledge in areas such as health and safety in the workplace, environmental best practices, quality principles on construction sites, and technical skills like maintaining and repairing road surfaces. Additionally, they learn to interpret construction drawings, handle hazardous materials safely, and engage in essential work planning and record-keeping.

Under the guidance of experienced professionals from the main contractor, interns rotate through sub-contractor teams to gain exposure to the full scope of RRM operations. This ensures that students don't only observe but actively participate in the maintenance of real-world road infrastructure.

RRM projects are currently under way in the metros of Ekurhuleni, Johannesburg and Tshwane and are more than just a commitment to preserving the nation's roads - they are an investment in people, skills, and sustainable development.

“RRM is not limited to road upkeep; it factors in empowerment. We're building careers and transforming lives. Young people are gaining real-world experience on national infrastructure projects, which equip them for a future in the sector. That's the true impact of our work.”

Oakley van Eyk,
RRM project manager

INTERNSHIP OUTCOMES 2024/25

- 58 CETA students completed internships in three metropolitan municipalities:
- Ekurhuleni: **20**
- Johannesburg: **20**
- Tshwane: **18**



Routine road maintenance projects in progress

8

PARTNERSHIPS FOR IMPACT

GOVERNMENT PARTNERSHIPS

Vala Zonke Pothole Repair programme
Vala Zonke War Room

PUBLIC-PRIVATE PARTNERSHIPS

Concessionaires

- Trans African Concessions
- N3TC
- Bakwena

Projects

- Community development
- Education and skills development
- Environmental and heritage
- Environmental compliance & conservation
- Other
- Road safety
- Sports and arts development

UNIVERSITY PARTNERSHIPS

University chairs

- University of Cape Town
- University of the Free State
- University of Stellenbosch

Research skills and development in the STEM disciplines

Programmes

- Science-for-the-Future (UFS)
- Physical Sciences (ICT) Laboratory (UFS)
- Key Concepts in Science
- Family Math and Science

Good corporate citizenship depends on close collaboration with all of our stakeholders. By partnering with government, the private sector and educational institutions, we at SANRAL can leverage expertise, resources and reach to make a more significant and impactful contribution to South Africa's road infrastructure and the communities it serves.

SANRAL participates in several types of partnerships, which enable us to deliver value in multiple ways. Through our partnerships with the government, we aim to facilitate improved road maintenance nationwide and contribute to safer roads, job creation, skills development, and community development.

In our public-private partnerships, we work with concessionaires to build, expand and maintain the national freeway system in a cost-effective and efficient way. These partnerships also enable us to ensure that financing is available for the preservation and improvement of the freeway system well beyond the government's expenditure horizons.

Annually, the benefit of our concession agreements is reflected in the increased value of the property, plant and equipment under concession, as the roads belong to SANRAL and the assets derived from the concession agreements are reported in our annual financial statements.

Several large projects currently being implemented by concessionaires are classified as strategic integrated projects in terms of the Presidential Employment Stimulus programme, which has prioritised infrastructure development as a catalyst for economic recovery in the wake of the COVID-19 pandemic.

SANRAL's flagship road projects, including those being implemented by concessionaires, are key to boosting employment, logistics efficiency and inclusive growth.

Finally, through our partnerships with universities and other educational institutions, we are creating a sustainable pipeline of skilled talent for the future. The initiatives we support begin at the secondary school level, extend to the tertiary level, and reach communities through teacher and parent training programmes.

All three types of partnerships are aligned with the National Development Plan (NDP), which is an action plan for securing a future for South Africa and its people as envisioned in the Constitution.

“The National Development Plan is a comprehensive strategy designed to eliminate poverty and reduce inequality by 2030. The plan envisions a South Africa in which all citizens have long and healthy lives, are well-nourished and live in communities and cities that are integrated, safe and productive, reflecting the country's diverse culture.”

Preamble to the National Development Plan 2012

8.1 Partnerships with the government

As a fundamental aspect of our corporate citizenship, SANRAL prioritises building strong partnerships with the national government. By working closely with government departments, such as the Department of Transport, we leverage expertise

and resources to maximise the benefit of the national road infrastructure to the public.

The Vala Zonke Pothole Repair campaign is an example of SANRAL's collaboration with the public sector, specifically aimed at addressing a widespread infrastructure challenge. Launched in August 2022, this initiative focuses on fixing potholes throughout South Africa using labour-intensive methods. It aims to make a measurable improvement to road conditions while also creating much-needed job opportunities and building skills capacity at the community level.

The Department of Transport (DoT) appointed SANRAL as the coordinating agency to oversee the Vala Zonke programme, as it recognised our operational reach and our expertise in road management.

8.1.1 Vala Zonke Pothole Repair campaign

Vala Zonke is a dedicated campaign that drives efficient interventions to repair potholes and to ensure that the DoT improves the overall condition index (OCI) of roads at the local and provincial levels. Roads at the national level remain largely

pothole-free, as it is our policy to repair any potholes reported on national roads within 48 hours.

A key feature of the Vala Zonke campaign is the use of technology to enhance public engagement and streamline reporting. A dedicated app allows road users to report any potholes they may encounter by uploading pictures and providing real-time locations on an interactive map. The collected data is then assigned to the relevant authorities for prompt action.

The app, available on Google Play and the iOS App Store, is free to download and provides status updates on potholes reported using an incident ticketing system.

Since the campaign's inception, 78 317 potholes have been reported, with 40 000 of these reports made through the app.

This innovative approach to an everyday challenge empowers citizens to participate actively in infrastructure maintenance, while ensuring transparency and accountability in the repair process.



A Vala Zonke team in action

DID YOU KNOW?

- SANRAL is responsible for more than 24 000 km of the national road network.
- Provinces manage around 44 537 km of paved roads and 226 138 km of gravel infrastructure.
- Municipalities are responsible for a remarkable 89 362 km of paved roads and 233 684 km of unpaved roads.
- Vala Zonke helps to fix potholes throughout this vast road network.

8.1.2 Vala Zonke War Room

Continuous monitoring and evaluation are critical aspects of the campaign. In July 2023, we established a dedicated 'war room' at SANRAL's Central Operations Centre (COC) in Midrand to handle these functions.

War room staff actively monitor the assignment of reported potholes to maintenance teams and follow up on repairs. Regular meetings and escalation processes ensure progress and are used to address challenges. The war room also ensures that all reports and interventions are tracked and audited.



Logging and tracking potholes in the Vala Zonke War Room

VALA ZONKE SPOTLIGHT



Before the launch of the Vala Zonke campaign, motorists in Standerton, Mpumalanga had a serious problem with potholes. Tales of damage to tyres and ball joints were common – and many tarred roads were in such poor condition that they felt like gravel roads.

Now, Vala Zonke and SANRAL's R1,1 billion project to upgrade the R23 highway have changed the story.

Resident engineer Lwando Ndabeni, who's in day-to-day communication with the communities affected by the two projects, says they have not only addressed general road maintenance and road safety issues but have also helped develop individuals and businesses by enabling them to participate in these projects.

"Residents take great pride in knowing that people from their community are playing a significant role in Standerton's transformation, and especially that young SMME owners are at the forefront of this change."

Vala Zonke and SANRAL's roads upgrade heralds in a new driving experience in Standerton

8.2 Public-private partnerships

A portion of the SANRAL network comprises toll roads managed by three private companies – Trans African Concessions (TRAC), N3 Toll Concession (N3TC) and the Bakwena Platinum Corridor Concessionaire (Bakwena) – all of which operate under 30-year concession contracts. These public-private partnerships (PPPs) contribute to the expansion and maintenance of South Africa's road network, and also make a significant contribution to social development in the regions where they operate.

There are many benefits to partnerships with public sector institutions and private companies. In the case of road concessions, the companies involved take responsibility for extensive design, construction, and maintenance in exchange for the right to collect tolls. This effectively extends the institutional capacity of the public sector and spreads the risk of road infrastructure development and maintenance between the public and private entities.

At SANRAL, we monitor the quality and adequacy of roads managed by concessionaires in the same way we monitor the national roads we manage. The total value of construction and rehabilitation work performed during 2024/25 on

all toll routes under concession was R2 332,79 million.

CURRENT PUBLIC-PRIVATE PARTNERSHIPS

TRAC: Operates the N4 corridor between Gauteng and the Maputo harbour in Mozambique. This consists of 563 km of freeway, including four toll plazas in South Africa and two in Mozambique. The contract with TRAC has been in place since 1998.

N3TC: Operates the N3 between Gauteng and Pietermaritzburg, which connects to the Durban harbour. The N3 consists of 426 km of freeway. This concession contract has been in place since 1999.

Bakwena: Operates the N1N4 Platinum highway between Gauteng and Botswana. The highway consists of 380 km of freeway. The contract has been in place since 2001.

communities along the N4 route through focused social investment.

As a Level 2 BBBEE contributor, the company prioritises socio-economic development, enterprise and supplier development, and skills training. Its efforts in these areas create jobs, support small business growth and improve overall quality of life.

8.2.1.1 Community development projects

TRAC's community development projects focus on delivering sustainable, structured programmes that reflect its dedication to building thriving communities along the N4 corridor. These projects aim to provide sustainable income-generating opportunities to previously disadvantaged individuals and local organisations.

Emakhazeni Local Municipality

In line with TRAC's Memorandum of Understanding with the Emakhazeni Local Municipality, this programme focuses on improving municipal road infrastructure, providing skills training, and improving road and pedestrian safety. This collaborative initiative demonstrates a shared commitment to sustainable infrastructure development and community empowerment.

8.2.1 Trans African Concessions

In alignment with its concession contract, SANRAL's strategy and the goals of the NDP, TRAC is committed to uplifting



Trans African Concessions: Uplifting communities along the N4 toll route

OUTCOMES IN 2024/25

- Four speed humps were installed on Dullstroom's main street.
- The road in front of the Machadodorp Primary School was resurfaced.
- Rumble strips were installed outside the town of Belfast.
- Local contractors and community members were employed and received training in road maintenance.

8.2.1.2 Road safety projects

To support road safety goals, TRAC is implementing innovative solutions to enhance road safety for all road users on the N4 and in surrounding communities.

The company employs a multifaceted approach, encompassing infrastructure improvements and operational measures. These include the expansions and intersection upgrades in Crocodile Gorge, the expansion at Schoemanskloof and a comprehensive rehabilitation programme along other sections of the N4.

The following work to support road safety was completed during 2024/25:

- Solar streetlights were installed between the BP Garage and the Lebombo border post to help prevent criminal activities in the area.
- A vibraline to help with illuminating road markings was painted on the median between Belfast and the Machado Toll Plaza to alert drivers who cross the median barrier lines.

- Rumble road studs were installed on either side of the approaches to the guardrails protecting the bridge columns at Karino Interchange.
- Additional guardrails were installed along the Malalane Town portion and at the Komatipoort and Lebombo border areas to prevent illegal truck stopping and parking.
- Road signs manufactured from fibreglass-type materials were installed in the eMalahleni municipal area. This helps to curb the theft of crucial signage that assists motorists.
- Additional stormwater side drains were constructed in the vicinity of the Olifants River in the eMalahleni area to prevent stormwater from flowing across the N4.
- Cameras were added to the N4 pan-tilt-zoom (PTZ) surveillance system at the Bossemanskraal Interchange, Balmoral overpass bridge and the Balmoral Clewer and Schonland Interchanges in eMalahleni. An additional camera was also installed below the ZASM tunnel (between Waterval Boven and Waterval Onder) in Elandskloof.
- A new variable message sign (VMS) prototype was trialled at Diamond Hill. The new VMS board will be rolled out to replace the existing VMS boards along the entire route as another means of keeping road users informed.
- Additional signage was installed to warn motorists about 'spiking' between the Solomon Mahlangu and the Balmoral Interchanges.
- Heavy road studs were installed at the Karino Interchange to provide better visibility after dark.

- The traffic lights on Air Street in Malalane were repaired and upgraded.
- Stray animal patrols were intensified, especially in rural farm areas such as Hectorspruit and Matsulu.
- Extra shoulder cuts were conducted to improve sight distances and provide safe recovery areas.

TRAC was also proactively involved in all joint operations with various government departments at the Lebombo border throughout the year. Efforts are ramped up during traditional peak traffic periods, such as the December holidays, Easter, long weekends, and school holidays.

Apart from assisting with above-the-line marketing and promotions, the company provided support for border operation protocols leading up to these peak traffic periods.

TRAC also offers direct ongoing support by:

- Providing portable toilets for road users heading to the border
- Providing bottled water for law enforcement and border officials, who are on duty 24 hours a day during these heavy traffic periods
- Providing a water cart with fresh water for travellers waiting in the queue at the border.

8.2.1.3 Education and skills development projects

Thanda Primary School

With funding support from TRAC, infrastructure upgrades to classrooms, toilets, the kitchen and the netball court conducted during the financial year have improved the learning environment, resulting in better academic performance and improved behaviour. The school also serves as an outreach hub for literacy, maths and sports programmes in the Nkomazi Local Municipality.



Lima Rural Development Foundation

TRAC also provides ongoing support to the Lima Rural Development Foundation, which offers agricultural training to students and local farmers.

Penreach Asifundze and PCLDP (Courageous Leadership)

These programmes focus on improving reading comprehension in foundation phase learners and empowering school leaders. Initiatives during the year included reading camps, toy libraries, reading corners and workshops

TRAC School Road Safety Project

This project provides basic road safety education to learners aged between four and nine in urban and rural schools located along the N4. To date, over 7 000 foundation-phase learners have received basic pedestrian and passenger road safety education.

Ligbron E-Learning Partnership

Through this partnership, TRAC supports 11 schools along the N4 with technology-enabled maths and science education.

Learnerships

Forty disabled learners and cleaning staff at the TRAC Head Office and its Nelspruit office benefited from various learnerships.

One disabled learner was empowered to start a business by completing a certificate in Business Administration NQF Level 1. The other learners were also empowered to start their businesses by completing learnerships in general education and training in hygiene and cleaning.

Five TRAC staff completed learnerships in hygiene, cleaning and hospitality.

Bursaries

TRAC supported three students through its bursary programme during 2024/25:

- A veterinary sciences student studying at the University of Pretoria, who graduated at the end of 2024
- A civil engineering student, whose first-year results were above 65%, as per the bursary requirements
- A medical student who received the FLY@UP Award for achieving high marks.

THE PROGRAMME BENEFITED:

- **2 185** school children
- **47** teachers
- **6** communities.

LIGBRON E-LEARNING PARTNERSHIP OUTCOMES

- **32** classrooms were fully equipped.
- **828** matrics and **8 260** learners benefited from the programme.
- **1 189** matric students were provided with workbooks to counteract the impact of load-shedding and limited resources.

TRAC SPOTLIGHT



Adel Cato

Gauteng

Adel Cato, University of Pretoria bursary recipient

Adel Cato had always had one goal – to study industrial psychology. When she applied for a bursary from TRAC in 2018, her academic performance, positive attitude and strong determination won the day and she was awarded a bursary in collaboration with the University of Pretoria.

A few months later, though, tragedy struck. Adel was hit by a car while crossing a road near the university and she was in a coma for three months. As a result of her injuries, her left side was completely paralysed and she suffered spasms on her right side. She had to learn to walk again – and put her studies on hold while undergoing extensive rehabilitation. At the time, it was impossible to imagine that one day she would be walking across the university's stage to receive her degree.

But less than two years after the accident, she was living a normal life again. Of course, being back in class wasn't plain sailing and she had to adapt to a new way of studying, decreasing the number of subjects she took per semester.

"I won't lie," she says. "After the accident, this degree felt like a big mountain before me, and I often doubted my ability to complete it. But then I would get an exam or assignment back and could see God's hand in my marks. I knew this was the path I was meant to be on."

Not only did she work hard in the classroom, she also got an internship at TRAC's Head Office, which provided her with practical experience as part of the bursary package.

"I was very nervous on my first day, but when I saw the welcoming smiles and received endless support from my peers, I knew everything was going to be OK. Working at TRAC has been one of the most amazing experiences of my life," she says.

8.2.1.4 Environmental compliance and conservation projects

Environmental authorisation (EA) certification

In South Africa, environmental authorisation is required for certain activities that have the potential to impact the environment significantly. An environmental impact assessment precedes it.

It's a process used to evaluate the likely environmental consequences of a proposed project or development before a decision is made. The goal is to identify potential environmental impacts, find ways to minimise negative effects, and ensure projects are compatible with the local environment.

The following annual environmental certificates were awarded to TRAC in South Africa and Mozambique in February 2025:

- N4 Crocodile Gorge upgrade: An EA certificate was awarded.
- Schoemanskloof roadworks: An EA certificate was awarded.
- Karino Interchange to Mara: Environmental impact assessment (EIA) studies have been conducted and environmental authorisation has been granted and is awaiting implementation.
- Montrose to the Crocodile River (Section 7a): EIA studies have been conducted. The environmental authorisation has been granted and is awaiting implementation.
- Middelburg to Wonderfontein: The EIA is currently being conducted in preparation for a rehabilitation and upgrade project.

Mining

Mining-related initiatives during the year included:

- N4 Schoemanskloof roadworks: Three quarries will be part of this initiative, of which one is already active. The EIA permit for an asphalt plant has been obtained. The next step will be to obtain the air emissions licence. This must be done, as the asphalt plant will operate for more than 24 months.
- N4 Crocodile Gorge roadworks: The EIA is currently under way for the mining permit, which is necessary to establish a quarry in Matsulu.
- N4 Malalane: The existing quarry, which has all permits in place, allows for TRAC to establish an asphalt plant. The plant has been registered with the Ehlanzeni District Air Quality Office.

Forestry

Forestry permits have been received and implemented for the following road construction projects:

- N4 Schoemanskloof roadworks
- N4 Crocodile Gorge roadworks
- N4 Komatipoort roadworks.

Mpumalanga Tourism and Parks Agency permits

Protected plant permits have been obtained from the Mpumalanga Tourism and Parks Agency for the following road construction projects:

- N4 Schoemanskloof road works
- N4 Crocodile Gorge roadworks
- N4 Komatipoort roadworks.

Annual studies

The following annual studies were conducted during 2024/25:

- Alien plant survey (November 2024): TRAC is implementing the survey's recommendations, which include cutting and spraying alien vegetation.
- Annual roadside soil cover survey (November 2024): TRAC is implementing the recommendations that were made following this survey.
- Annual noise survey (January 2025): All due diligence has been conducted. It found that two receptors, located near Mpumalanga University, had been negatively affected. A specialist has investigated the matter and advised that no remedy is currently available for this issue.
- Annual water studies (July 2024): Whenever water issues have been identified at TRAC facilities, bottled water has been provided.

Hazardous spills

The following cases were closed during the year:

- Montrose (Machado)
- Kaapmuiden
- Komatipoort.

Endangered Wildlife Trust Partnership

This is a collaborative project aimed at reducing roadkill incidents along the N4 and training staff in wildlife identification and data collection.

ENDANGERED WILDLIFE TRUST PARTNERSHIP OUTCOMES

- A PhD candidate and a BTech student in the field of nature conservation graduated.
- A robust wildlife incident database was established.
- Sixty patrol staff were trained to collect data.
- Camera traps and predator perches were deployed in high-risk areas.

Wildlife management

Support for wildlife conservation and management focused on the N4 corridor in Mpumalanga, particularly on the removal of dangerous animals from communities and road reserves.

8.2.1.5 Sports development projects

TRAC Matsulu Cup and Selati Cup

These annual soccer tournaments foster social cohesion, youth development and healthy lifestyles, while also stimulating the Lowveld economy by supporting over 120 hawkers and spaza shops.

They also serve as talent pipelines, with Premier League teams scouting for top players at the soccer games. Annually, more than 720 individuals benefit, including participants in sports such as netball, soccer, rugby, athletics, and chess.

TRAC/N4 Elands Marathon

Conducted in partnership with the local running club, this annual event draws 6 000 participants from South Africa and neighbouring countries. It provides temporary employment for 185 community members and boosts the economy in the Emakhazeni Local Municipality.

8.2.1.6 Notable campaigns

Mpumalanga Epilepsy Centre:

TRAC's continued support enables the centre to remain sustainable and generate income. The company sponsors the venue administrator's salary, electricity and storage costs.

Emgwenya Heritage Centre:

Supported by TRAC, this centre facilitates job creation and tourism in Emgwenya, contributing to inclusive economic development in the area.

Malaika Textiles:

TRAC provides financial support for this black female-owned business, which manufactures reusable sanitary pads. The company also provides educational workshops on

hygiene and birth control
during events organised to
hand out products to learners.

2025 Festive Season Road Safety campaign

This campaign involved a direct marketing activation at Millys Petroport on the N4, featuring high-energy, interactive engagement with road users during the festive season period.

The campaign focused on:

- The TRAC Helpdesk and TRACAssist, available to all N4 road users around the clock
- The convenience of tags and express lanes
- The importance of having regular rest stops
- The importance of following the rules of the road.



8.2.2 N3TC

N3TC is committed to uplifting communities located along the N3, where it is the concessionaire. The company's social investment projects focus on community development, road safety, education and environmental protection.



N3TC: Managing safety along the N3 toll route

8.2.2.1 Community development projects

Touching Lives

Through its Touching Lives programme, N3TC works with qualified partners to create lasting value in communities along the N3 toll route.

In the 2024/25 financial year, it did this by:

- Supporting educational funding programmes for scholars, tertiary students and learners
- Providing aid for assisted living safe havens for people with physical and mental disabilities
- Improving access to quality primary healthcare
- Supporting environmental and conservation initiatives
- Assisting various food security initiatives.

The geographic extent of Touching Lives is not limited to any particular area or demographic, as the programme aims to reach vulnerable people and communities along the N3 between Cedara and Heidelberg.

From an employment perspective, toll operations, road design and rehabilitation, routine road maintenance, route services and the Touching Lives project contributed an average of 1 718 job opportunities per month to the national job creation effort during the year. This is equivalent to more



than four job opportunities per kilometre each month along this 415-kilometre stretch.

In the education sphere, public liaison committees played a crucial role in sourcing candidates for tertiary bursaries and learnerships.

TOUCHING LIVES PROJECT OUTCOMES

- **42** projects supported
- **63 775** beneficiaries
- **50%** of beneficiaries were female
- **16%** of beneficiaries were disabled
- **Ten** bursaries and **eight** Construction Education & Training Authority -accredited learnerships were awarded.

8.2.2.2 Road safety projects

Through its road safety projects, N3TC works to improve road safety conditions and to support the United Nation's Decade of Action for Road Safety, which aims to prevent at least 50% of road traffic injuries and deaths globally by 2030.

In the 2024/25 financial year, the company did this by:

- Implementing roadside and road sign improvements
- Maintaining a detailed incident reporting information system [IRIS]
- Operating closed circuit television and VMS systems
- Conducting detailed post-accident assessments as per the road incident management system (RIMS) guidelines, supervised by the Department of Transport
- Providing infrastructure support for average speed enforcement
- Improving the RIMS through direct initiatives
- Applying control of speed by illusion (COSBI) lines - raised markings designed

to control speed by illusion - using cold plastic paints

- Installing rumble strips at various locations to improve driver awareness
- Painting approximately 10 km of rib lines (raised markings) using thermos-plastic paint, to improve curve delineations
- Developing consolidated winter contingency protocols with inputs from all RIMS partners, with an emphasis on preparedness for snowfall and related events on the N3 toll route.

Initiatives targeted at road users included:

- RIMS and focus group meetings to discuss causes and intervention measures
- Special operations conducted in partnership with local authority emergency and enforcement agencies
- Road safety awareness programmes
- Alcohol and drug screening
- Public transport compliance initiatives
- Social media content published on Facebook, X, Instagram, LinkedIn, YouTube and various group chats reinforcing road safety messaging
- Four WhatsApp broadcast groups, which provide information relating to the N3 toll route across four provinces
- Corridor Enforcement WhatsApp group, initiated by N3TC, enabling the Agency to communicate with enforcement agencies on a transparent platform
- Enhanced communication protocols to support winter contingency plans.

Initiatives to support the prompt and effective response to incidents included:

- Integration of RIMS into the operations of all services along the N3 route

- Management of winter and firebreak protocols by all services
- Operation of a 24-hour route control centre to ensure effective coordination and scene management
- Provision of a 24-hour route patrol service using six patrol vehicles supported by four special response vehicles, a specialised scene safety vehicle and two specially equipped emergency normalisation vehicles
- Training of response services in RIMS, dangerous goods awareness and alcohol and drug screening
- Organisation of incident simulation exercises
- Firefighting support for local authorities
- Provision of dedicated dangerous goods trailers and storage facilities along the route
- Provision of water supplies for firefighting at strategic locations on the N3 toll route as well as at the toll plazas
- Participation in the N3 Protest Task Team, initiated by the South African Police Services (SAPS) to manage protest action and traffic disruptions on the N3 toll route and beyond its borders
- Post-trauma care awareness for emergency services
- Positioning 'recovery in progress' signs at crashes where recovery operations take place over an extended period
- Push communications to talk radio stations to facilitate effective scene communication
- Activation of winter contingency plans and enhanced communication protocols during an unprecedented snow event in September 2024
- Updates to the Emergency Management Programme and the emergency medical services.

8.2.2.3 Environmental projects

The following environmental initiatives were implemented during the year:

- Ongoing environmental studies and surveys related to noise monitoring, water monitoring and vegetation quality were conducted.
- Additional shoulder mowing was undertaken.
- Proactive firebreaks, in line with the fire management plan, were implemented, which included measures such as disk tilling and steep slope management.
- Full-time litter collection and disposal were implemented on an ongoing basis, and approximately 3 000 bags of litter were collected every month.
- A close-out investigation was conducted according to the Department of Forestry, Fisheries and the Environment's framework for managing contaminated land.
- Various types of grass seeds, including the Vetiver variety, were planted to stabilise soil and protect against erosion.
- Erosion control measures, including gabions, earth berms and grouted stone pitching, were implemented on an ongoing basis.
- Broader erosion control measures were implemented on an ongoing basis.
- Topsoil was placed in identified areas.
- Topsoil was placed and fertiliser applied to certain slopes.
- Alien vegetation was reduced by eradicating, controlling and managing growth.

8.2.2.4 Notable campaigns

Notable campaigns conducted during the year included:

- Ongoing training in the management of incidents involving new energy vehicles, particularly electric vehicles, was conducted for all emergency services personnel.
- LED solar road studs were installed on a trial section of the Van Reenen's Pass (removed during snowploughing).
- Cattle grids were installed at the A, C and D ramp terminals on the Warden South Interchange.



8.2.3 Bakwena

The Bakwena Platinum Corridor Concessionaire (Pty) Ltd (Bakwena) is a responsible toll road concessionaire that finances, builds, operates, and maintains world-class, sustainable, and safe road infrastructure.

As part of its commitment to socio-economic development and good corporate citizenship, the company maintains an active corporate social investment programme, which supports and contributes to the safety and development of the communities along the Bakwena N1N4 corridor.



Toll plaza on the Bakwena N1N4 toll route

BAKWENA SOCIAL INVESTMENT OBJECTIVES

- Improve road safety and environmental education in schools along the corridor.
- Improve road safety conditions around schools and communities.
- Support initiatives to safeguard and develop the environment and heritage along the corridor.
- Improve the well-being of communities along the corridor.
- Support local businesses and the previously disadvantaged through business and infrastructure development projects.

8.2.3.1 Community safety and development projects

Bakwena's community development projects focus on delivering sustainable, structured programmes that reflect its dedication to building and supporting thriving communities along the N4 corridor.

Trans-Kalahari Corridor

The N1N4 toll route, managed by Bakwena, is part of the Trans-Kalahari Corridor, a regional

economic corridor that spans three countries. This provides a direct route from the port of Walvis Bay in Namibia to Pretoria in South Africa, passing through Windhoek, the capital of Namibia, and Gaborone, the capital of Botswana.

Bakwena actively participates in the Trans-Kalahari Corridor Management Committee, conducting various simulation exercises and activations along the corridor. These are designed to improve road safety and to test and improve emergency responses to crashes.

Community safety and security

Bakwena is deeply committed to the safety and security of all road users, including truck drivers, motorists and pedestrians.

During 2024/25, the company conducted ongoing stakeholder engagements with its security provider, other private security companies and the local community policing forum in the Brits area to address the spike in criminal incidents along the N4.

Bakwena provides private security firms with e-tags which allow free passage along the toll route during sting operations.

In partnership with Motus Corporation and Renault South Africa, Bakwena also provides six sponsored vehicles for use by law enforcement officials during peak traffic periods. SANRAL supported

this initiative during the Easter period in 2024 by conducting a similar exercise along the section of the N1 that is adjacent to the Bakwena route.

8.2.3.2 Road safety projects

Road safety is always a priority for Bakwena. It is the cornerstone of its legacy as a concessionaire and responsible corporate citizen.

Since 2001, the company has initiated a series of campaigns and programmes to increase road safety awareness and to educate children and road users living in the communities along the Bakwena N1N4 route. The company also participates in various ad hoc engagements on an annual basis.

As improving road safety requires joint efforts among all stakeholders, the company collaborates with various law enforcement authorities to assist in implementing and intensifying road safety initiatives.

During the year, Bakwena participated in several activities with its road safety partners. These included:

- Facilitating the Trans-Kalahari Corridor Joint Law Enforcement Operation in partnership with Trans-Kalahari Corridor Secretariat (TKCS) and the North West law enforcement authorities between 18 and 25 August

2024. This engagement included a simulated emergency exercise along the Bakwena N4 East at the Mooinooi Interchange. It was conducted to test and monitor the implementation of RIMS processes and protocols, as well as to train first responders.

- Implementing a successful Transport Month campaign in Limpopo from 7 to 10 October. Partners included Active Education and the Limpopo Department of Basic Education.
- Participating in a stakeholder meeting on 24 October at the Renonofile Primary School in Dinokana. The objective of the meeting was to form partnerships to address road safety issues in the area, including the behaviour of taxi drivers. Participants included the Department of Community Safety, the SAPS, the Department of Education, Zeerust Solar and representatives from schools that have scholar patrols.
- Meeting with the Tshwane Metro Police Department (TMPD) Chief on 1 November to address several road safety-related issues.
- Attending TMPD's festive season road safety launch on 7 November.
- Sponsoring, in partnership with Renault South Africa and Motus Corporation, six vehicles to be used for visible policing along the Bakwena N1N4 route. These vehicles, received on 11 December 2024, were distributed among North West Traffic, Tshwane Metro, Limpopo Traffic, and Bakwena's operator.
- Implementing a successful road safety education activation in partnership with Wheel Well and Active Education. This included handing out brand new and refurbished children's car seats at the N4 Kroondal Shell on 13 December.

Other projects and programmes supported or run by Bakwena during the year included:

Road Safety Partnership South Africa

The Road Safety Partnership South Africa is a registered Section 21 non-profit company and is part of the Global Road Safety Project. Established in 2007, its function is to broker partnerships between the government, business and civil society to reduce crash-related injuries and deaths on South Africa's roads. Bakwena actively participates in this project.

Road Incident Management System

The SANRAL road incident management system (RIMS) has been rolled out nationally, and Bakwena participates at national, provincial and district municipality levels.

RIMS protocols are practised at all crash scenes, at which the various emergency services – including SAPS, traffic authorities, fire and emergency services, ambulance and towing services, for example – cooperate to ensure that the scene is efficiently managed with minimal disruption to traffic while dealing with what is often a culpable homicide scene.

Post-incident assessments are conducted after the event to identify the potential causes of the incident and to examine the lessons that can be learnt from it.

During the year, Bakwena participated in the Trans-Kalahari Corridor Joint Law Enforcement Operation, held from 18 to 25 August, in partnership with the TKCS and the North West law enforcement authorities.

Together with the TKCS, the North West RIMS, SANRAL and DP World, Bakwena facilitated a simulated emergency exercise along the Bakwena N4 east at the Mooinooi Interchange on 22 August to test and monitor the implementation of these protocols.

Annual Easter and festive season safety campaigns

Through regular interaction with the law enforcement authorities, Bakwena supports road safety awareness campaigns throughout peak holiday periods.

During the 2024/25 period, the company collaborated with the

City of Tshwane in Gauteng, the Road Traffic Management Campaign (RTMC), and North West Traffic to deliver several holiday season safety campaigns.

Learner crossing support

Implemented under the auspices of the community volunteer project, this programme involves providing ongoing support to scholar patrol teams in the Dinokana area and to selected schools in the Hammanskraal, Modderspruit, and Bokamoso areas.

Volunteers assisted with 40 000 learner crossings during the year. Approximately 12 000 of these were at schools in the Dinokana area, where Bakwena had previously provided scholar patrol training and equipment. A further 20 000 were at selected schools in Hammanskraal, 8 400 were at schools in Modderspruit and 400 were at the Bokamoso informal settlement.

Transport Month Road Safety Awareness campaign

Every year, as part of its Transport Month activities, Bakwena partners with Active Education, the North West, the Gauteng and Limpopo Departments of Basic Education, and the relevant provincial road safety authorities to deliver road safety awareness campaigns at various schools along the route. This campaign has been running since 2018.

The campaign targets primary school students in the foundation phase (Grades R to 3) and aims to instil a culture of lasting road safety awareness.

Each event is engaging and interactive, focusing on how to cross a road safely, how to use a pedestrian crossing, how to interpret the colours of traffic signals and the importance of wearing seatbelts. Reflective sashes, referred to as 'walking seatbelts', are also distributed to foundation phase learners to ensure they are visible to other road users and to reduce the risk of injuries or fatalities.

In 2024, the schools that

benefited from the initiative were Albert Lithuli Primary, Mmampatile Primary, Spa Park Primary, Hleketani Primary and Pienaarsrivier Primary.

Car Seats For Kids campaign

The 'Car Seats for Kids' campaign aims to collect as many used car seats as possible to refurbish them and to offer them to less fortunate families for a minimal donation. The objective of this campaign is to educate car owners about the hazards of transporting unrestrained children, as well as to assist families who cannot afford to purchase suitable car seats.

In partnership with Wheel Well, Bakwena made 25 children's car seats available to road users who did not have car seats for their child or children when they passed through the busy N1 Total Panorama Petroport during the Easter holidays in 2024 or through the N4 Kroondal Shell during the festive holiday season. These were provided with usage and installation advice, contributing to road safety and saving lives.

Bakwena, Motus Corporation and Renault South Africa Road Safety Initiative

Since 2012, Bakwena has partnered with Motus Corporation, Hyundai, KIA South Africa (previously) and more recently, with Renault South Africa, to sponsor six additional patrol vehicles for use on the Bakwena N1N4 freeway during the Easter and festive season holidays. These vehicles support visible policing, and provide road user assistance, and crash site assistance.

In the 2024/25 financial year, two vehicles were provided to Tshwane Metro and another two to North West Province, one to Limpopo Traffic, and one to Bakwena's operator, during busy traffic periods.

During the 2024 Easter and festive season periods, there was a reduction in fatalities along the Bakwena N1N4 route, which can be attributed to the increased visibility of law enforcement. The sponsorship of these additional vehicles and other contributions to road safety are aligned with the United Nation's Decade of Action for Road Safety.

8.2.3.3 Education and skills development projects

Bursaries and learnerships

Bakwena offers internal and external bursaries and learnerships as part of its broader educational and skills development programme.

Internally, the company's workforce is equipped as part of the company's continuous skills development and professional development programme.

Externally, bursaries are offered to qualifying youth living in communities along the Bakwena N1N4 corridor to complete undergraduate or postgraduate qualifications. Learnerships are also offered to unemployed youth, enabling them to gain work experience in preparation for future job opportunities.

BAKWENA EDUCATION AND SKILLS DEVELOPMENT OUTCOMES

- A bursary was offered to a master's degree candidate studying at the University of Pretoria.
- A bursary was offered to a student studying for a bachelor's degree at the University of the Witwatersrand.
- Year-long learnerships in construction roadworks were offered to 10 candidates in partnership with the UST/Dependable Mate Joint Venture. These ran from February 2024 to January 2025, with the learners participating in the Hammanskraal Plaza Upgrade project.
- A 12-month learnership for one learner with a disability ended in May 2024.
- Nine bursaries were facilitated through the BEE Chamber, the representative body of BEE practitioners. Six bursaries were allocated for studies at the Tshwane University of Technology, two bursaries for studies at the University of Johannesburg, and one bursary for studies at the University of the Witwatersrand.



BAKWENA SPOTLIGHT



Patrick Netshiungani

Gauteng

Patrick Netshiungani, a University of Pretoria bursary recipient, says the SANRAL bursary transformed his life.

Patrick Netshiungani is a remarkable individual who demonstrates the power of hope and determination, embarking on a journey with Bakwena in high school and staying the course through to his university graduation.

Hailing from Hammanskraal, a disadvantaged township in the Tshwane Metropolitan Municipality, he was a homeless street kid in a community grappling with challenges such as HIV, unemployment, crime, drugs and teenage pregnancy.

Just when he had lost all hope of a better life, he became a beneficiary of Bakwena's Ultimate Challenges project, which focuses on providing life and study skills in schools. At Ultimate Challenges, he found the support he needed to overcome his hardships and complete his high school education.

This enabled him to enrol at Unisa and to pursue a Bachelor of Laws (LLB) degree. However, driven by a passion for education and inspired by the impact of Ultimate Challenges, he made the bold decision to switch his field of study and pursue a Bachelor of Education degree at the University of Pretoria.

Reflecting on his journey, Patrick says: "When I received assistance from Bakwena's Ultimate Challenge, I was at breaking point. I had lost hope that someday I would be able to escape the difficulties I faced. Through this project, I found renewed purpose and the will to live. The help and support I received changed my life. Without it, I may have remained homeless indefinitely."

8.2.3.4 Community health projects

Community Volunteer programme

To ensure that the communities in which Bakwena operates have access to first aid services and other health-related resources, Bakwena and stakeholders such as the South African Red Cross and various government departments have partnered to provide training and support to volunteer teams within the communities of Hammanskraal, Modderspruit, Bokamoso, Swaruggens, Groot Marico and Dinokana along the N14 route.

During the year, 80 community volunteers were trained in first aid. They operate from six areas along the Bakwena N14 route, from Hammanskraal to Dinokana.

The volunteer teams are made up of the recruits and previously trained community members who can provide health-related services, including first aid, to more than 7 700 community members. They also assisted clinics with patient screening and immunisation drives, taught community members basic first aid, maintained food gardens, provided home care services, conducted community health outreach activities, and offered peer education on HIV/Aids, tuberculosis (TB), malaria, teenage pregnancy, substance abuse, and basic sanitation.

In addition, they assisted learners who needed to cross busy roads on their way to and from school.

Since the start of 2025, 119 newly trained volunteers have been

registered. Thirty of the volunteers are from three schools in Swaruggens and Moedwil, where school first aid teams are being established.

PinkDrive Community Outreach

Bakwena, in collaboration with PinkDrive and the Department of Health, participates in this ongoing community outreach programme. It serves to raise awareness of cancer, educate communities about the importance of early diagnosis and treatment, and provide critical cancer screenings.

During 2024, the programme focused on the North West areas of Radikhudu, Dinokana and Lehurutshe.

It was carried out in two phases:

- The first phase involved visits to local secondary schools, where male and female learners were educated about breast, prostate and testicular cancer, emphasising the importance of early detection through self-examination.
- In the second phase, the programme partnered with local health clinics to extend these services to surrounding communities. Bakwena also provided transportation to assist community members in travelling to the clinics.

This outreach took place from 12 to 14 August and was delivered at the Gopane and Lehurutshe clinics and the Dinokana Community Health Centre. It was also delivered at seven secondary schools surrounding the clinics, including the Ntlatlang, Jangjo, Ramatu, Ramotshere, Ntebogang, NR Mandela and Ngotwane secondary schools.

PINK COMMUNITY OUTREACH OUTCOMES

- **2 292 men and 2 500 women** were reached.
- **76 prostate-specific antigen tests** were conducted.
- **Nine individuals** were referred for follow-up care.

Arise and Conquer

Although South Africa has made commendable strides in combating HIV/Aids over the past decade, much work still needs to be done in our communities.

To support the national effort and improve health outcomes, Bakwena partners with Arise and Conquer, a non-governmental organisation (NGO) based in Hammanskraal. This initiative focuses on HIV, sexually transmitted infections, COVID-19 and related illnesses, working to raise awareness about them

and their treatment among community members. It also provides counselling and HIV testing for people living in and around Hammanskraal.

ARISE AND CONQUER OUTCOMES

- **5 041 community members** were reached through a door-to-door campaign.
- **12 952 learners** were reached during the years.
- **2 448 NGO** support groups were reached.
- **1 682 clinics** were reached, leading to **30 referrals**.

8.2.3.5 Environmental and heritage projects

Magaliesberg Biosphere

The Magaliesberg Biosphere has been recognised as a protected biosphere and proclaimed as a biosphere reserve by the United Nations Educational, Scientific and Cultural Organisation. It is a unique national treasure that features extraordinary geology and has some of the richest mineral deposits in the world. It also exhibits extensive biodiversity, bridging grasslands, forests, and savannahs.

Importantly, it records humanity's long history, from our origins in the Cradle of Humankind to the South African (Anglo-Boer) War of 1899-1901.

Bakwena supports the activities of the Magaliesberg Biosphere Non-Profit Company, which is involved in public education and information projects, particularly for young people. By doing this, the company aims to promote appreciation for the diversity of Africa's extraordinary natural resources and encourage a passion for nature conservation.

Dust Project in Bokamosa, near Mooi-nooi

Bakwena community volunteers in Bokamosa, near Mooi-nooi, have identified mine dust as a key health and environmental problem for the members of their community.

During the year, a group of 25 participants from five community groups between Modderspruit and Marikana, were trained to use photovoice, a participatory research method to help document and share community experiences. This method helps to engage on health, environmental and social issues related to mine dust in these areas. The community groups included the Bakwena Community Volunteer Programme and the Drama for Change Bapong Club.

The project culminated in an exhibition of 35 posters and stories, presented in workshop format to 50 participants. The groups summarised key recommendations for mines, the government, and other stakeholders on the impact of mining-related activities on community health and wellbeing, as well as on the environment.

Livestock guard dog project

The objective of this project is to protect livestock by assisting farmers in Gauteng, Limpopo, and North West in managing losses to free-roaming carnivores through non-lethal management methods. This is intended to help them secure their livelihoods and also to help change their attitudes toward wild animals. The project has already resulted in a reported reduction in the desire to kill predators.

During 2024, two farmers received livestock guarding dogs, while farmers along the entire route were engaged in discussions on ethical predator management. They were upskilled to minimise conflict with carnivores and to avoid stock losses. Additional areas where conflict management assistance was required were also identified.





Roadkill project

Roads are essential to the continued development and prosperity of South Africa's economy. However, traffic – particularly when reckless driving is involved – can harm wildlife, with many species being at risk of wildlife-vehicle-collisions (WVCs), which often result in the animal's death.

The ongoing collection and submission of data by road users and road management agencies is making a substantial contribution to our understanding of local issues. The Endangered Wildlife Trust's Wildlife and Transport Programme is working to mitigate the negative impact of roads on wildlife and domestic animals, build capacity, and ultimately improve human safety.

The goal of the project is to reduce animal deaths in WVCs (also known as 'roadkill') on the Bakwena route and improve safety for drivers.

On 22 May 2024, the Endangered Wildlife Trust conducted a roadkill training workshop for route patrol staff. Training covered species identification, incident mitigation, data collection and photography. Patrollers were provided with training manuals and species identification kits. They also received on-patrol support from the trust's trainers, who accompanied them on their

patrols or provided support via WhatsApp.

Among other measures, six owl perches were placed in hotspot areas along the Bakwena N1N4 route to reduce the owl mortality rate.

Patrollers submit roadkill data daily to the trust's database via WhatsApp.

8.2.3.6 Sport and arts development projects

Drama for Change

The purpose of the Drama for Change, a non-profit organisation, is to develop youth through peer education and drama. As part of the programme, drama clubs in four areas along the N4 initiate dialogue about social issues in their communities. In particular, they present shows addressing specific issues in primary schools.

During 2024, Drama for Change engaged with the Drama for Change clubs in Dinokana, Groot Marico, Swartruggens, and Bapong and Majakaneng areas, helping them develop and present road safety shows in primary schools within their communities.

Each play conveyed five clear road safety messages, set in local contexts. Drama club members were trained in various advanced drama performance styles, including techniques for engaging

with young children. In total, 8 922 primary school learners from 16 schools were reached by the four clubs with their road safety plays. All schools were within a three-kilometre radius of the N4 between Bapong and the Botswana border.

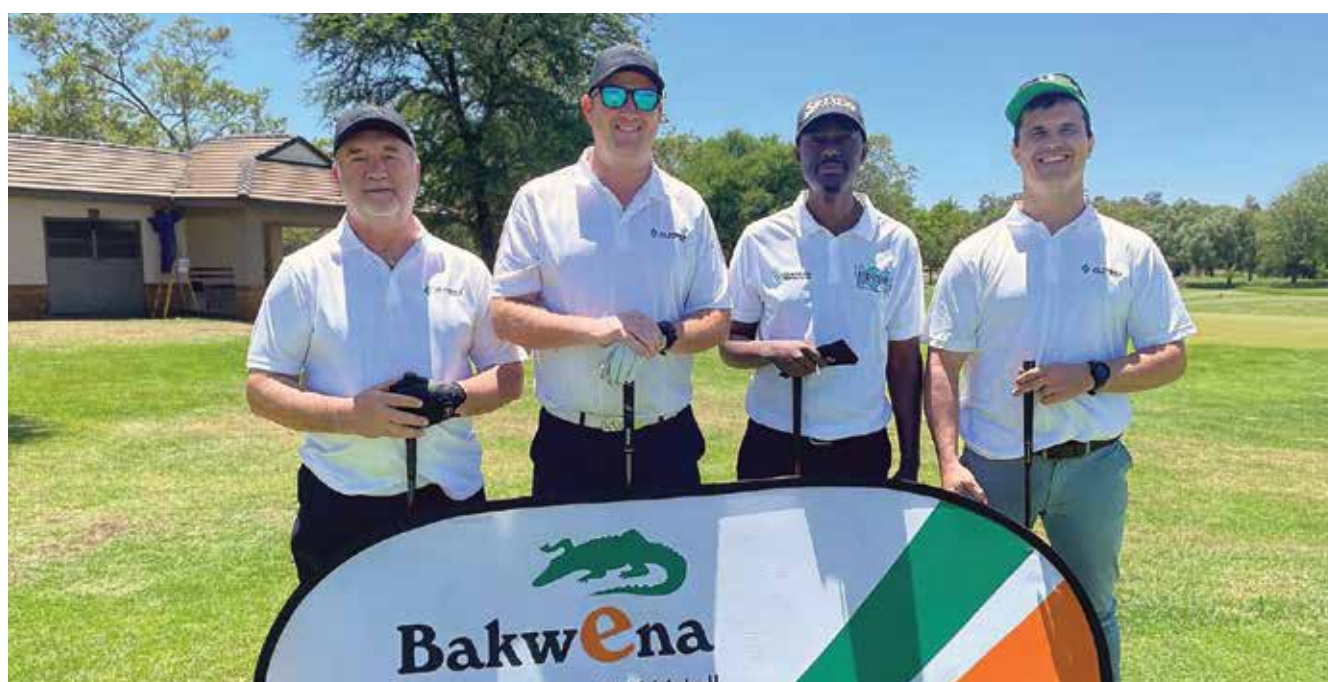
During the third term, the learners also presented shows in their schools, reaching more than 2 250 learners. Themes included sexual harassment, health issues, bullying, substance abuse, school dropout rates and teenage pregnancy.

In addition, the clubs presented community plays to 750 community members, often at the invitation of stakeholders, including the SAPS and the departments of Social Development and Health. Themes included gender-based violence, sexual harassment, malaria and HIV awareness.

Annual Charity Golf Day

To date, Bakwena has hosted 15 annual charity golf days, raising R2,5 million to support several community organisations, including PinkDrive, Cansa, Laudium Cancer Care, WheelWell, the Thusanang Day Care and Mohau Centres and the Hartebeespoort Animal Welfare Society.

The 15th annual Bakwena Charity Golf Day, held in 2024, raised R180 500 for charity.



8.3 University partnerships

Through our partnerships with some of South Africa's public universities, SANRAL is actively investing in the future of the road transportation industry, promoting innovation and contributing to the creation of a skilled workforce. This aligns with Horizon 2023, our elevated transformation strategic pillar and the broader objectives of the NDP.

8.3.1 University chairs

As part of our university partnership programme, SANRAL sponsors specialised research chairs at three leading universities. These attract top-tier researchers dedicated to critical areas of transportation research that align with SANRAL's strategic goals.

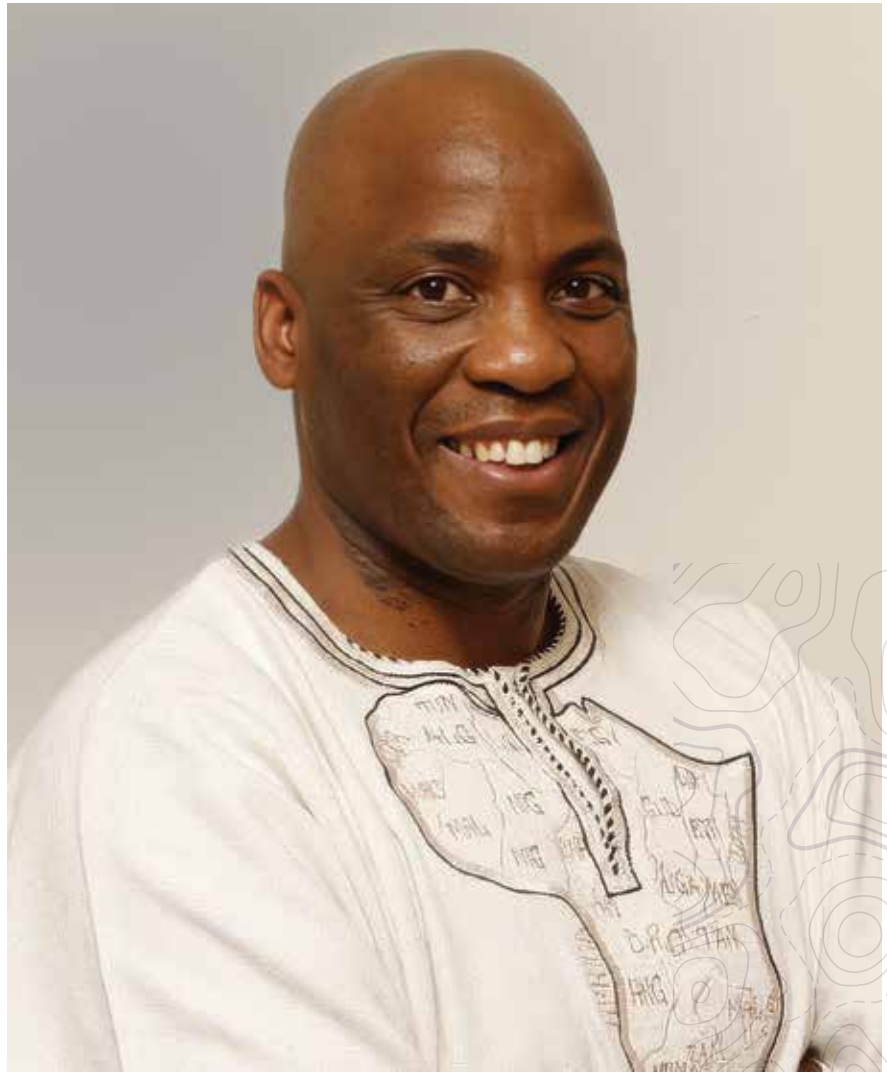
8.3.1.1 University of the Free State Chair in Mathematics, Natural Sciences and Technology Education

SANRAL funds the Chair in Mathematics, Natural Sciences and Technology Education at the University of the Free State (UFS), where Professor Loyiso Jita is the incumbent. The chair's office forms part of the School of Mathematics, Natural Sciences and Technology Education in the Faculty of Education.

At the school level, Professor Jita oversees the training of teachers, supports student-teacher interns and works to incentivise educational results so that schools participating in the programmes run under his jurisdiction become centres of excellence.

At the university level, he supervises master's and doctoral candidates, guides research, and oversees publications in mathematics, science and technology education.

Professor Jita oversees five key projects that are specifically designed to advance maths and science education and foster excellence in teaching, research and school improvement. They are:



Professor Loyiso Jita is the Chair of Mathematics, Natural Sciences and Technology Education at the University of the Free State.

- **Project 1:** The recruitment and high-quality supervision of master's and doctoral candidates in science and mathematics education, school change and instructional leadership
- **Project 2:** The recruitment and training of dedicated science and mathematics teachers through the university's Bachelor of Education (BEd) and Postgraduate Certificate in Education (PGCE) programmes
- **Project 3:** The piloting and implementation of change models in the UFS School Partnership Project (PCP) schools
- **Project 4:** The research into best practices for improving science, mathematics, and technology education for improving teaching and learning and facilitating school change
- **Project 5:** The research, writing, publishing and disseminating of public policy dialogues and community engagements, among others.

Through this endowment, SANRAL is helping to produce leaders who can turn around maths and science education in disadvantaged schools throughout Southern Africa.

Since the inception of the chair in 2014, the programmes that fall under its jurisdiction have produced 40 doctoral graduates in science, maths and technology education in South Africa, Lesotho and Zimbabwe. During the 2024/25 financial year, they produced three master's graduates and three doctoral graduates.

Other notable achievements during the year include the publication of 23 research articles in renowned academic journals. Professor Jita also attended nine conferences, presenting research papers at three.



Professor Mark Zuidgeest is the Chair in Transport Planning and Engineering at the University of Cape Town.

8.3.1.2 University of Cape Town Chair in Transport Planning and Engineering

The Chair in Transport Planning and Engineering at the University of Cape Town (UCT), which SANRAL funds, is held by Professor Mark Zuidgeest. His research interests revolve primarily around transport in developing countries. He specialises in various areas such as transport modelling, transport-related social exclusion, transport geography, choice modelling, public transport network design, location-allocation optimisation, walkability assessment and the impact of climate change on cities and transport systems.

He promotes transportation-related research and the

development of human capital within transportation engineering.

Not only does he oversee this work, but he also serves on the Board of Directors and as Treasurer at the Health Bridge Foundation of Canada. He is currently serving as its Head of the Department of Civil Engineering. During the past year, he supervised three undergraduate students and 29 postgraduate students.

Other notable achievements include the organisation and chairing of the first African Transport Research Conference (ATRC2024), of which SANRAL was one of the main sponsors.

In addition, the new Bachelor of Science (BSc) curriculum in

civil engineering was introduced during the year. This programme is an ambitious, problem-driven, decolonised curriculum that directly responds to the many challenges facing South Africa and sets a new standard for civil engineering curricula in the country. Its innovative design, which incorporates project-linked learning, meets the requirements set by the Engineering Council of South Africa.

The SANRAL Digital Laboratory at the university also conducted research projects that included big data and freeway modelling. The laboratory has a direct link to the SANRAL Freeway Management System, which facilitates freeway-related research in South Africa.

8.3.1.3 University of Stellenbosch Chair in Pavement Engineering

Professor Kim Jenkins holds the SANRAL Chair in Pavement Engineering at Stellenbosch University. He oversees the department's undergraduate and postgraduate programmes as well as the development and management of the asphalt and pavements laboratories. During the year, he also contributed to collaborative research through SANRAL, partnering with the Council for Scientific and Industrial Research, the Southern African Bitumen Association and the South African Roads Federations.

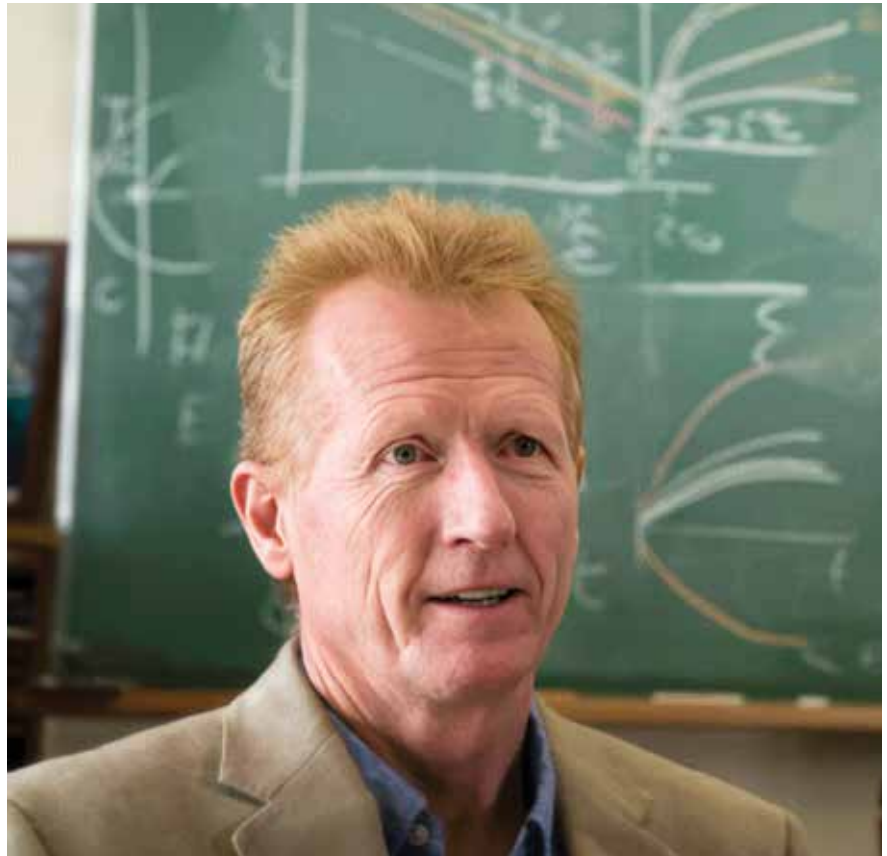
This collaborative work, which aims to address the country's road infrastructure challenges, seeks to create a platform for universities and industry to collaborate on transportation infrastructure research. The goal is to identify mutually beneficial projects, coordinate industry needs, support researchers and students, and drive research that benefits all stakeholders.

Internationally, Professor Jenkins collaborated with institutions such as the Delft University of Technology in the Netherlands, the University of Parma in Italy and the International Society of Asphalt Pavements in the United States of America. Collaborations with the International Journal of Road Materials and Pavement Design in the United Kingdom also facilitated technology transfer and enriched educational programmes.

The construction and establishment of the Pavement and Geotechnical Research Laboratory in 2020, funded by Stellenbosch University, has further provided significant momentum and enhanced the quality of research in the professor's areas of focus. The laboratory is a thriving hub of research activity, with its findings regularly being shared with SANRAL and the wider industry.

8.3.2 Research and skills development in the STEM disciplines

In addition to sponsoring these academic chairs, SANRAL collaborates with 10 universities to support research and skills



Professor Kim Jenkins is the Chair in Pavement Engineering at the University of Stellenbosch.

development programmes in the STEM disciplines (science, technology, maths and science).

As part of this effort, we fund a research laboratory for practical experiments in engineering, infrastructure development and smart technologies, programmes to enhance the maths and science proficiency of high school learners, and maths and science programmes for teachers and parents.

8.3.2.1 Science for the Future (S4F)

Science for the Future (S4F) is a SANRAL-funded programme designed to address the challenges of mathematics and science teaching and learning in South Africa, particularly in rural areas. These challenges include inadequately trained teachers, inadequate resources in schools and at home, language barriers, and limited parental involvement.

S4F aims to address these problems and to encourage and enable more young people to enter STEM-related studies and

careers, including engineering and science teaching. Initiated by the UFS, the programme has grown to become a collaboration involving several South African universities.

8.3.2.2 Physical Sciences (ICT) Laboratory at the University of the Free State

This is a partnership between SANRAL, S4F, and participating schools, aimed at learners in Grades 9 to 12, promoting effective science teaching and learning.

By incorporating a philosophy of learning known as social constructivism, which is based on the concept that we learn through our interactions with others, the programme encourages learners to engage in hands-on activities and interactions to develop their understanding of science concepts and acquire 21st-century skills.

The programme fosters collaboration, communication and cross-cultural understanding, while leveraging learners' digital literacy. This integrated approach combines theory,

practice and technology within a single classroom, providing a unique environment for science education.

A key element of the programme is ensuring that, on average, each learner participates in at least 30 sessions over three years (from Grades 10 to 12). This extended approach, as opposed to one-time engagements, maximises the programme's effectiveness.

PHYSICAL SCIENCES (ICT) LABORATORY OUTCOMES

- **232 learners** from **19 schools** attended sessions at the laboratory
- **1 446 hours** of training were delivered in two-hour sessions
- Learners visited Boyden Observatory and the Naval Hill Planetarium in Bloemfontein
- A career guidance session was organised, establishing an official link between the learners and the university's Unit for Prospective Students, Kopsie2B.



8.3.2.3 Key Concepts in Science Programme

This programme was developed to address the significant challenges facing science education in South Africa and to improve learner performance, which currently falls far below international averages. It focuses on building a strong foundation in the natural sciences in Grades 8 and 9 to ensure success in the later grades.

Science teachers receive resources and support to integrate the programme into the curriculum effectively.

KEY CONCEPTS IN SCIENCE PROGRAMME OUTCOMES

- **6 874 participants** were enrolled in the roll-out and exit programmes.



8.3.2.4 Family Math and Science Programme

This programme, which is an extension of the S4F programme, aims to make mathematics and science more accessible and enjoyable for young learners and to enable their families to support them. Regular activities, integrated into the curriculum, improve the understanding of and attitudes towards these subjects. Teachers are trained to integrate programme activities into the classroom and conduct parent training sessions, fostering parental involvement in their children’s education.

S4F at the University of the Free State launched its Family Math and Family Science roll-outs in the Free State and Northern Cape in 2009. With SANRAL’s support, the programme has since grown considerably and, by 2024, had extended to the Eastern Cape, Gauteng, KwaZulu-Natal, Limpopo, Mpumalanga and North West.

FAMILY MATH AND SCIENCE PROGRAMME OUTCOMES

- **32 205 participants** in **138 schools** were enrolled in the roll-out and exit programmes.
- **38 subject advisors** were trained to act as coordinators in their respective regions and to support local educators.



ADDITIONAL COLLABORATIVE PROJECTS

Institution	PROJECT
TRANSAFE	Transforming Road Safety in Africa
ZEV-UP	Innovative and User-Centric Battery Electric Vehicle
Western Cape Government	Evolution Strategy Project Advancing new energy vehicle integration through strategic, tactical and operational modelling
United Nations	Net-zero transport plan for the Kumasi Metropolitan Assembly in Ghana
University of Leeds, United Kingdom	Behavioural modelling and choice modelling in Africa
Technical University of Dortmund, Germany and University of ABC in Sao Paolo, Brazil	Impact of COVID-19 on livelihoods, mobility and accessibility of marginalised groups
SANRAL Research Panel	Non-motorised transport behaviour Road funding models and the impact of carbon tax and alternative fuels on funding.

9

ENVIRONMENTAL STEWARDSHIP

PLANT RESCUE
AND BIODIVERSITYFOSSIL
PRESERVATIONGREEN TALENT
DEVELOPMENT

The construction and maintenance of the national road network inevitably have an impact on the natural environment. Recognising that environmental sustainability is a responsibility and a strategic imperative, we prioritise conservation before, during and after construction on every project.

Guided by the National Environmental Management Act, our dedicated Environmental Capital unit works closely with the Department of Forestry, Fisheries, and the Environment (DFFE) and other environmental practitioners to reduce our ecological footprint and align our operations with global climate goals and circular economy principles. We also undertake extensive public participation processes before the implementation of every major project.

Environmental management plan

Our comprehensive environmental management plan (EMP) informs the design, planning, construction and maintenance phases of each project. It guides our response to severe weather events and environmental incidents, such as flooding and spillages.

On an ongoing basis, we monitor and manage the impact of our activities on the environment, frequently undertaking large plant preservation or revegetation projects to mitigate this impact. We are also sensitive to the cultural and historic significance of certain sites and consult with interested and affected parties before and during work at these sites.

“We make every possible effort to preserve fauna, flora and heritage assets that may be affected by road construction activities. This includes working collaboratively with communities and researchers to preserve and safeguard valuable cultural and archaeological sites.”

Mpati Makoa,
SANRAL Environmental Manager

Spillage management

In the case of a spillage on one of our roads, dedicated reaction teams are trained, equipped and ready to respond. Their primary objectives are to ensure that the road is safe for road users and prevent hazardous material from entering the water supply system.

In our response protocols, we make provision for the protection of streams, rivers and dams from direct or indirect spillage of contaminants such as refuse, cement, sewage, chemicals, fuels, oils, wash water, organic materials and bituminous products.

Should a spillage affect a water source, the entire area around it

is assessed for ecological impact. In cases such as these, we consult with environmental specialists and arrange to sample and test water quality upstream and downstream of the spill. This process continues until upstream and downstream results match, effectively giving the water a clean bill of health.

Sustainable construction methods

In addition, we are constantly investigating and testing ways to make road construction material more durable, sustainable and eco-friendly. The use of sustainable materials, such as warm mix asphalt, and recycled materials, such as reclaimed asphalt pavement and recycled concrete aggregate, can significantly reduce the environmental impact of road construction.

On a larger scale, we recognise that climate change is a reality and that we all have to play a role in arresting its impact.

Rehabilitation of flooded roads

Major flooding, which damages or washes away roads, is one example of how climate change directly impacts our operations. In 2022, for instance, severe floods occurred in KwaZulu-Natal. SANRAL was called in to assist with the rehabilitation of municipal and provincial roads that had, in some cases, been destroyed.

In ways like this, we continue to engage constructively with stakeholders to strengthen our environmental management protocols.



KEY ENVIRONMENTAL PROJECTS IN 2024/25

- When the N2 near Empangeni in KwaZulu-Natal was upgraded to a dual carriageway, the construction footprint was reduced to protect sensitive mangrove, woodland and dryland forests. Silt traps and sandbags were used to protect water quality and at least 20 per cent of the construction material used was reclaimed asphalt.
- When the Gwaing Bridge near George in the Western Cape was upgraded, the project was preceded by the successful relocation of protected species, including 35 trees, which were earmarked for replanting.
- When the N2 between Riviersonderend and Swellendam in Western Cape was resurfaced, biodiversity was protected through the relocation of a range of indigenous plants.
- When work was done on the Abel Erasmus Pass in Limpopo, SANRAL contractors used sustainable construction methods that contributed to water savings of 71 per cent.
- When areas adjacent to the R24 near Rustenburg in North West needed to be improved, indigenous trees – including aloe, white stinkwood and bushwillow species – were planted.
- When the 580-metre-long Msikaba Bridge on the N2 Wild Coast Road (N2WCR) project in the Eastern Cape was planned,

a cable-stay design was used to ensure that construction would have no direct impact on the pristine gorge almost 200 metres below.

In addition to this: `

- More than 15 000 hectares of new protected areas have been created under the N2WCR project's biodiversity offset agreement to mitigate its environmental impact. The Eastern Cape Parks and Tourism Agency is the implementing agency on this 10-year, R372 million project, which is funded by SANRAL.
- Search and rescue operations for threatened or protected species (TOPS) of endemic flora within the road reserve were carried out before the start of construction on the N2WCR. Holding facilities were established for rescued TOPS and they were later planted out into identified no-go areas adjacent to the Msikaba and Mtentu bridge sites. More than 30 000 plants were rescued in this way.
- On the N4 through Pampoennek in the North West, in an area declared a biosphere reserve by the United Nations Educational, Scientific and Cultural Organization in 2015 and recognised as an important biodiversity area, SANRAL created an underpass to facilitate the crossing of game from one side of the road to the other. Archaeologically sensitive remains of defensive structures dating back to the South African War were also preserved.

9.1 Plant rescue and biodiversity

Plant rescue operations, re-planting efforts and habitat restoration are routinely conducted on SANRAL projects.

N2 Wild Coast Road project Eastern Cape

For example, during the assessment phase of our R40 billion N2WCR project, comprehensive botanical surveys were carried out to identify and document plant species close to and between the planned construction sites of the Msikaba and Mtentu bridges. These surveys established that the land at both sites was home to plants that grow nowhere else in the world.

As a result, expert service providers were contracted to survey the terrain, remove all protected species, place them in temporary holding areas and replant them at nearby locations.

Over 6 000 plants belonging to 20 species of conservation value were rescued from wetland, forest, open grasslands and rocky habitats.

N14 Kathu project Northern Cape

A further plant rescue operation was undertaken on the N14 Kathu project in Northern Cape, demonstrating our commitment to the preservation of the natural environment. Construction of three intersections on this road addressed a significant road safety challenge, demonstrating our commitment to the preservation of the natural environment.

During the widening of the intersections, we had to remove seven camel thorn (kameeldoring) trees that were growing in the road reserve. The camel thorn is listed as a protected tree and SANRAL agreed with the DFFE that, for every tree removed, seven would be replanted.

As soon as it was possible, 45 camel thorn trees were sourced from a local nursery in Kathu. A tree-planting ceremony was held and the trees were planted in the vicinity of the project site in positions where they will flourish.

N1 Musina project Limpopo

A particularly noteworthy environmental project was implemented when the N1 near Limpopo needed to be widened. The N1 links South Africa with the rest of Africa and is part of one of the country's largest road networks.

In Limpopo, the road used to cut right through Musina's central business district, resulting in congestion and increasing the risk of collisions. SANRAL assessed the situation and made plans to reroute the highway to a ring road around the town.

However, a number of baobabs, which are environmentally protected trees and considered sacred, stood in the path of the proposed route. We acquired a permit from the DFFE and relocated them to an area that would not be affected by the construction.

Working with environmental experts and experienced tree movers, we undertook the gargantuan task of moving these giants, which weighed between 20 and 80 tons each.

All baobabs that had to be moved during the construction of the ring road survived and have settled well in their new locations.

BIODIVERSITY SPOTLIGHT

Cultural significance of the baobab

- The baobab is revered by Venda communities. In the past, kings, elders, and leaders would hold meetings under these trees, as they believed the spirit of the tree would help them make decisions.
- Some indigenous communities believe that women who live in kraals where there are baobabs will have many healthy children.
- The San people tell of how, when they are old, baobabs disappear into the earth, as if by magic. That is why younger trees look distinctly different to older trees.
- People who live along the Zambezi tell of how, long ago, the first baobab saw itself in the surface of a lake. It complained about being fat and wrinkled, so divine beings replanted it upside down.
- In Zambia's Kafue National Park, one of the largest baobabs is known as 'Kondanamwali', the tree that eats maidens. A tale is told that the tree fell in love with four maidens and grew jealous when they found husbands. One night, during a thunderstorm, the tree opened its trunk and captured the maidens. To this day, they can still be heard crying on stormy nights.

9.2 Fossil preservation

South Africa has a rich palaeontological heritage and features fossil sites that offer invaluable insights into the history of life on earth. From time to time, rich fossil beds are identified during the process of conducting environmental impact assessments (EIAs) or even when construction is already under way. When this happens, we work with experts to ensure that these fossils are excavated and preserved.

In April 2023, for example, a notable discovery was made during an upgrade on the R336 Kirkwood to Addo road in the Eastern Cape.

The area rests on the fossil-rich Kirkwood Formation, which is known to contain fossils of wood, cycads, ferns, freshwater bivalves and vertebrates. During construction, a significant fossil bed, believed to be the first of its kind in South Africa – and possibly the world – was unearthed. It was found to contain a perfectly preserved section of what is believed to be a 145-million-year-old forest.

Prior knowledge of the importance of the area from an EIA conducted in 2019 had helped us to prepare for the possibility that we would uncover important fossils while working on this project. In addition to the general environmental awareness sessions routinely conducted with construction crews prior to a project, the crew working on this project had received specialised training on how to identify fossils.

What they uncovered was extraordinary. Many of the trees at the site had been remarkably well-preserved in their original upright positions and were surrounded



by leaf litter and soil that showed evidence of worm burrows. The site's palaeontological specialist, Dr Dewald Wilken, noted that some leaves were so impeccably preserved that even the spore cases on the underside of the ferns were visible.

This was documentary evidence that lush vegetation had been repeatedly engulfed by mud during flooding and that each of these events had been followed by regrowth. This left multiple layers of fossils in a perfect state of preservation and, in this case, at least two potentially new plant species were discovered.

Specialists involved in the project have acknowledged SANRAL's contribution to this incredible discovery. Fossil excavation can be a painstaking and costly process, so collaboration is essential to ensuring that discoveries like these are meticulously preserved. This is one example of our profound commitment to protecting South Africa's natural heritage and advancing scientific knowledge.

The collection of fossils excavated at the site can be found at the Albany Museum in Makhanda, where it is the subject of further research.



PALAEONTOLOGY SPOTLIGHT

Dr Robert Gess

Rhodes University,
Eastern Cape

SANRAL helped renowned South African palaeontologist, Dr Robert Gess, to rescue 30 tons of fossiliferous shale prior to roadworks commencing at Waterloo Farm, two kilometres south of Makhanda (formerly Grahamstown) in the Eastern Cape.

This 360-million-year-old shale is the most important fossil-containing deposit of its age in the Southern Hemisphere and has yielded a unique record of life in an ancient coastal lagoon. Laid down under oxygen-poor conditions, fine-grained mud sometimes preserved even the most delicate soft tissue, including impressions of skin, cartilage and even eyeballs.

Working with colleagues from the University of Chicago, Dr Gess, who is based at Rhodes University in Makhanda, uncovered a new series of fossilised lampreys, a type of jawless fish. They were identified as belonging to the oldest species of lamprey in the world, *Priscomyzon riniensis*.

The new specimens were all juveniles, representing a life history series that included a newly hatched individual of only 1,5 centimetres in length and one smaller than a 4,2-centimetre-long adult that Dr Gess had discovered in the same area 15 years before.

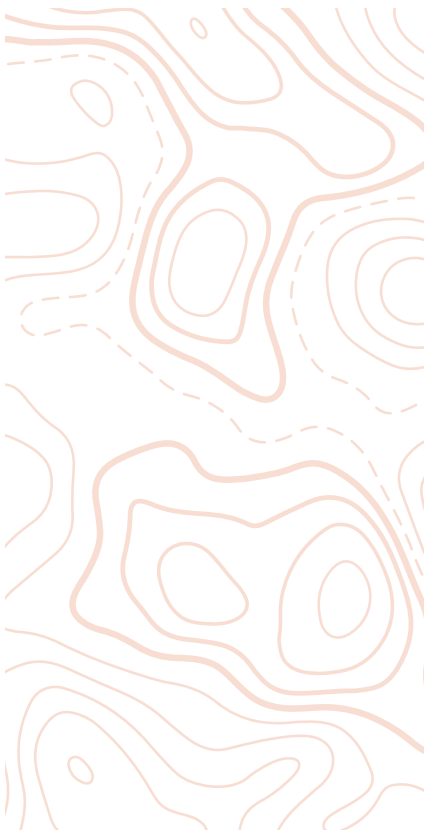
Supported by the discovery of rare juveniles of somewhat less ancient provenance in North America, the new series overturns long-held ideas about the origin of vertebrates, namely animals with backbones that include fish, lizards, birds and humans.

9.3 Green talent development

To demonstrate our commitment to cultivating future talent in the environmental sector, SANRAL has proudly launched a training and mentorship programme for three environmental studies graduates. All three were recipients of SANRAL-sponsored university bursaries and they are expected to be valuable additions to our environmental team.

The programme, which was launched in March 2023, is intended to expose the graduates to the wide range of environmental issues relevant to SANRAL's work. These include impact assessments and compliance and system audits. They will also be involved in the implementation of special projects such as the upcoming rollout of the ISO 14001, the internationally recognised standard for environmental management systems.

Hands-on experience and mentorship from seasoned professionals help the graduates to gain a range of valuable skills. This strategic placement benefits their career development and addresses the growing need for environmental specialists throughout the country.



GREEN TALENT SPOTLIGHT

Nomonde Makhaye

KwaZulu-Natal

Nomonde Makhaye hails from Hillcrest in KwaZulu-Natal and is the designated environmental officer on the Ashburton/RCL9 package of the N3 upgrade in the province.

She has been employed by NMD Construction to work on-site with the contractor, Rumdel Construction, and to ensure that the company complies with environmental legislation and regulations.

"It is my role to check that the contractor adheres to all legal requirements and environmental management protocols," she says.

"Together with the environmental control officer, who does monthly site visits to check on compliance, I also conduct stakeholder engagement sessions."

As construction work is taking place near the Mpushini River, all necessary authorisations and permits had to be in place before work could begin and compliance with these had to be monitored throughout the project.

Makhaye graduated in 2017 with a degree in environmental management from the University of KwaZulu-Natal. She had initially planned to study dentistry but found out how important environmental preservation is and wanted to learn more.

She is now aiming to register with the Environmental Assessment Practitioners Association of South Africa and aims to be an environmental assessment practitioner in her consultancy.





10

COMMUNICATION AND COMMUNITY OUTREACH

ADVERTISING & MEDIA BUYING

DIGITAL ENGAGEMENT

PUBLIC RELATIONS

PUBLICATIONS

Open and transparent communication is the foundation on which our stakeholder engagement pillar is built. Using the full range of channels available to us, we consistently communicate with our stakeholders to keep them informed, engaged and invested in our work.

Open communication enables us to share our business and corporate citizenship goals with them and to encourage collaboration so that we can foster a more sustainable future for our country and communities in an environmentally sustainable way.

Our marketing and communications activities fulfil many objectives. Not only do we aim to keep the government, business and the public informed, we also aim to showcase our world-class road infrastructure and our commitment to socio-economic development and transformation.

Through strategic storytelling, the use of innovative formats and multi-channel distribution, we amplify our mission, inform stakeholders and strengthen our brand presence.

Independent research quantifies the impact of these efforts, showing that the SANRAL brand is in good standing and that our communication is engaging with the full range of audiences we aim to reach.

“SANRAL’s advertising, marketing and media buying strategy aims to position the organisation as a leader in infrastructure development and socio-economic transformation.”

10.1 Advertising and media campaigns

Brand campaigns

Brand campaigns are integrated communications campaigns that use elements such as print, television commercials, radio advertising, social media, posters, publications, promotions and events to communicate the overall value of the brand and to build and maintain a strong brand identity.

In the 2024/25 financial year, our brand campaigns focused on showcasing SANRAL’s priority projects and the socio-economic benefits they deliver, particularly for previously disadvantaged communities. In respect of our transformation pillar, we aim to make communities more aware of how infrastructure development positively impacts their daily lives.

In an increasingly cluttered and digitally driven market, integrated campaigns intend to enhance brand visibility, communicate brand value, engage audiences and drive sustainable growth.

By embracing cutting-edge technologies and adopting agile media strategies, the marketing and communications team enhances SANRAL’s brand presence across key channels, including broadcast, digital, social and out-of-home platforms.

30 Years of Freedom and Democracy

The standout campaign for the year was 30 Years of Freedom and Democracy, which showcased SANRAL’s achievements in road infrastructure and community development since its formation. The theme, Connecting a Nation, emphasised how the vast improvements in road infrastructure over the past 26 years have served to connect locations, people and communities and support economic growth.

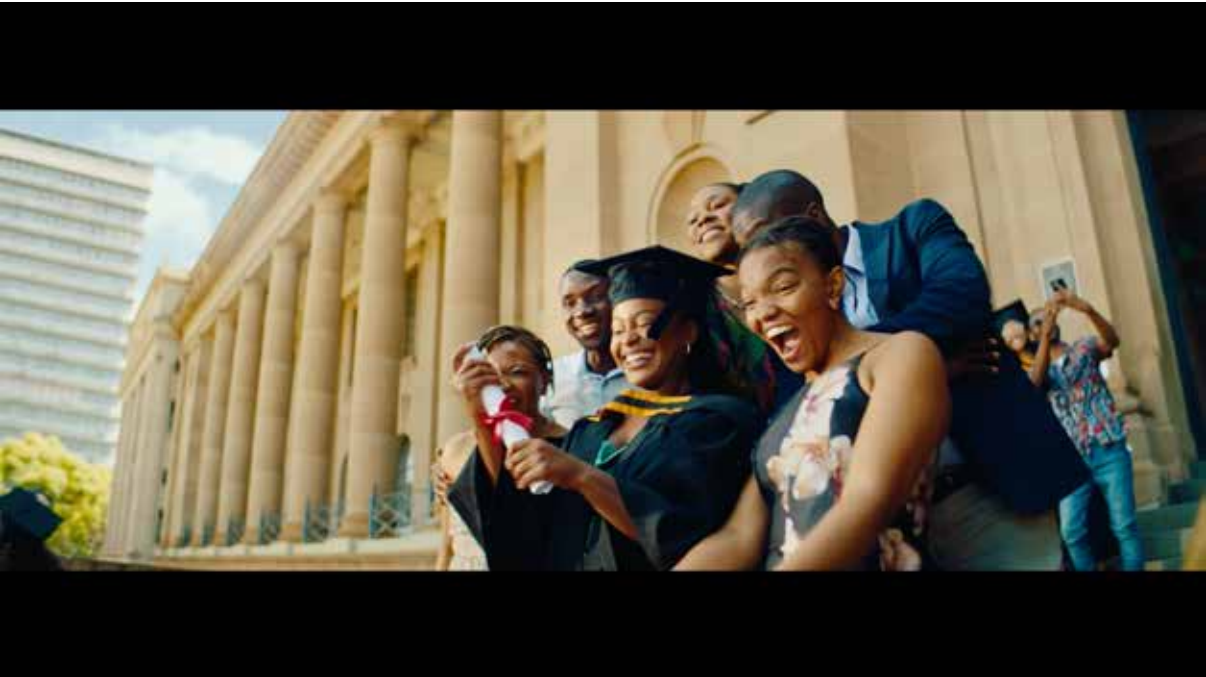
The campaign, which included media, social media and public relations elements, a commemorative publication and a countrywide community roadshow, was aligned with the government’s initiatives to celebrate this milestone in the country’s history.



Celebrating a milestone in South Africa’s history

Proudly Building a Better South Africa

Another standout campaign was Proudly Building a Better South Africa, which showcases how SANRAL is building the nation through its infrastructure and social development projects.



Proudly Building a Better South Africa TV commercial



Looking at the 44 898 work opportunities created, and the 5 920 individuals trained over the last 5 years: **We Showed Up.**
#ProudlyBuildingABetterSouthAfrica

Proudly Building a Better South Africa poster

10.2 Digital engagement

Digital and social media are indispensable tools for brand engagement, customer loyalty, and business growth. At SANRAL, we continue to expand and strengthen our digital footprint by harnessing innovative technologies, data-driven strategies, and compelling content to connect with audiences in meaningful ways.

During the 2024/25 financial year, our digital communications focused on:

- Increasing awareness of strategic infrastructure projects, upgrades to roads around the country, our routine road maintenance and the importance of road safety
- Enhancing trust in the SANRAL brand through transparent communication
- Delivering targeted, platform-specific content
- Using interactive tools to educate and engage.

WEBSITE PERFORMANCE FOR 2024/25

- Number of unique sessions: **1 321 086 (+8,13%)**
- Number of active users: **895 620 (+18,85%)**
- Number of new users: **880 534 (+19,73%)**
- Average engagement time: **1 m 21 s (+8,74%)**

DIGITAL SPOTLIGHT

Our digital channels include:

The SANRAL website, accessible at <https://www.nra.co.za/>, for:

- Company and regional information
- Digital publications
- Press releases
- Frequently asked questions
- Interactive map of the national road network
- Traffic advisories
- Personalised traffic alerts
- Travel advisory reports
- Blasting notices
- Information on tenders
- Information on the SANRAL mobility account
- Toll tariffs

SANRAL TV, a dedicated online channel for delivering video content, is accessible at <https://www.nra.co.za/sanraltv>

Social media feeds on:

- Facebook: @sanralza
- Instagram: @SANRAL_za
- LinkedIn: @sanral
- X (Twitter): @SANRAL_za
- TikTok: @sanral_za
- YouTube: @SANRALCorporate.

NOW SHOWING ON SANRAL TV

- **New Beginnings:** Exciting news about new projects and initiatives
- **Weekly bulletin:** A weekly update on all things SANRAL from around the country
- **TV series:** Chats with our people
- **Vodcasts:** Vodcasts on critical issues
- **Live streams:** Lectures and information series (all live streams are archived on the website)
- **TV ads:** A full archive of all our ads
- **Road safety:** A video on the importance of road safety.

SANRAL TV PERFORMANCE 2024/25

- Original SANRAL TV episodes: **34**
- Total video views (website, YouTube and intranet): **2 193 579**
- Total content views (all platforms): **6 829 605**
- Overall engagements: **7 523**
- Most-viewed episode (on Facebook): **1,72 million**
- Highest engagement: **3 271** likes on Facebook



SOCIAL MEDIA PERFORMANCE 2024/25

- Total impressions: **174 million**
- Number of engagements: **2,63 million**
- Audience growth: **+699 000 followers (+40,86%)**
- Facebook milestone: **+500 000 followers**
- Video views: **35,6 million.**

Speaking to you on SANRAL TV



Road Safety TV commercial

10.3 Public relations

From a strategic point of view, our public relations activities focus on securing SANRAL's leadership position in road infrastructure, job creation and socio-economic transformation.

In this way, we aim to enhance public understanding of our contribution to national growth and development as well as building our reputation as a capable state-owned entity that delivers positive outcomes for communities around the country.

SANRAL Newsroom

During this reporting period, our virtual press office, the SANRAL Newsroom showcased how the Agency touches the lives of all South Africans.

The newsroom produced written and video content, including news stories in press release format for national, regional, local and internal publications. Many of the videos it produced, particularly those filmed in relatively inaccessible rural areas, were often shared by national broadcast media houses.

As we advance, the newsroom will focus on SANRAL's signature projects and how they enhance the lives of ordinary South Africans.

PUBLIC RELATIONS' STRATEGIC OBJECTIVES

- Profiling SANRAL as a fully functional and capable state-owned company that is delivering on its mandate, while also playing an essential role in supporting the government's broader policy objectives
- Creating a greater understanding of SANRAL's mandate and activities among stakeholders
- Illustrating how SANRAL contributes towards improving socio-economic conditions for previously disadvantaged South Africans
- Informing individuals and communities about how they can benefit from SANRAL's road construction projects
- Demonstrating SANRAL's efforts to transform the construction sector so that it can be more inclusive by actively supporting meaningful participation by designated groups.



10.4 Publications

SANRAL's publications, which appear in print as well as in digital format on our website, play a pivotal role in communicating information about our mandate, our infrastructure development projects and our social development initiatives.

Internally, they keep the leadership, management and employees informed and aligned. Externally, they serve as a vital communication tool, enabling us to communicate effectively with all our stakeholders.

In 2024, when South Africa celebrated 30 years of democracy, we marked this milestone by releasing a special publication. This commemorative piece showcases our contributions and achievements over our 26-year history and reflects on our role in the nation's development.

We have an extensive portfolio of publications, from integrated annual reports to project-specific publications; from monthly updates to information brochures, all of which comprehensively communicate everything there is to know about SANRAL.

The full library of reports and publications is available at <https://www.nra.co.za/>.





10.5 Community outreach

Through our flagship Taking SANRAL to the People stakeholder engagement programme, we create platforms to engage the road construction industry, the business community, traditional leadership, civil society, and local and provincial government on economic development opportunities associated with our road construction infrastructure upgrades in regions country-wide.

OUTREACH SPOTLIGHT

SANRAL hosted 166 community outreach events during the year:

- We celebrated the national 30 Years of Democracy campaign in partnership with the Government Communication and Information System (GCIS). We branded a bus to use at activities around the country.
- We hosted our largest outreach events to date to launch key projects in the Eastern Cape, KwaZulu-Natal and Mpumalanga. More than 20 000 people attended each event.
- We conducted interprovincial site visits for the newly appointed Minister of Transport, Barbara Creecy, and Deputy Minister of Transport, Mkhuleko Hlengwa.
- In addition to our annual programme of road safety events, we hosted our first-ever mega road safety events in Mpumalanga and the Western Cape. These full-day events included targeted road safety activations at multiple locations on identified

national routes. They were also used to strengthen intergovernmental relations by inviting the national Transport Department to attend, brand and exhibit at the events.

- We hosted the launch of the P372 Isandlwana upgrade project with ISilo, King MisuZulu KaZwelithini.
- We hosted the World Roads Association (PIARC) Executive Committee meeting in Cape Town.
- We participated in several events, including the South African Institution of Civil Engineering National Awards, the National African Federation for the Building Industry Conference and the Black Business Council in the Built Environment (BBCBE) Indaba.
- In partnership with our MoU partner, Bell Equipment, we hosted an equipment handover ceremony to celebrate Eastern Cape SMMEs that delivered on key projects.

10.6 The year ahead

Going forward, our advertising, marketing and communications activities will focus on:

- Scaling interactive learning and SANRAL TV
- Promoting provincial storytelling through dynamic mapping
- Strengthening mobile engagement
- Enhancing digital service delivery with smarter bots and zero-rated tools.





11

LOOKING AHEAD

OUR PROJECTS

TECHNOLOGY AND INNOVATION

CONTINUOUS IMPROVEMENT

When the Government of National Unity (GNU) was formed on 18 July 2024, it committed to three strategic priorities:

- Driving inclusive growth and job creation
- Reducing poverty and tackling the high cost of living
- Building a capable, ethical and developmental state.

Informed by these priorities, the National Development Plan and the Medium Term Strategic Plan, we continue to implement our Horizon 2030 strategy and enhance and extend our community development programme in the 2024/25 financial year.

As we do this, we remain steadfastly committed to delivering on our broader mandate, being a leading corporate citizen and contributing to growth and development through our work.

At SANRAL, we do not only build roads; we build pathways to prosperity for all South Africans.

Working with communities and our partners in the public and private sectors, we continue to realise our vision of an equitable, connected nation, in which quality road infrastructure unlocks human potential, drives sustainable development and improves lives.

11.1 Our projects

Flagship projects

As a priority, we continue to work on our flagship projects, including the N2 Wild Coast Road project, the Msikaba Bridge, the Mtentu Bridge, the N2N3 upgrade, the upgrades to sections 1 and 2 of Moloto Road in Mpumalanga and the upgrade to the Huguenot Tunnel on the N1.

We continue to work closely with our concessionaires and monitor upgrades and maintenance of the country's toll roads. Project budgets of R21,3 billion in capex and R10,3 billion in opex will be spent on these roads over the next five years.

Interagency support

We continue to provide support for provincial and municipal road authorities and incorporate some provincial roads into the SANRAL network. As we do this, we ensure that network growth is balanced against the funds per kilometre required to maintain the overall

condition index of the network at an acceptable level.

At the district level, R3,4 billion has been budgeted to implement 1 224 projects in districts around the country.

Road maintenance

Further, we continue to undertake routine road maintenance on a planned basis and assist with emergency repairs to roads damaged by severe weather incidents, such as flooding.

All these projects will have a community development component, which creates much-needed jobs and job opportunities, facilitates the development of SMMEs and local contractors, and contributes to the sustainability and transformation of the engineering and construction sectors as well as related downstream subsectors.

Skills development and training

In our skills development programmes, we prioritise the inclusion of identified groups for participation in our scholarship, bursary, internship and Technical Excellence Academy initiatives to support our enhanced focus on transformation.

In addition, we continue to roll out our extensive road safety awareness and education programmes throughout the country to enhance the safety of everyone on our roads.

11.2 Technology and innovation

We are using research, technology and innovation to enhance the management of the national road network to meet our strategic objectives and the needs of all road users.

We are, for instance, focusing on:

- Consistently enhancing our cybersecurity technologies and protocols to safeguard our ICT systems against cybercrime
- Aligning our technology requirements with our strategic objectives
- Using advanced technologies to manage our assets through our road incident management system, our freeway management system and Netsafe, our road network safety prediction software.
- Rapidly assessing new business technologies and systems to keep our systems current and meet customer expectations
- Entrenching and enhancing our mobile-first approach to communications in the design of our system architecture, as most people use mobile devices to access the internet
- Designing and developing systems with the user in mind to enable participation at all levels of the organisation.

11.3 Continuous improvement

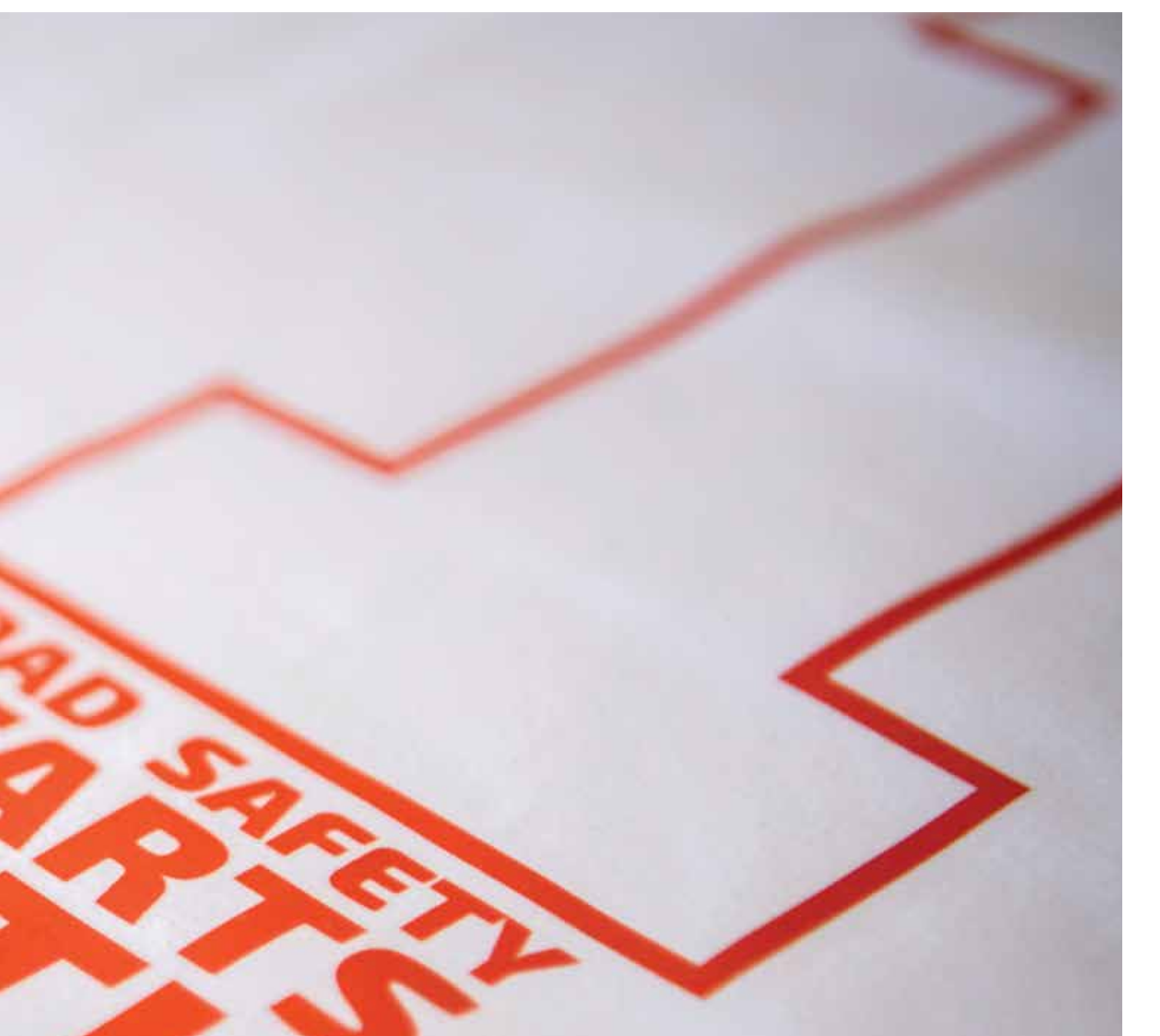
In all aspects of our business, we remain committed to the continuous improvement of the national road network, the systems used to manage it, road safety, and broad-based socioeconomic development.

In this, we are guided by our five strategic pillars and the principles of transparency, good governance, and responsiveness to stakeholder needs.

Together, SANRAL and the people of South Africa will continue to develop pathways.



ROYAL
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ROAD SAFETY
PARTS
THIS

THE SOUTH AFRICAN NATIONAL ROADS
AGENCY SOC LTD (SANRAL)

Head Office

48 Tambotie Avenue, Val de Grace,
Pretoria

PO Box 415, Pretoria, 0001 South Africa

Tel +27 (0) 12 844 8000

Fax +27 (0) 12 844 8200

www.nra.co.za

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Produced by SANRAL

Tel +27 (0) 12 844 8000

E-mail: info@nra.co.za

Contact Details for SANRAL's Fraud

Hotline/ Tip-Offs Anonymous

Toll-Free Phone No: 0800 204 558

Toll-Free Fax No: 0800 007 788

E-mail: sanral@tip-offs.com

Postal address:

Tip-Offs Anonymous,

Freeport DN 298, Umhlanga Rocks, 4320

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