

2019



# CONTENTS

ABOUT THIS REPORT	1
CHAIRMAN'S LETTER – SOCIAL AND ETHICS COMMITTEE	2
CEO'S STATEMENT	3
OUR PURPOSE, PERSONALITY, VALUES AND CULTURE	5
ADAPT IT AT A GLANCE	6
SUSTAINABILITY MATERIALITY ANALYSIS	8
OUR SUSTAINABILITY REVIEW	11
ECONOMIC SUSTAINABILITY	12
OUR PEOPLE	16
TRANSFORMATION	23
SOCIAL RESPONSIBILITY	25
ENVIRONMENTAL MANAGEMENT	27
SYSTEMIC CONSIDERATION FROM TECHNOLOGY DISRUPTIONS	30
OUR SUSTAINABILITY JOURNEY	31
CORPORATE INFORMATION	32

## NAVIGATION TOOLKIT

-  Reference marker for additional information on the website, [www.adaptit.com](http://www.adaptit.com)
-  Reference marker for additional information in the Integrated Annual Report
-  Reference marker for additional information in the Sustainability Report



## ABOUT OUR SUSTAINABILITY REPORT

Adapt IT Holdings Limited (“Adapt IT” or “the company”) presents, alongside the Integrated Annual Report, the 2019 Sustainability Report, which intends to document:

- the economic, social and environmental performance; and
- the vision, strategy, actions and goals to improve these.

Adapt IT is at the beginning of a sustainability reporting journey that more closely aligns with, and implements, international standards. This is a substantial change from previous sustainability reports where the Global Reporting Initiative (GRI) Sustainability Reporting Standards were used as a general guideline only. This report provides a starting point against which our stakeholders can assess our future performance in these areas.

### REPORTING SCOPE

The Adapt IT Sustainability Report for the financial year starting 1 July 2018 to 30 June 2019 covers information from Adapt IT and its subsidiaries in all regions of operation – South Africa, Mauritius, Australia, Botswana, Singapore, Ireland, Kenya, Nigeria and New Zealand, with the most significant operation being South Africa, having the largest percentage contribution to revenue of 76%.

The scope is determined by considering Adapt IT’s value chain, stakeholders, strategy and material sustainability issues.

The Sustainability Report is part of an annual suite of publications that caters for the needs of our stakeholders. Stakeholders are encouraged to refer to the following (available on [www.adaptit.com](http://www.adaptit.com)):

- the Integrated Annual Report 2019; and
- the GRI Content Index.

Adapt IT publishes unaudited interim reports, as well as integrated annual reports for each financial year, with the most recent publication prior to this reporting suite being the Interim Report published in December 2018.

The data in this report was received from internal teams as well as from reputable external sources such as assurers, regulators and (to a limited extent) service providers. The report considers the reasonable concerns of other key stakeholder groups with whom we engage.

We welcome feedback from stakeholders on this report and invite you to contact [sustainability@adaptit.com](mailto:sustainability@adaptit.com) should you have any questions or recommendations.

### REPORTING FRAMEWORK

Adapt IT has adopted the GRI Sustainability Reporting Standards, which are used in the pages that follow to describe the organisation’s activities in this arena. As such, Adapt IT declares that this report has been prepared in accordance with the GRI Sustainability Reporting Standards Core option. In addition to the GRI Sustainability Reporting Standards, Adapt IT has opted to reference the sustainability disclosures for the Software and IT Services industry as set out by the Sustainability Accounting Standards Board (SASB).

The reporting process for our suite of reports has been guided by the principles and requirements contained in the International

Financial Reporting Standards (IFRS), the GRI Sustainability Reporting Standards, the King Code on Corporate Governance 2016 (King IV™), the Listings Requirements of the Johannesburg Stock Exchange, the JSE Limited (JSE Listings Requirements) and the requirements of the remit assigned to the Social and Ethics Committees in terms of the South African Companies Act of 2008, as amended.

### ASSURANCE

Adapt IT has adopted a combined assurance framework that the board of directors (“board”) believes is appropriate with respect to Adapt IT’s stage of development and strategies. This framework is overseen by the Audit and Risk Committee and involves obtaining assurance from executive and senior management, internal assurance providers and external assurance providers on risk areas identified.

As part of the adoption of Adapt IT’s assurance framework, the following independent external assurances were obtained:

Business process	Nature of assurance	Status	Provider
<b>Financial/operational</b>			
Annual financial statements	External assurance	Assured	Deloitte & Touche
Internal audit	Internal assurance (outsourced)	Assured	KPMG
<b>Empowerment</b>			
B-BBEE (Level 2)	BEE Scorecard	Assured	Empowerlogic (Pty) Ltd
<b>Ethics</b>			
Whistleblowing hotline	External assurance	In place	KPMG
Anti-Bribery and Corruption Policy	Internal assurance	In place	Internal register

### SUSTAINABILITY GOVERNANCE

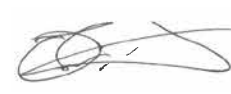
Adapt IT’s Social and Ethics Committee is responsible for ensuring that the sustainability objectives are effectively integrated into the business. The committee is chaired by Oliver Fortuin. Its members are, Chief Commercial Officer Tiffany Dunsdon and independent board member Catherine Koffman. Chief Financial Officer Nombali Mbambo and Chief Executive Officer Sbu Shabalala are attendees. It includes sustainability considerations in its quarterly meetings. Further details on the Social and Ethics Committee are set out on page 55 of the Integrated Annual Report. Further details about the governance mechanisms in place are available from page 58 to 61 of the Integrated Annual Report.

### BOARD APPROVAL

The directors of Adapt IT acknowledge responsibility for the integrity of this Sustainability Report. The directors have applied their minds to the report and believe that the information is reliable, and that it fairly presents the value creation of Adapt IT.



**Craig Chambers**  
Chairman: Board



**Oliver Fortuin**  
Chairman: Social and Ethics Committee



## CHAIRMAN'S LETTER SOCIAL AND ETHICS COMMITTEE

“ At Adapt IT, we believe that creating value takes place through our own sustainable operations as well as through our impact on our stakeholders, environment and wider society. We pursue these responsibilities to remain relevant as a generator of economic value over time. ”

Adapt IT provides leading specialised software and digitally-led business solutions that assist clients, across the targeted industries, to improve their customer experience, core business operations, business administration, enterprise resource planning and public service delivery. We generate a fair return to our providers of financial capital. We use our solutions to improve the efficacy of our clients, also enhancing both their, and our, ability to conserve natural resources.

In line with Adapt IT's vision – to be a leader in specialised software and digitally-led business solutions – our measure of success extends far beyond financial value. It includes being relevant to our stakeholders and enabling the clients we serve around the world to reduce their own environmental footprint and increase efficiencies. To do this we need to be a sustainable operation. We focus on driving operational efficiencies and technology integration in support of our sustainable growth.

Good corporate citizenship means being intentional and thoughtful about the value we generate as a company – not only for our shareholders, but also for our people, our planet, and future generations. It means applying the same level of commitment, rigour, and sincerity to changing lives as we do to building cutting-edge technology solutions for our customers. It means driving this focus from board level – including an active role in contributing to and reviewing our purpose, values and strategy. This is the goal we have set ourselves, which is starting to shape how we approach our business.

Being a values-based organisation means that doing business responsibly is core to Adapt IT operations, but the specific process of improving the sustainability reporting practice came about when Adapt IT made the decision to benchmark itself against internationally accepted reporting standards. As discussed on page 1 of this report, we have selected the GRI Sustainability Reporting Standards against which to reflect on our positive and negative impacts. Being an organisation that seeks growth beyond the South African borders, it was imperative that we started considering those standards.

### TRANSFORMATION

Our B-BBEE Level 2 status reflects our pursuit to maintain a diverse and representative workforce – this gives us access to perspectives and minds that are wide and diverse. We continue to focus on meaningful changes across key elements of the scorecard such as employment equity at all levels, enhanced skills development, preferential procurement and supplier development practices, and impactful socio-economic development initiatives. This is reported on in more detail on pages 23 and 24 of this report.

### ETHICAL CULTURE

Adapt IT believes that ethics involve applying moral standards – standards of good, right and fair conduct – which are supported by strong values, to shape the decisions and actions of individuals within the organisation in the pursuit of its business objectives. In simple terms, it is about “doing the right thing”. In this, we are aligned with the Organisation for Economic Co-operation and Development (OECD) recommendations regarding corruption (refer to [www.oecd.org](http://www.oecd.org) for further details).

Adapt IT considers ethics to be part of the corporate culture, embedded through employees' behaviour in the workplace, day-to-day operations and values demonstrated through actions and decision-making. Ethical behaviour and anti-corruption measures are instilled formally through the Adapt IT Behaviours Charter, policies, procedures and compliance with the relevant laws and regulations.

Ethics-related issues are on the agenda at meetings of the executive and the board. The board has reviewed, discussed and approved the adopted values. The board provides effective leadership based on an ethical foundation, providing oversight to ensure that the company's ethics are managed effectively. Roles of the board are described in the Integrated Annual Report available at [www.adaptit.com](http://www.adaptit.com). The board is also confident that adequate practical arrangements are in place to support the meeting of ethical standards. 

Adapt IT believes that its activities and policies align with the UN Sustainable Development Goals through the implementation of GRI Sustainability Reporting Standards. We are committed as we embark on the process of consciously evaluating our sustainability to actively assess and report on the progress we have made in their implementation.

### APPRECIATION

In closing, I thank my fellow committee members and the executive team for their counsel and support, our employees for their significant contribution, and our clients for their trust.

Looking ahead, the business will continue to operate in the ethical, responsible and accountable way which our stakeholders have come to expect of us.

**Oliver Fortuin**  
Chairman, Social and Ethics Committee



## CEO'S STATEMENT

“To us, the decision and commitment to follow international reporting standards is in itself an achievement. That is because we see adopting the GRI Sustainability Reporting Standards not just as a commitment to enhancing our reporting. It means that we will identify those areas in which we need to improve the impact we have on our stakeholders, environment and society. This is a commitment to consistent progress as a responsible corporate citizen.”

In the Integrated Annual Report for the 12 months from 1 July 2018 to 30 June 2019, we discuss the short- and longer-term focus areas that will enable Adapt IT to achieve its business strategy. This strategy, and the vision that lies behind it, is a result of the assessment of industry trends and the material issues to be considered in turning the trends into opportunities. It is also the result of engaging our key stakeholders and learning their needs and concerns.

This is a pivotal moment for our sustainability reporting drive. Since inception, we have worked to achieve the highest corporate governance standards. Outside of this, we have provided support to disadvantaged communities, for philanthropic reasons. Furthermore, we have been conscious of our social and environmental impact. While we have always had a sustainability focus, it is only recently that we have taken a decision to start measuring and reporting on this work. Moreover, our view has evolved to regarding sustainability as a core part of our values and a necessary element of growing the business.

There are various reasons for this change – from understanding the need to attract and retain key employees to the requirement to safeguard our customers' information, create opportunities for smaller suppliers and to consider sustainability as a driver in product diversification (for example, the growth of environmentally-friendly Cloud-based client solutions). Moreover, given the corporate governance issues in South Africa and elsewhere, the need for companies to uphold high ethical standards has become clear.

The executive and board are focused on enhancing our impact on employees, clients, suppliers and communities that make this business possible. Only through acting responsibly towards the natural resources, people, knowledge and innovative ability that make growth possible, do we secure a long-term future.

This is not an empty belief; we act on our intention. By way of example, Adapt IT has signed an agreement with the Adopt-a-School Foundation with the intention to support the future of South African education through our policy and sustainable financial practices. On pages 25 and 26 of this report, we reflect on the impact that this support is having on the learners who are beneficiaries of the foundation's programme. We also discuss other initiatives we support.

The decision to better our approach to sustainability reporting will enable us to understand our impact and therefore to identify areas of key improvement. For example, as an entrepreneurial company that has grown both organically and through acquisition, our teams in most regions have in the past been located in several offices. The colocation of our businesses into single hubs in each region enables more efficient use of natural resources. Our intention is to manage our carbon footprint by working towards, measuring and reporting on, more environmentally responsible practices as a whole.

In the pages that follow we will reflect on the significant impacts that Adapt IT has, directly or indirectly, and the journey on which we have embarked, to both manage and report on these impacts more responsibly.

We are at the start of the process to move from values-driven sustainability activities to a broader strategic aim to set objectives, monitor performance and report progress to stakeholders. Our decision to report in accordance with the GRI Sustainability Reporting Standards is an indication of our respect for international standards. In certain aspects, we do not currently measure our performance. Our strategy is to use the framework as a guide and to develop action plans accordingly.

I am tremendously proud of this commitment, and of the intention of the Adapt IT team to strive towards the long-term achievement of a better future.

**Sbu Shabalala**  
Chief Executive Officer







# OUR PURPOSE, PERSONALITY, VALUES AND CULTURE

## PURPOSE

Growing our business, our people and our solutions to enable our clients to **Achieve more** by improving their:

- Customer experience
- Core business operations
- Business administration
- Enterprise resource planning
- Public service delivery

## THE CULTURE WE EMBRACE

- Embrace and value the diversity of our cultures, skills, experience and individual contributions
- Listen sincerely and actively, and communicate without raising our voices or using offensive language
- Arrive on time for all our engagements with colleagues, customers and partners
- Take care of company property, and enable a clean and considerate office space



**RESPECT**

EMBRACING AND VALUING OUR DIVERSITY

- Are ethical, truthful and transparent in all that we do
- Build trust through constructive feedback within all our teams
- Do what is right in all circumstances even when no one is watching
- Acknowledge our mistakes without fear or prejudice



**HONESTY**

ETHICAL BEHAVIOUR

## PERSONALITY

Leading. Professional. Experts.

- Build synergies and relationships to the benefit of the organisation
- Continuously innovate, creating efficiencies in our internal processes and product development
- Are customer centric, delivering superior quality through high performance
- Are socially responsible by contributing to the wellbeing and upliftment of our communities



**RESPONSIBILITY**

HIGH PERFORMANCE AND INNOVATION

## VALUES

- Respect
- Honesty
- Responsibility
- Accountability

- Deliver on the commitments made to our colleagues, customers and partners
- Take ownership by always driving the next steps to achieve a successful outcome
- Complete our assigned tasks timeously
- Are adaptable to changes, and open to doing things differently



**ACCOUNTABILITY**

TAKING OWNERSHIP

# ADAPT IT AT A GLANCE

## INPUTS

### INTELLECTUAL CAPITAL

- Highly-qualified technology professionals
- Vertical market expertise
- Goodwill
- Brands and intellectual property
- Innovation and research
- Clear strategy

### HUMAN CAPITAL

- Entrepreneurial and skilled leadership team
- Highly qualified technology professionals in South Africa, Mauritius, Australia, Botswana, Singapore, Ireland, Kenya, Nigeria and New Zealand
- Skilled integrated sales capacity
- B-BBEE status and ownership

### SOCIAL AND RELATIONSHIP CAPITAL

- Long-term customer relationships
- Ecosystem relationships with Original Software Manufacturers (OSM's)
- Stakeholder engagement
- Community investment and development
- Skills and enterprise development
- Preferential procurement

### FINANCIAL CAPITAL

- Shareholder and debt funding
- Retained profit used for growth
- Effective working capital management
- Capital allocation

### MANUFACTURED CAPITAL

- Regional campuses and sales presences in Africa, Ireland, Australia and New Zealand
- Online platforms
- Enabling corporate environments

### NATURAL CAPITAL

- Low materials consumption in operations
- Emissions, effluent, waste managed through group sustainability initiatives
- Energy-efficient workplace

## VALUE CREATION

Adapt IT's vision is to be a leader in specialised software and digitally-led business solutions. The services and solutions offering provides its clients with the ability to improve their business operations as well as the services and customer experience on offer. While we offer direct benefits to certain stakeholders, Adapt IT also offers indirect benefits to stakeholders including the communities within which we operate. We believe that through our business, these direct and indirect benefits ultimately contribute to the upliftment of our society.

## SECTOR FOCUS

Education

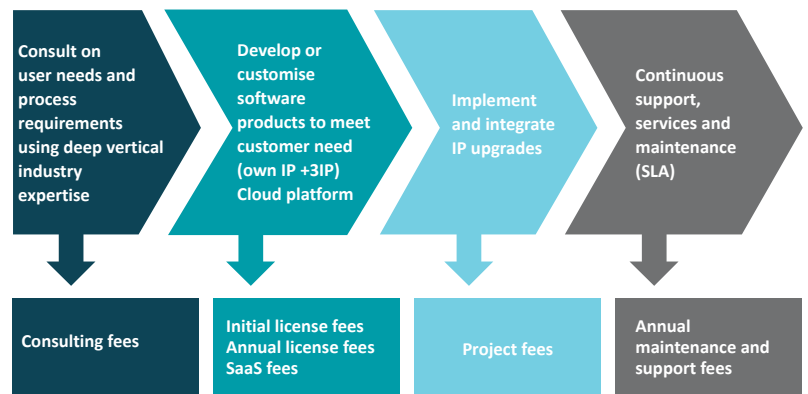
Manufacturing

Financial services

Energy

Communications

Hospitality



Diversified sustainable revenue model with annuity income of approximately 57%.



Highly successful remote support model provides significant operating leverage benefits.



## OUTPUTS

### SOFTWARE AND PRODUCTS

A wide range of flagship product and software is available from across the group and delivered to client's in various locations across the world.



For further information on the list of software and products [www.adaptit.com](http://www.adaptit.com)

### SOLUTIONS AND SERVICES

#### FRONT OFFICE

- Mobile point-of-sale platforms
- Student self-service platforms
- Corporate customer self-service platforms
- Advanced analytics platforms

#### MIDDLE OFFICE

- Integrated logistics and laboratory information management solutions
- Permit to work and energy isolation management solutions
- Advanced planning, transport and distribution solutions
- Terminal automation solutions
- Turn-key oil and gas management solutions
- Integrated operations management platforms
- Hotel operations and distribution platforms

#### BACK OFFICE

- Automated support and maintenance solutions
- Human Capital Management (HCM) and payroll outsourcing solutions
- Automated Financial Reporting solutions
- Tax practice management solutions
- Secretarial process management solutions
- Timetabling and rostering solutions
- Telecom and technology expense management solutions
- Enterprise performance management solutions

#### ERP SOLUTIONS

- SAP™ solutions
- Microsoft ERP solutions
- Oracle EPR solutions
- Sugar industry specific ERP solutions
- Education and learning management ERP solutions

## OUTCOMES

### INTELLECTUAL CAPITAL

- Goodwill
- Brands and intellectual property
- Innovative solutions

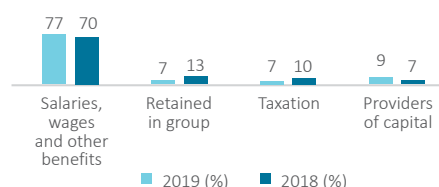
### HUMAN CAPITAL

- Highly motivated employees
- Employee retention improved
- High level of skills
- Operating according to values and ethics

### SOCIAL AND RELATIONSHIP CAPITAL

- Long-term customer relationships
- Community investment and involvement
- B-BBEE status and ownership
- Contribution to local economy
- Improvement to clients' business efficiencies

### WEALTH CREATED AND DISTRIBUTED



### MANUFACTURED CAPITAL

- Employment equity targets
- Intellectual property
- Platform for integration of acquisitions

### NATURAL CAPITAL

- Reduced emissions through creation of regional campuses
- Employee travel reduced through regional office creation in all areas of the operations
- Energy-efficient workplace



## SUSTAINABILITY MATERIALITY ANALYSIS

### CONTENT DEFINITION

Adapt IT evaluated the GRI's Sustainability Reporting Standards topics, along with sustainability topics set by the SASB, to identify material topics for reporting for the financial year ending June 2019. The reporting principles applied in the compilation of report content include those used to:

- define report content, which aids in determining content for inclusion; and
- define report quality, which guides the process to ensure the quality and presentation of information in a sustainability report.

This section provides an overview of how we applied these principles in the process of defining content.

Reporting principles for defining report content	Reporting principles for defining report quality
<ul style="list-style-type: none"> <li>• Stakeholders inclusiveness</li> <li>• Sustainability context</li> <li>• Materiality</li> <li>• Completeness</li> </ul>	<ul style="list-style-type: none"> <li>• Accuracy</li> <li>• Balance</li> <li>• Clarity</li> <li>• Comparability</li> <li>• Reliability</li> <li>• Timeliness</li> </ul>

### STAKEHOLDER INCLUSIVENESS



Adapt IT engages with various stakeholder groups to communicate with and respond, appropriately and efficiently, to their expectations, using a diverse and encompassing range of channels. Stakeholder engagement was considered during assessment of material issues. Further information on stakeholder engagement is available in the Integrated Annual Report at [www.adaptit.com](http://www.adaptit.com).

The section addresses Adapt IT's engagement with the following stakeholders:

Stakeholder	Areas of focus	Strategic response includes*
<b>Shareholders and investment community</b>	Sustainable revenue and profit growth	Strategic acquisitions Development and roll out of a robust integrated strategy and implementation thereof Geographic, service and client diversification Sound capital management enabling acquisition and share buybacks
<b>Employees</b>	Transformation Provision of gainful employment Fair labour practices Attracting top talent	Affording employment security Open communication; fair management practices; Adapt IT wide policies Strong recruitment capability, attractive work conditions, career path prospects and competitive salaries to attract and retain talent
<b>Customers</b>	Customer value creation Service delivery Expert customer support	Industry-specific innovative solutions High-quality services and solutions Continuous training of employees for better solution delivery and support
<b>Government</b>	Statutory and legal compliance Fair and sustainable business practices Contribution to shaping industry policy	Compliance with applicable Acts, guidelines, procedure and policies Providing regular and transparent information; full contribution to the fiscus through taxation and levies Proactive consulting and contribution as required
<b>Financial institutions and funders</b>	Relationship manager engagement Prudent financial management	CEO engagement events for financial partners Highly qualified finance team; best practice risk management structures
<b>Communities</b>	Good corporate citizenship Sustainable business practices	Provision of employment opportunities within communities; proactive contribution to IT educational needs Commitment to monitoring operations to ensure that harm is not done to communities within which Adapt IT operates
<b>Suppliers and partners</b>	Continued growth and meaningful relationships	Management of long-term relationships with partners for sustained growth

\* This is a subset of our responses. Further information is available in the Integrated Annual Report at [www.adaptit.com/investor-reports](http://www.adaptit.com/investor-reports).





## SUSTAINABILITY MATERIALITY ANALYSIS CONTINUED

### SUSTAINABILITY CONTEXT

In the process of identifying a framework and standards to apply in this report, a number of sustainability standards were reviewed to identify the best fit. The framework implemented is aligned with the operating environment of Adapt IT as well as international standards, as indicated in the Reporting Framework section (page 1).

Sustainability is a common thread throughout the accompanying Integrated Annual Report as well; it is the foundation upon which we create value for all stakeholders.

### MATERIALITY

There are a wide range of topics that relate to sustainability that organisations can report on. As such, Adapt IT conducted an exercise to identify those topics that are relevant to us. Adapt IT considered the list of sustainability topics put forth by the GRI, as well as those put forward by SASB, in order to compile an initial list of possible topics to report on. We reflected on this initial list of topics to assess whether or not there were economic, social or environmental impacts that occurred.

For these topics, we identified where the associated impacts have occurred; whether inside of the organisation, outside of the organisation or as both inside and outside.

From this initial list, an analysis was performed to identify topics that would be included in this report. For each topic, an assessment was performed to determine the following:

- whether there were significant positive or negative impacts that occurred from an economic, social and environmental perspective; and
- whether the topic had significant influence (positive or negative) on stakeholders' assessments and decision-making.

During this process, the following were taken into consideration: the likelihood and severity of impacts, the likelihood of risks or opportunities related to topics, criticality of impacts for long-term performance and opportunities for Adapt IT to grow from impacts.

Priorities were then assigned to each topic to indicate the desired level of coverage, as indicated in the table on this page. It is imperative to note that Adapt IT has undertaken the approach to implement the GRI's Sustainability Reporting Standards for the first time in a bid to identify areas of improvement, from both a reporting and impacts measurement and management perspective.

Prioritisation		
Low reporting priority: reported to fulfill regulatory or other reporting requirements. May be excluded if not material	Medium reporting priority: may be excluded if not material	High reporting priority: must be included in report
<b>Environmental</b> <ul style="list-style-type: none"> <li>• Environmental Compliance</li> </ul>	<b>Social</b> <ul style="list-style-type: none"> <li>• Security Practices</li> <li>• Human Rights Assessment</li> <li>• Public Policy</li> <li>• Supplier Social Assessment</li> <li>• Local Communities</li> </ul> <b>Systemic Risks from Technology Disruptions</b> <ul style="list-style-type: none"> <li>• Performance Issues</li> <li>• Description of business continuity risks related to disruptions of operations</li> <li>• Number of licenses or subscriptions and percentage that is Cloud-based</li> </ul>	<b>Economic</b> <ul style="list-style-type: none"> <li>• Economic Performance</li> <li>• Market Presence</li> <li>• Procurement Practices</li> <li>• Anti-corruption</li> <li>• Anti-competitive Behaviour</li> </ul> <b>Social</b> <ul style="list-style-type: none"> <li>• Employment</li> <li>• Labour/ Management Relations</li> <li>• Occupational Health and Safety</li> <li>• Training and Education</li> <li>• Diversity and Equal Opportunity</li> <li>• Non-discrimination</li> <li>• Equal Remuneration for Women and Men</li> <li>• Child Labour</li> <li>• Forced or Compulsory Labour</li> <li>• Rights of Indigenous Peoples</li> <li>• Customer Privacy and Data Security</li> </ul>



## SUSTAINABILITY MATERIALITY ANALYSIS CONTINUED



### COMPLETENESS

Adapt IT has undertaken, throughout the collection and presentation of available information, to provide as clear a picture as possible for stakeholders to assess the organisation. During the reporting process we have taken note of the areas where management approach and disclosure measurement mechanisms need to be implemented and/or improved for better reporting in the future.

### REPORT QUALITY

In ensuring that the quality of content in this report is up to standard, we have kept the following at the forefront throughout data collection and presentation:

- We have provided accurate and detailed information as far as possible. Where there are deficiencies in the level of detail of available data, we have acknowledged this fact and will pursue initiatives to aid us to better track and maintain impacts and related information.
- We have reflected both negative and positive impacts associated with the topics covered. We have included favourable and unfavourable results and topics in order to maintain balance.
- To ensure that our stakeholders are able to understand this report as much as possible, we endeavoured to present information in a manner that is understandable and accessible. We intend to keep improving on our reporting and welcome feedback and comment from stakeholders.
- We have tried not only to showcase performance at a certain point in time but to also demonstrate our performance over time. All sustainability reporting from the 2019 financial year onwards will be in accordance with the GRI Sustainability Reporting Standards, which will enable performance tracking and comparison over a period of time.
- All Adapt IT reports are subjected to external assurance, in order to assure our stakeholder of the reliability of our reports.
- Adapt IT publishes annual integrated reports (which include sustainability reports) as well as interim financial results. We acknowledge that information is useful when it is available when it is still relevant for stakeholders to make decisions. As such, we aim to produce and publish reports in as timely a manner as possible.



## OUR SUSTAINABILITY REVIEW

### OUR SUSTAINABILITY REVIEW

“We are aware that as a service and solutions provider to many organisations worldwide, we can be a significant role player in driving improvements in their operations and the lives impacted by those operations.”

We can achieve this in the way we interact with clients and suppliers, as well as in the way that our solutions improve customer experience and saving on environmental cost.

We defined our approach to being a responsible corporate citizen after interactions with our key stakeholders – from our own team to our clients as well as the communities impacted by our operations. Beyond compliance with regulatory requirements, Adapt IT seeks to ensure longevity of the organisation as well as to effect positive impact on the South African society, economy and environment for the long-term. We believe in the upliftment of businesses through improving how they function, which places great emphasis on local partnerships. In this report, "local" refers to any business, entity or individual primarily based in, or originating from, the country in question.

Sustainability has always been a factor in our operations, though the scope of what Adapt IT includes in sustainability considerations has expanded during our journey. By way of example, as far back as 2009 when our Durban office was built, there was a focus on ensuring that the building enabled the efficient use of natural resources. The focus included the positioning of the building so that it required little warming in winter and little cooling during warmer months.

Over the year ahead, our stakeholders will note consistent growth in this focus.







## OUR SUSTAINABILITY REVIEW

### ECONOMIC SUSTAINABILITY

## ECONOMIC SUSTAINABILITY

“Investing in our systems and people plays a pivotal role in achieving the outcomes of our strategy. We balance investing for growth and rewarding our providers of financial capital.”

### OUR APPROACH TO ECONOMIC SUSTAINABILITY

In its operations, Adapt IT balances the interests of all stakeholders, with particular attention to achieving efficiencies for clients, optimising shareholder value and reinvesting internally in people and technology. We endeavour to find a fair balance between competitive pricing to clients, dividends to shareholders and rewards to employees.

Financial performance is covered extensively in the accompanying Integrated Annual Report. The board believes that the well diversified base of the business and strong leadership capability positions Adapt IT well to continue to succeed in the years ahead.

Adapt IT generated wealth of R750.6 million for the year ended 30 June 2019 from which employees benefited in the amount of R577.5 million (77%) and other stakeholders benefited in varying proportions as indicated in the value-added statement on this page (covered in more detail on page 7 of the Integrated Annual Report).

Adapt IT's strong financial performance record has enabled it to continue investing in product development, infrastructure, people and operational systems that support customers and underpin the company's organic and acquisitive growth initiatives.

Adapt IT's financial management is an ongoing process with monthly reporting and analysis conducted to ensure prudent overall performance within the operations. As part of our continued diligence and adherence to good governance, we follow the requirements of the International Financial Reporting Standards.

Furthermore, codes such as the Broad-based Black Economic Empowerment (B-BBEE) Codes of Good Practice, the Companies Act, Prevention and Combating of Corrupt Activities Act, the United Kingdom Anti-Bribery Act, Foreign Corrupt Practices Act, King Code on Corporate Governance (King IV™) and other legislation influence policies that relate to the following:

- Economic performance
- Procurement
- Staffing in different markets
- Employee benefits
- Anti-bribery and anti-corruption
- Anti-competitive behaviour
- Conflict of interest

In order to ensure that policies are reflective of laws and regulation, reviews of updates are continually conducted; where changes are required, these are incorporated in the policies within stipulated timelines.

Furthermore, the annual reporting that is a requirement of the JSE Listings Requirements enables Adapt IT to perform comprehensive reviews of the operations as part of the reporting process. It is this, and other more frequent and continuous processes, that afford the opportunity to identify areas of improvement and develop plans to address them.

### ECONOMIC PERFORMANCE

#### Direct economic value generated and distributed

Adapt IT has compiled this information from its audited financial statements, available in the Integrated Annual Report at [www.adaptit.com](http://www.adaptit.com).

	Consolidated 2019 R'000 %		Consolidated 2018* R'000 %	
Revenue	1 438 138		1 332 849	
Less:				
Net cost of products and services	(687 525)		(605 131)	
Value added	750 613		727 718	
Wealth created	750 613		727 718	
Applied to:				
Employees				
Salaries, wages and other benefits	577 511	76,9	514 857	69,8
Providers of capital	68 647	9,2	50 554	6,9
Interest on borrowings	42 830	5,7	28 560	3,9
Dividends to shareholders	25 817	3,5	21 994	3,0
Government				
Taxation	54 964	7,3	69 743	9,8
Income taxation: normal and deferred	49 592	6,6	62 729	8,9
Skills development levies	5 372	0,7	7 014	0,9
Retained in the group	49 491	6,6	92 564	13,5
Wealth distributed	750 613	100	727 718	100

\* Restated.



## OUR SUSTAINABILITY REVIEW

### ECONOMIC SUSTAINABILITY

#### FINANCIAL ASSISTANCE FROM GOVERNMENT

During the period 1 April 2018 – 31 March 2019, Adapt IT received R2 300 200 from The Media, Information and Communication Technology Sector Education and Training Authority (MICT SETA) in learnerships grants. This is the only assistance received from government during the year.

#### MARKET PRESENCE

The Adapt IT strategy, in markets outside of the South African market, is to employ leadership from within that market; senior management is recruited from a pool of candidates who reside in the country of the operation. This ensures that the operation is led and developed by individuals with local relationships and a good understanding of the local business environment.

Senior management refers to individuals that fulfil functional management roles such as Human Capital Management (HCM), Commercial, Finance as well as Operational executives—the Paterson Grade equivalent being the D5 and E1 ranges.

In South Africa, the most significant operation of Adapt IT, 89% of senior management hired are residents of the country.

#### PROCUREMENT PRACTICES

Our procurement team enhances procurement processes and reviews the supplier base to ensure ethics in the supply chain. When selecting suppliers we consider the quality of products or services, compliance with regulation and Adapt IT's expectations, price, financial stability and quality of customer service.

Approximately 10% of Adapt IT's procurement is for products and solutions across the supply chain which are procured from multinational companies either directly in the country of origin or represented by a distributor in SA. The nature of the technologies that underpin our service and solution offerings necessitates procurement from international service providers, as there are no viable local options. For the year under review Adapt IT's procurement spend in South Africa was approximately 90% of total spend qualified as B-BBEE spend. Procurement spend from B-BBEE compliant suppliers was approximately 93%.

We define local vendors as those that originate from South Africa however, we make a concerted effort to comply with B-BBEE Codes by procuring from businesses that comply with the codes; vendors that seek to register as Adapt IT vendors are required to have a minimum B-BBEE Level 4.

New vendors are required to complete a compliance declaration where our standard terms and conditions require that they supply goods and services in compliance with industry practice and Adapt IT's policies and procedures.

Adapt IT has assisted emerging entrepreneurs for over a decade through preferential procurement and training opportunities. The organisation has engaged these small businesses in various projects. In agreement with our clients, these entrepreneurs receive project management skills, preferential payment terms and business management advice.

Adapt IT continuously reviews procurement practices and updates the procurement policy to align with the new B-BBEE Codes.

We require suppliers to be held to the highest standards of ethics.



## OUR SUSTAINABILITY REVIEW

### ECONOMIC SUSTAINABILITY

#### ANTI-CORRUPTION

Adapt IT understands that fair labour practices and good corporate citizenship drive sustainable revenue, profit growth, and return on investment. We pride ourselves on our compliance with legislation, and commitment to ethical, fair and sustainable business practices. Adapt IT is steadfast in its position against participation in corruption and bribery and is fully committed to maintaining transparency within operations. Our policies to this end are well-communicated within the organisation and are available to all.

Continuing to drive an ethical culture from board level throughout the operations, Adapt IT has introduced policies to all its employees to align to the King IV™ recommended practices. In identifying effective prevention controls and detection mechanisms, Adapt IT has regard not only to international best practice as well as local laws such as the Prevention and Combating of Corrupt Activities Act of 2004, and any local standards specific to Adapt IT's industry for further guidance.

The Conflict of Interest and Anti-Bribery and Anti-Corruption policies offer guidelines on how to avoid conflicts of interest and highlight the application of prevention controls and detection mechanisms. They address the responsibility of all employees and third parties to disclose personal or financial interest by completing the Declaration of Interests form, which is readily available as an annexure to the policy. All declarations must be approved by Divisional Executives for submission to the Compliance Administrator, who is responsible for the administration of policy activities and annual reporting of declarations to the Social and Ethics Committee as well as the Internal Audit team for review where it is deemed necessary.

Divisional Executives are tasked with the responsibility of implementing Adapt IT mitigation measures that appropriately and adequately manage conflicts of interest; where they are required to review and identify preventative controls against corruption. Furthermore, they are responsible for taking appropriate decisions and actions in accordance with the provisions of policies.

To ensure that charitable donations are not used as disguises for corruption, all beneficiaries are reviewed and subject to a due diligence process in order to identify potential and actual conflicts of interest or the existence of undue relationships.

Successful combating of corruption is a collective effort between all stakeholders; the 24-hour Ethics Hotline provides an anonymous channel for stakeholders to report conduct that they suspect and know to be inconsistent with the provisions of the Adapt IT policies. Ethics-related questions embedded in employee engagement survey will be assessed annually and reported on. All allegations or incidents will be investigated, and appropriate action taken.

There have not been any individuals identified as having a high risk of incidents of corruption. Furthermore, there have been no confirmed incidents of corruption within Adapt IT subsidiaries.

Training takes place for all employees on a regular basis about Adapt IT codes of behaviour.

#### ANTI-COMPETITIVE BEHAVIOUR

Adapt IT does not practice or condone anti-competitive behaviour. There have been no incidents or legal actions for anti-competitive behaviour, antitrust and monopolistic practices in the history of the company.

#### INDUSTRY ASSOCIATIONS

Adapt IT is not currently a main member of any industry or other associations.





## OUR SUSTAINABILITY REVIEW

### OUR PEOPLE

## OUR PEOPLE

“At Adapt IT we firmly believe that by giving employees the opportunity and support to excel personally and professionally, the company correspondingly enables customers and communities to thrive.”

### OUR APPROACH TO OUR PEOPLE

Being in the Software and Services arena, Adapt IT's people are at the heart of the company and a critical part of its success. The core of our competitive advantage is our intellectual property, and this is solely the domain of our people. The HCM team supports the divisions in ensuring that our people have all the necessary support to excel in all the areas they are expected to.

Part of this process is implementing supportive and informative policies and making them accessible to all employees. This was enhanced through a harmonisation of policies and procedures to ensure that the policies and procedures governing this critical area of the business are in place and regularly updated. During the financial year, seven HCM policies, detailed below, were updated and approved with, the project ongoing:

- Study Assistance Policy
- Reward and Recognition Policy
- Leave Policy
- Overtime Policy
- Performance Management Policy
- Travel and Subsistence Policy
- Safety and Health

As at 30 June 2019, Adapt IT had 1 088 (2018:1 068) employees throughout its operations, including the new Johannesburg campus in Midrand, Durban and Cape Town as well as several international offices in Botswana, Kenya, Mauritius, Australia, New Zealand, Ireland and Singapore. Due to the nature of the Software and Services space our employee component is made up permanent employees, fixed-term contractors, independent contractors and trainees.

The employment relationships between Adapt IT, its employees and workers within its supply chain are governed by the Basic Conditions of Employment Act, Employment Equity Act, Labour Relations Act and contractual agreements that adhere to these acts. In addition to these, contractual agreements are drafted according to the prescripts of other regulations such as the Companies Act. By ensuring that contracts are within the limitations of the law, avenues for recourse become available to the company as stipulated in the various codes. The continuous review of updates to labour laws affords us the opportunity to identify areas to be changed within our policies and terms of engagement.

For this section of the report financial data as obtained from our ERP system and employee data from the HCM system are used to ensure employee information is collated and appropriately reported on. Reporting includes:

- Employment
- Labour laws
- Diversity and equal opportunity
- Occupational Health and Safety
- Training and education
- Non-discrimination
- Child and forced labour
- Rights of indigenous people

### EMPLOYMENT

Adapt IT continues to focus on the talent management strategy; the executive committee, the board, as well as the Social and Ethics Committee members, actively monitor the reasons for attrition and the strategic initiatives to be implemented for the retention of our employees. The HCM department is responsible for all matters which relate to employee policies and people initiatives.

A detailed survey, with the support of independent specialists, was conducted to gain insight into the engagement level of people to set new benchmark engagement metrics and ensure that meaningful and targeted actions can be taken to improve levels of engagement. Some of the key drivers of engagement being strategic alignment, manager intent, recognition and praise, personal development, leadership, employee voice, talent fit, diversity and equity, feedback, organisational environment and team relations. This will, in turn, drive the organisation's performance.

Adapt IT focuses on the following strategic initiatives related to people management:

- Ensuring training of line managers to manage employees' performance and coach them in support of achieving their individual performance development plans.
- Succession planning for top performers, key talent and identified critical roles in order to ensure transfer of knowledge, and in line with Adapt IT being a learning organisation and underpinning business continuity.





## OUR SUSTAINABILITY REVIEW

### OUR PEOPLE

- Increased focus on activities that promote employee engagement and gaining a better understanding of how the we can continuously improve on our employee value proposition.
- Enhancement and roll-out of culture initiatives to drive a cohesive culture.
- Increased workforce analysis to obtain deeper insights and strategically manage our workforce.

HCM processes make provision for people management; the Adapt IT Score Card is used throughout the organisation, and performance contracts with performance-linked rewards are in place for management. These processes are subject to internal and external auditing for review and adjustment.

#### EMPLOYEE BENEFITS

All permanent employees of Adapt IT are offered several benefits that are not offered to temporary or part-time employees, including life insurance, disability cover, health insurance, parental leave and annual leave. Health insurance life insurance and disability cover are provided for in employees' remuneration and are compulsory for all permanent employees.

Retirement contributions are provided for in remuneration packages of permanent employees; however, this is not a compulsory benefit; employees may choose not to contribute to a retirement fund.

Adapt IT continues to support work-life balance amongst its employees and has implemented a Paternity Leave Policy that has been aligned to changes in the labour legislation. All permanent employees are entitled to Parental leave.

#### EMPLOYMENT AND LABOUR LAW

The fair treatment and empowerment of employees is more than a compliance consideration; it is rooted in the genuine investment in their well-being and the understanding that employees are the core of Adapt IT's continued performance and growth. Compliance with the Labour Relations Act, the Basic Conditions of Employment Act, the Employment Equity Act and any related legislation, codes, rules or policies will continue to be paramount to Adapt IT.

As a provider of leading specialised software and digitally-led business solutions to clients within targeted industries, great importance is placed on people and their capability to deliver innovative solutions. Emphasis is placed on team members that operate at a specialised operational and technology level, focusing on those that are highly impactful in delivering solutions.

Adapt IT has introduced new HR policies to align with the most recent developments in the labour legislation and promote continuous improvement in the workplace. These were communicated through the national roadshows to all employees to ensure awareness and compliance.

The HCM function includes ensuring that disciplinary cases are dealt with in line with the law and in a fair manner. During the year 18 disciplinary cases took place resulting in one dismissal, six cases coming before the Commission for Conciliation, Mediation and Arbitration ('CCMA') and three cases being referred to the Labour Court for review.

Guided by the Labour Relations Act, Adapt IT typically gives three months' notice to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them.

There are no organised labour unions in Adapt IT and therefore there is no collective agreement or salary bargaining in place.

During the year, there has been:

- a significant upliftment of the capabilities within HCM;
- a revision of the recruitment model;
- a revision of human capital policies; and
- a detailed focus on further driving our value-based culture.

#### CHILD, ILLEGAL AND FORCED LABOUR

Adapt IT prohibits child labour and will not recruit illegal or forced workers. Strict adherence to legislation such as The Basic Conditions of Employment Act is paramount in Adapt IT's operations. The Act prohibits child forced or compulsory labour or any illegal labour. Due to the nature of our work, none of our operations have significant risk for incidents or occurrences of child, forced, compulsory or illegal labour.

#### DIVERSITY AND EQUAL OPPORTUNITY

Adapt IT is focused on diversity at board, executive and employee level, believing this to have strategic, transformational and operational benefits. This diversity covers race, gender, culture, age and skills. Diversity and equal opportunity thinking underpins our approach to succession planning and hiring policies.

#### DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

##### Governance bodies

Adapt IT has always prided itself on a strong and diverse board. Board diversity in all forms – race, gender, business acumen, skills, and experience – continues to drive our board succession planning as we consider the attributes required to lead the company.



## OUR SUSTAINABILITY REVIEW

### OUR PEOPLE

#### LEADERSHIP

##### NON-EXECUTIVES



CRAIG CHAMBERS

Independent  
Non-Executive  
Chairman



BONGIWE NTULI

Independent  
Non-Executive  
Director



OLIVER FORTUIN

Lead Independent  
Non-Executive  
Director



CATHERINE KOFFMAN

Independent  
Non-Executive  
Director



ZIPHO NYANGA

Independent  
Non-Executive  
Director

##### GROUP EXECUTIVES



SIBUSISO SHABALALA

Chief  
Executive  
Officer



TIFFANY DUNSDON

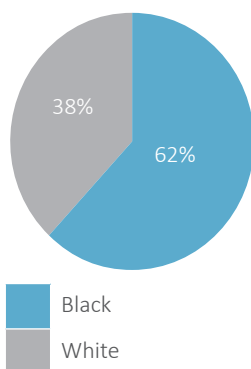
Chief  
Commercial  
Officer



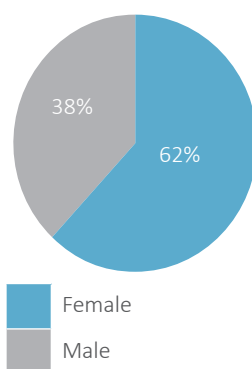
NOMBALI MBAMBO

Chief  
Financial  
Officer

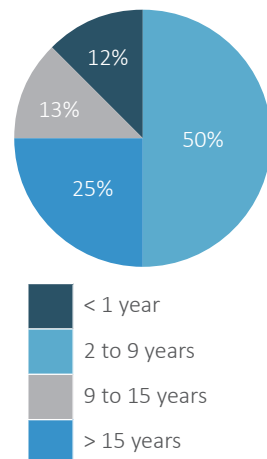
##### TRANSFORMATION



##### GENDER



##### TENURE



The board has the necessary skills to function effectively. None of the non-executive directors have previously worked, audited or have been an audit partner for Adapt IT.

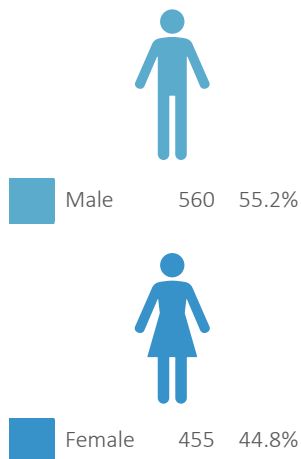


## OUR SUSTAINABILITY REVIEW

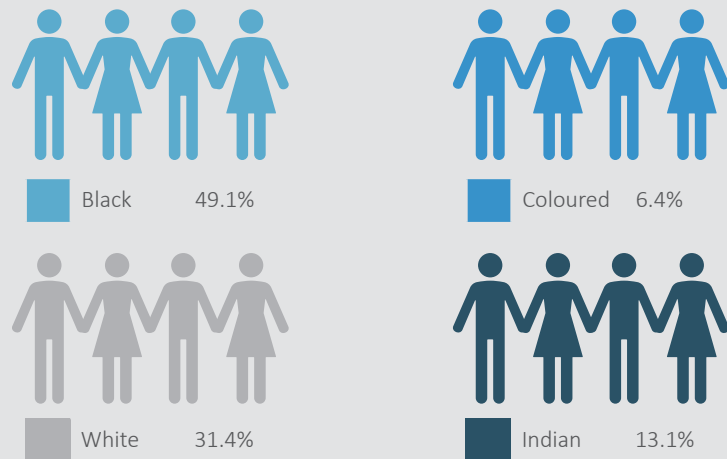
### OUR PEOPLE

#### EMPLOYEE STATISTICS – SOUTH AFRICAN OPERATIONS

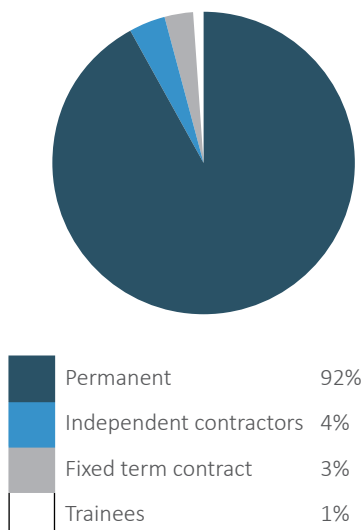
##### TOTAL HEADCOUNT



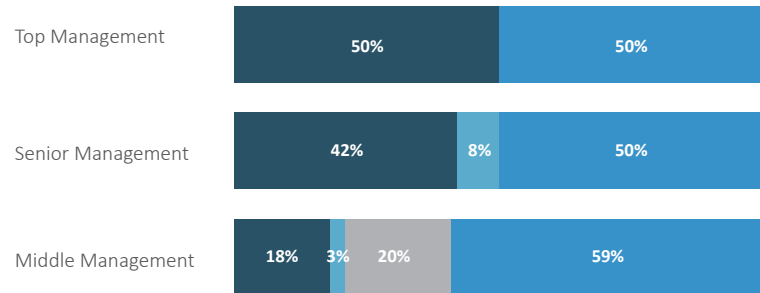
##### TRANSFORMATION



##### STAFF COMPOSITION



##### PERCENTAGE OF REPRESENTATION



\* Excluding foreign nationals



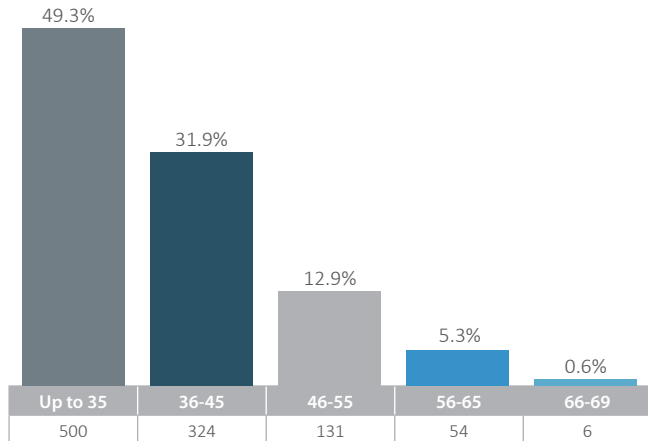
Adapt IT strives to ensure diversity across the work space. Transformation is well entrenched across operating divisions and continues to be a focus of the employment landscape. The highest percentage of permanent employees fall into the youth category (up to 35 years of age making up 49.9%), the grouping 36 to 45 years makes up 31.9% and the remainder (from 46 to 65) makes up 18.2% of the workforce.



## OUR SUSTAINABILITY REVIEW

### OUR PEOPLE

#### AGE GROUP OF EMPLOYEES – SOUTH AFRICA



#### EQUAL REMUNERATION

Scope: This report covers all areas of operation of Adapt IT and its subsidiaries.

In 2019, Adapt IT reengineered its HCM procedures to create a centralised system to retain and acquire talent, improve employee satisfaction and enhance the work experience and environment.

During the year an extensive exercise was carried out to ensure internal parity across salary bands. This was done to ensure fairness and standardisation, and to retain key talent. This salary benchmark process was undertaken using the PwC REMChannel salary benchmarking tool. Guidelines for salary reviews formalised the overarching Adapt IT remuneration philosophy that was adopted over the year and enhanced some of the key remuneration elements.

This philosophy is developed on the back of an approved Reward and Remuneration Policy and it covers the following key areas:

- Guaranteed package salary adjustment principles
- Performance-based short-term incentives (bonus and sales commission principles)
- Eligibility criteria
- Exceptions

A framework is in place to monitor these in the 2019/2020 financial year.

As at end-June 2019, the ratio of the basic salary and remuneration of women to men was as follows:

- at executive level – salaries for men are on average 18% higher than salaries for women;
- at mid-level – salaries for men are on average 29% higher than salaries for women; and
- at junior level – salaries for men are on average 30% higher than salaries for women.

In addition to upskilling of HCM, which included the revision of the HCM procedures and processes, there has also been a focus on the data and the improvement of our workforce analytics. Having completed the salary review, aimed at driving fair remuneration increase allocations, our next step is to continue to gain further insight from our workforce analytics and identify root causes for any demographic deviations such as male/female salary parity. The HCM function will identify the rectifying procedures required to address any deviations that are not justified.

#### CULTURAL DIVERSITY

Cultural diversity is important to Adapt IT and for this reason, a Cultural Project initiative has been implemented to harness the different team cultures that exist within the business and overlay that with a foundation that is common across Adapt IT. The task team will build on the work that has already been done in the past across multiple divisions.

#### COUNTERING DISCRIMINATION

No incidents of discrimination or the violation of rights of indigenous people were reported during the reporting period, however employees are encouraged to lodge grievances in line with the Ethics and Conduct Policy.



## OUR SUSTAINABILITY REVIEW

### OUR PEOPLE

#### OCCUPATIONAL HEALTH AND SAFETY

Although Adapt IT is not involved in a manufacturing process or activities that could put employees in danger, the campuses from which operations are run need to comply with safety standards, ensuring quick and efficient evacuations in case of an emergency, as well as having general safety features in place at all the buildings it occupies.

Adapt IT does not view safety as a compliance issue but rather as a fundamental way of doing business. The health and safety of people is a priority and compliance with the Occupational Health and Safety Act is paramount. Occupational and healthcare programmes include risk assessments, hygiene surveys, risk control measures and wellness days. Adapt IT recognises that employee well-being is critical to the continued delivery of high-quality services and to the achievement of our targets. An employee wellness programme, covering all aspects of physical and mental wellness, including confidential counselling services, is in place.

Management is obliged to ensure that all safety and other legal requirements are complied with and that current best practices are identified and implemented. Training of employees is conducted, in addition to the training and certification of safety and health representatives.

Adapt IT policy governs the management approach towards health and safety in the workplace in line with the prescripts of the Occupational Health and Safety Act. The policy references the following standards:

- South African Occupational Health and Safety Act, no. 85 of 1993 (OHS Act)
- OSHAS 18001: Occupational Health & Safety Management System
- ISO 14001: Environmental Management System
- ISO 9001: Quality Management System

The policy is applicable to all Adapt IT entities and is applicable to all permanent employees and contractors—934 permanent employees, 31 fixed-term employees, 40 independent contractors and 10 trainees (based in South Africa.)

#### TRAINING AND EDUCATION

The success of Adapt IT is rooted in the commitment to developing the best talent, and in a specialised environment such as ours continuous upskilling and education of employees is foundational to continued innovation and growth. As such, we commit a considerable amount of resources in time and funds, to ensure that employees' skill and knowledge are aligned with business and technology developments.

#### Formal Training

African male	130
African female	132
African disabled	0
Coloured male	11
Coloured female	12
Coloured disabled	0
Indian/Asian male	49
Indian/Asian female	42
Indian/Asian disabled	0
White male	62
White female	51
White disabled	0
Total male	252
Total female	237
Total disabled	0
Age group less than 35	217
Age group greater 35 to 55	263
Age group greater than 55	9

*A total of over R5.2 million was spent on training from 1 April 2018 to 31 March 2019.*

The table below is a breakdown of the amount spent on training during the financial year.

#### ATR-Training Budget Spent

Training spend 1 April 2018 - 31 March 2019

Annual Training Report (ATR)	R4 002 735
Pivotal Training Report (PTR)	R1 272 777
Discretionary Grants Received for 2018/2019 (learnerships)	R2 300 200

All Adapt IT employees are entitled to a performance management and career development process that includes periodic discussions and reviews throughout the year.

#### SECTOR EDUCATION AND TRAINING AUTHORITIES

Training data is maintained according to the requirements of Sector Education and Training Authorities (SETA), which prescribe periods from April to March. As such, from 1 April 2018 to 31 March 2019, 489 employees received formal training, however, time spent in training is not maintained.





## OUR SUSTAINABILITY REVIEW

### OUR PEOPLE

#### GRADUATE RECRUITMENT AND INTERNSHIP PROGRAMME

People management at Adapt IT is critical to ensure young people are afforded opportunities to learn and be mentored by technology professionals who have worked in the industry for a number of years. For this reason, Adapt IT takes on a number of trainees annually through its leadership and internship programmes. Both programmes have been stable and experienced less than 1% attrition, with 46 trainees graduating to permanent employment within Adapt IT across the year.

A graduate recruitment programme has been designed and presented to divisional executives with the aim of ensuring that the Adapt IT enhances its profile at universities and elsewhere to attract high calibre applicants. In line with this a Talent Acquisition Model is in place and includes different options to suit the various skills required across the operations.

“The high-performance culture and the promotion of a diverse and innovative organisation continues to be Adapt IT’s focus.”

#### ADAPT IT ACADEMY

The implementation of the Adapt IT strategy requires talent with deep industry expertise. We focus on developing and retaining technically skilled employees and experts (capital market and information technology specific skills). We aim to develop products that meet growing client needs and demands for innovation and increased efficiencies. The intellectual capital that enables us to provide our digitally-led services includes our business and industry knowledge.

Adapt IT continues with the learnership and internship programmes, in partnership with the Media, Information and Communication Technologies (MICT) SETA. This financial year, 46 trainees and interns were employed.

The calibre of candidates on the programmes has improved significantly, leading to a strategic decision being taken to revise the duration of the programmes for most of the trainees, from 12 months to 18 months, in agreement with the MICT SETA. These trainees will continue to be employed on fixed-term contracts after the completion of their programme.

#### ETHICS AND CONDUCT POLICY

“Adapt IT intends to use this policy as a tool to combat unethical conduct in all activities, including the activities of employees and third parties, irrespective of the countries where Adapt IT conducts business.”

Adapt IT is committed to maintaining the highest standards of honesty, integrity and ethical conduct. It has adopted this policy to promote and enforce ethical conduct, business practices and standards within its operations and in its relationships with all third parties. These behaviours are embedded in the behaviour charter.

Good governance is one of the driving factors behind the growth and success of many organisations, including that of Adapt IT. Recognising this, the group views its public reputation as one of its most important assets and undertakes to always promote an ethical culture and put effective controls in place that help sustain that culture and good governance in all its business operations.

Ethical behaviour and anti-corruption measures are instilled formally through policies, a Code of Conduct disseminated to all employees, procedures, training and compliance to the relevant laws and regulations, and are based on a strong foundation of ethical leadership and a commitment to making positive impacts.

We believe that it is everyone’s responsibility to blow the whistle on dishonest behaviour. The anonymous and externally managed 24-hour, toll-free Ethics Hotline makes this easier.

Adapt IT has adopted and implemented the following values:

- Respect
- Honesty
- Responsibility
- Accountability

These values, together with the behaviours associated with them, provide general guidelines as to how employees should interact with each other, Adapt IT stakeholders and third parties, and how employees should conduct themselves.

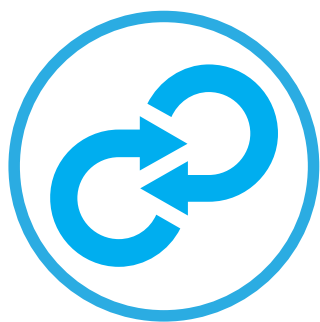
Adapt IT recognises its obligations to all its stakeholders – particularly shareholders, third parties, employees, competitors, the authorities and the wider community. This policy is supported by policies and procedures relating to specific issues, processes and situations, and is a general guide in day-to-day decisions, for training programmes, and to help assure third parties of the integrity of Adapt IT and its employees.

#### THE CULTURE OF THE ORGANISATION

The culture we cultivate is geared towards excellence, diversity and good corporate citizenship. Adapt IT believes that an ethical environment focused on the development of its people promotes the achievement of excellence.

Please see the illustration of behaviours we encourage and promote on page 5 of this report.





## OUR SUSTAINABILITY REVIEW TRANSFORMATION

### TRANSFORMATION

#### OUR APPROACH TO TRANSFORMATION

Diversity has long been an essential part of Adapt IT's people strategy and a market differentiator; this in turn translates into a competitive advantage. Therefore, Adapt IT will strive to remain at the forefront of transformation, not merely to fulfil B-BBEE requirements but rather to entrench diversity within the organisation's culture and ensure sustainability into the future. This approach will ensure that Adapt IT is fully representative of the combined skills and talents of the communities in which it operates. As new companies are integrated into the organisation as a result of the acquisitive growth strategy, we are fully committed to maintaining the focus on transformation. B-BBEE encompasses many people-based transformation measures aimed at improving equitable representation of all stakeholder groups to achieve a sustainable society.

#### EMPLOYMENT EQUITY

Adapt IT is committed to driving diversity and inclusion as a core part of the group's human capital management strategy. The group's approach is to focus on skills and leadership development, with particular emphasis on the identification of talented historically disadvantaged individuals, for development and fast-tracking into leadership roles. This business imperative is monitored by the Employment Equity Committee, which reports the progress and results of specific initiatives to the Social and Ethics Committee.

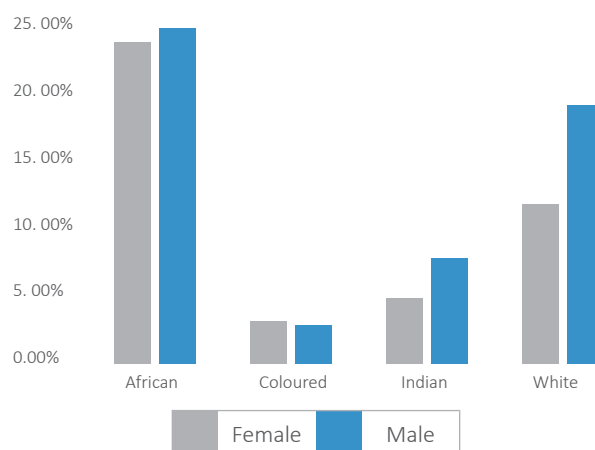
Early intervention and creating a pool of talent for development into management positions is facilitated by the continued learnership and internship programmes for BEE candidates. Since its inception, in partnership with the MICT SETA, 46 learners and interns have been employed as a result of the programmes. Key performance indicators (KPI's) for the recruitment service provider to ensure recruitment is aligned to the Adapt IT requirements. During the reporting period, 46 were employed.

The recruitment function reports on very specific KPI's monthly with a transformation target of 70%.

In fostering an inclusive and diverse employment environment, Adapt IT embarked on a national roadshow to promote disability awareness to all its employees. As a result, a number of disability disclosures were made, with the required medical verification process followed to ensure suitable accommodation for these employees.

The demographic profile of Adapt IT at the end of the reporting period is as follows:

**Employment Equity Profile**  
(As a percentage of the number of people)



The Employment Equity Committee will be revised during the course of the 2019/2020 financial year as some of the previous members have left.

#### OWNERSHIP

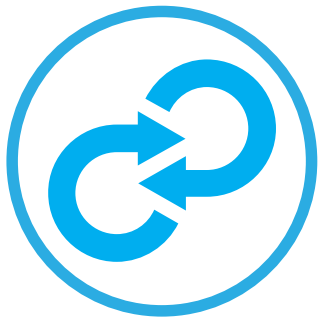
As at 30 June 2019, 28.28% of the issued share capital of Adapt IT was held directly by black South African investors. This includes the 23% held by black directors, management and employees.

#### DRIVING BROAD-BASED BLACK ECONOMIC EMPOWERMENT

Adapt IT was re-assessed under the new codes and achieved a Level 2 rating. The group views empowerment as a strategic imperative and a vital component of the continued sustainability of its operations in South Africa.

##### Level 2 B-BBEE Status

Scorecard information	2019
Ownership	18.00
Management	18.00
Skills development	16.92
Supplier and enterprise development	51.52
Socio-economic development	12.00
<b>Total score</b>	<b>116.44</b>



## OUR SUSTAINABILITY REVIEW TRANSFORMATION

### MANAGEMENT CONTROL

- House icon Diversity of Adapt IT's board, executive directors and executive management are discussed from page 17 to 18 of this report.

### TRANSFORMING OUR WORKFORCE

- House icon Adapt IT strives to ensure diversity across the workforce. Transformation is well entrenched across the business and continues to be a focus of the employment landscape. Employee statistics on pages 19 – 20 reflect this.

### SKILLS DEVELOPMENT

- House icon As mentioned, to implement Adapt IT strategy requires talent with deep industry expertise, and we focus on developing and retaining technically skilled employees and experts. Please see pages 21 and 22 of this report for further detail.

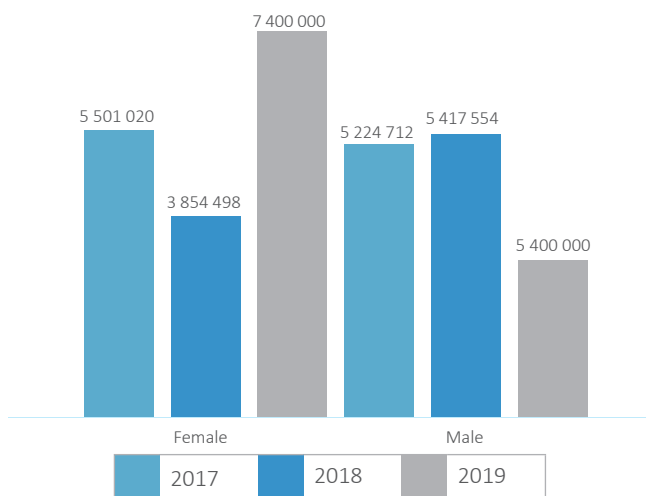
### ENTERPRISE AND SUPPLIER DEVELOPMENT

Adapt IT believes in facilitating the development of sustainable businesses that will create jobs. The company provides opportunities as well as assistance to a number of small and medium enterprises (SMEs).

In 2019 Adapt IT invested in various black-owned businesses, through financial and non-financial support. The businesses are led by Software and Solutions professionals and entrepreneurs who have leveraged Adapt IT's assistance and enterprise development support to accelerate the success of the business.

The businesses that received the benefit of Adapt IT's assistance are: Infinitus Technologies (Pty) Ltd; ABD Consultants (Pty) Ltd; Slik Technology Solutions (Pty) Ltd; Sokone Technologies (Pty) Ltd and Uyandiswa Project Management Services (Pty) Ltd.

**BEE skills development spend (Rand)**





## OUR SUSTAINABILITY REVIEW

### SOCIAL RESPONSIBILITY

## SOCIAL RESPONSIBILITY

“Adapt IT has a long track record of investing in the upliftment of disadvantaged South African communities and remains committed to continuing with this practice through its sustainable finance practices and policy of extending the impact of projects to embrace more beneficiaries.”

### OUR APPROACH TO SOCIAL RESPONSIBILITY

Adapt IT believes in making positive impacts to society as far as possible, which includes investing in our communities and the promotion of human rights within our operations, in line with laws and regulations such as:

- Basic Conditions of Employment Act;
- Employment Equity Act;
- Labour Relations Act; and
- Other local and international human rights regulations

Compliance with laws, regulations and policies (such as the Conflict of Interest Policy and Code of Ethics and Conduct Policy) are applicable to Adapt IT employees and service providers in the employ of the company, as they govern our stance and operations regarding:

- Human rights
- Local community development
- Social supplier assessment
- Security practices
- Public policy

We remain committed to making a difference in the lives of South Africans by investing time, effort and money into various initiatives. We believe that we have a duty to work within these communities to create better, more equal societies in a sustainable manner. To this end, we continually review updates on relevant laws and regulations in order to inform our policies and approach. The focus is on strategically aligned causes in areas that relate to Adapt IT's business, to which the business is suited in terms of making a meaningful contribution, such as IT skills and education.

### LOCAL COMMUNITY DEVELOPMENT PROGRAMME

As a result of engagement with communities surrounding the South African regional offices, Adapt IT embarked on a local community development programme based on local communities' needs as well as on its area of expertise. In this, the company aims to invest in larger longer-term initiatives that are sustainable and provide the most benefit for disadvantaged communities.

### ADAPT IT KNOWLEDGE CENTRES

Based on the B-BBEE ICT sector legislation, Adapt IT is subject to obligations aimed at enhancing the Socio-Economic development of disadvantaged South African communities. As one of many worthy causes, Adapt IT has identified the need to invest in the education of school children in these communities. Our aim is to engage in education-related projects that will supplement Information and Communication Technology (ICT) education, building ICT infrastructure (computer labs) to encourage the growth of ICT skills within these communities.

The pledged Adapt IT funds are applied towards the ICT projects that meet the demographics specified in the Government gazette for the ICT sector.

The Adapt IT Knowledge Centres were first established in 2013 with the opening of a facility in KwaZulu-Natal. This was followed by the launch of two more centres, one in Gauteng in 2014 and one in the Western Cape in 2015.

### ADOPT-A-SCHOOL FOUNDATION

In 2016, the Adapt IT entered a three-year commitment to the Adopt-a-School Foundation, an organisation founded in 2002 aiming to foster a timebound relationship between the school and the funder.

Adapt IT through the Adopt-a-School Foundation funds upliftment initiatives for disadvantaged South African communities. This aligns with the Adapt IT objective to support the future of South African education through our policy and sustainable financial practices.

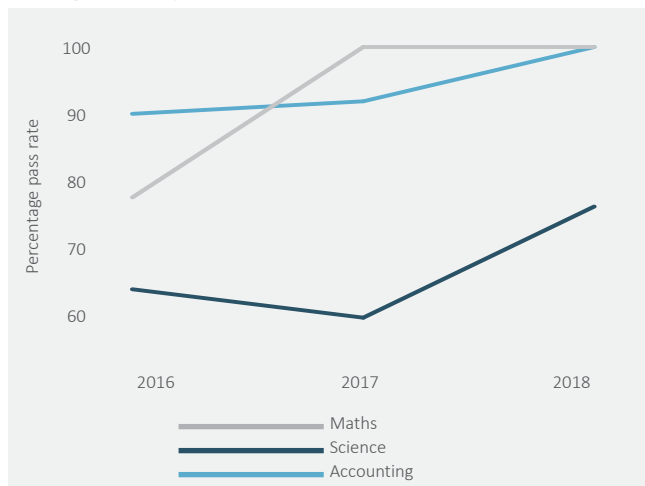
Thus far, Adapt IT has donated R3 954 000 towards the foundation, of which R2 117 745 was donated during the previous financial periods.



## OUR SUSTAINABILITY REVIEW

### SOCIAL RESPONSIBILITY

Through Adopt-a-School, Adapt IT currently supports Lodirile Secondary School, in Mogale City, Roodepoort, a school with a record of academic excellence. With 1 433 learners in Grades 8 – 12 and 43 educators, the school has strong leadership, committed educators and is supported by the community. The surrounding community is affected by high levels of unemployment and most households rely on social grants of R1 500/month. In the year under review, the establishment of a knowledge centre was funded, including a computer laboratory upgrade, educator and librarian training, and the provision of books.



In addition to supporting Lodirile Secondary School as previously outlined, Adapt IT committed to supporting Kwazamokuhle Secondary School as part of its Adopt-a-School funding programme.

The school – which has an excellent track record of academic results – only offers tuition for Grades 10 to 12; however, as part of the Department of Basic Education's strategy for the school, Grades 8 and 9 will be offered as of 2020. This will result in an increased enrolment rate, at an already-large school, which caters for 949 learners currently.

While the school had previously converted a classroom into a computer centre, the centre was severely under-resourced, only having 20 computers, all of which were old. Additionally, the centre was not an optimally functional space. Adapt IT has therefore undertaken to fund the construction of a fully-resourced computer centre at the school, and is implementing educator development, to ensure that learners have the best access to quality education. This has also freed up the classroom that was being used, which will be used to accommodate the expected additional Grade 8 and 9 learners in 2020.

Adapt IT believes that these initiatives have directly and indirectly improved the lives of ordinary South Africans and contributed constructively to advancing the general business environment in South Africa.

### SUPPLIER SOCIAL ASSESSMENT

Adapt IT makes a concerted effort to adhere to the prescripts of the B-BBEE Code; the goal of the code is to promote economic transformation and the empowerment of previously disadvantaged groups in South Africa. To this end, all local vendors (including security services providers) in South Africa are subjected to a registration process that requires them to provide their B-BBEE credentials; vendors are required to have B-BBEE ratings between 4 and 1.

The specific B-BBEE credentials required include:

- Annual company revenue
- B-BBEE level
- Black ownership %
- Black female ownership %
- Black disabled ownership %
- Confirmation of whether supplier is a Value-Added Supplier or Empowering Supplier
- Confirmation of whether supplier is a recipient of Enterprise/Supplier Development
- Confirmation of whether a first-time supplier

These credentials indicate if a supplier is B-BBEE compliant (including procuring from local vendor and creating employment opportunities for previously disadvantaged groups), is a good citizen entity that does not violate human rights and is compliant with South African regulatory requirements.

The HCM division ensures that reporting tools are in place for reporting grievances including suppliers' violation of human rights. In the year under review no grievances were lodged. Policy awareness workshops are conducted for all employees and a central repository is in place for all employees to access and read the policies.

### PUBLIC POLICY

Adapt IT is not involved in any initiatives regarding public policy positions, policy development or lobbying. The company maintains an independent stance with political parties, politicians and related institutions. Adapt IT requires strict adherence to its Conflict of Interest Policy and Code of Ethics and Conduct.

### HUMAN RIGHTS ASSESSMENT

There have been no human rights assessments conducted at any of the Adapt IT operations. The Human Rights Commission conducts assessments when there have been grievances filed and thus far, no human rights grievances have been lodged against Adapt IT.





## OUR SUSTAINABILITY REVIEW ENVIRONMENTAL MANAGEMENT

### ENVIRONMENTAL MANAGEMENT

“Adapt IT’s commitment to reducing environmental footprint extends to management of its own operations, as well as playing a role to enable customers to reduce their environmental footprint through the services and solutions it provides.”

### OUR APPROACH TO ENVIRONMENTAL MANAGEMENT

Whilst this section relates to low priority topics, Adapt IT values the environment and has therefore included relevant information.

Internally, as a global company with 11 office environments under operational control, Adapt IT recognises that how it manages its use of natural resources can have an impact on the environment. The target is therefore to maximise energy efficiency and minimise water consumption and waste generation across all its operations. At this early stage of the environmental sustainability journey, Adapt IT is committed to managing its facilities to the highest industry standards as far as possible and to managing down the impact of its travel needs.

We continue to improve and embed environmental management systems into normal business practices and operations. Within its employee base, Adapt IT promotes an awareness of environmental issues among employees globally.

The management of environmental sustainability related operations is predominantly at an operational level. Environmental performance, related to business premises, is managed and monitored by the facilities managers and facilities teams. Reports and feedback on energy and water consumption are provided to the Chief Operations Officer and the landlord, where applicable.

At board level, the Social and Ethics Committee is accountable for environmental sustainability.

This section of the report addresses the following:

- Environmental compliance
- Energy
- Effluents and waste
- Water and effluents





## OUR SUSTAINABILITY REVIEW ENVIRONMENTAL MANAGEMENT

### MANAGING OUR ENVIRONMENTAL IMPACT

Adapt IT's initiatives towards responsible use of resources are focused on management of energy, water and waste as well as distribution network optimisation. We intend to continue to evaluate formal measurement and reporting of the relevant indicators in line with the requirements of the GRI's Sustainability Reporting Standards.

Adapt IT has undertaken to improve reporting on the various sustainability topics, an exercise that will allow it to identify areas of improvement in reporting. This will then allow the organisation the opportunity to review merit of improvement initiatives, based on impact and financial considerations.

August 2019 marks the first anniversary of the completion of all the wings of the Johannesburg campus. The services of a consultancy have been enlisted to assist with optimising energy use on site at the campus.

The environmental management objectives include:

#### OUR OPERATIONS

- Promoting a culture of environmental awareness
- Managing energy usage, enhanced by the single campuses we now have in most regions of operation
- Managing carbon emissions in relation to business travel
- Reducing paper usage
- Regulatory compliance
- Migrating where possible to Cloud-based data centres

#### CLIENT SERVICES

Reduced environmental impact through IT solution efficiencies, for example Cloud-based platforms that reduce physical infrastructure requirements.

### ENVIRONMENTAL COMPLIANCE

Adapt IT complies with environmental laws and by-laws. No fines or non-monetary sanctions have been received for non-compliance with environmental laws and regulations.





## OUR SUSTAINABILITY REVIEW ENVIRONMENTAL MANAGEMENT

### ENERGY

Though Adapt IT's ability to measure and assess its energy consumption at the Johannesburg campus has been complicated by an issue with meter readings; it is currently assessing and resolving the situation with the assistance of an external consultancy and the municipality. The intention is to begin to assess the energy consumption within the organisation in the short term, once the dispute is resolved. In the interim, initiatives that aim to conserve energy are pursued and business from clients where new technologies are being introduced to produce cleaner energy are targeted. Adapt IT's solutions in the chemicals and power generation industries lead to more efficient business operations. The use of solar power in the new Johannesburg campus is under evaluation.

There is an ongoing effort to improve the measurement and therefore optimisation of the overall consumption of energy. These include the use of LED lights, which are switched off in the evenings and on weekends, as well as the staggered switching on of the air conditioning to avoid spikes.

### EFFLUENTS AND WASTE

Adapt IT has started to manage its waste, with recycling a priority in several regions. In the year under review, waste sorting for recycling purposes took place at the Johannesburg campus, with wet waste separated and managed. Adapt IT's recyclable waste (largely food, paper and plastic) was 11 754kg relative to waste to landfill of 9 050kg. Of the recyclable waste 4 828kg was food waste, which went to composting. Adapt IT does not produce any hazardous waste in its operations.

### WATER AND EFFLUENTS

South Africa, Adapt IT's largest geography in employee and revenue terms, is a water-scarce country and even though operations do not use water beyond for consumption purposes, it acknowledges the need for conservative and sustainable use of resources. While there is no manufacturing consumption; conservative water usage awareness is encouraged. Facilities teams manage for reduced consumption for environmental and cost-saving purposes.

There currently is no standardised methodology across Adapt IT sites and progress varies across operations, for example:

- Durban campus: storm water is attenuated and used for irrigation on site.
- Johannesburg campus: grey water (borehole and ground water) is filtered and softened to be used for non-drinking purposes. Domestic water is used for drinking.

Currently, Adapt IT's water-related impacts are in accordance with the by-laws.





## OUR SUSTAINABILITY REVIEW SYSTEMATIC CONSIDERATIONS FROM TECHNOLOGY DISTRIBUTIONS



### SYSTEMIC CONSIDERATIONS FROM TECHNOLOGY DISRUPTIONS

#### OUR APPROACH

Adapt IT strives to operate using robust and reliable technology that provides the functionality required while ensuring the resilience of its technology infrastructure. This requires financial investment into enhancing the capabilities of our systems while enhancing efficiencies and maintaining the integrity of information assets.

Furthermore, significant effort is placed on maintaining customer privacy measures to secure data an imperative component of Adapt IT operations.

To ensure best practice, Adapt IT focuses on consolidating and standardising infrastructure and software used in the business. We consistently seek opportunities to simplify and reduce dependence on internal infrastructure, and encourage the use of Cloud technologies. Additionally, dependency on internal data centres has been reduced. The focus is on consistent improvement, in line with Adapt IT practice.

IT-related management, assessment, risk mitigation and addressing of concerns is operationally managed under the oversight of the IT Steering Committee. Where warranted, issues are forwarded to the Audit and Risk Committee.

This section of the report includes customer privacy considerations is core to Adapt IT's operations as a software and solutions organisation.

#### MANAGING SYSTEMS AND INFRASTRUCTURE

With the recent increase in cyber security breaches within the industry, Adapt IT, through the IT Steering Committee, has reviewed the level of cyber security protection and governance across the organisation in order to assess the level of cyber security risk exposure and to address any vulnerabilities. A standards-based cyber security management framework has been defined and governance processes implemented across the organisation to ensure sustainable reduction and management of cyber security risk exposure.

Adapt IT has a significant focus on customer privacy and data security risks, resulting in an approach that is consistently enhanced and reviewed. A consolidated and standardised strategy is implemented across Adapt IT's IT landscape, including monitoring to proactively identify data security risks.

During the financial year, all new acquisitions were moved onto the Adapt IT's domain, mail system and financial, HR and payroll systems. The maintenance of a single inventory of data assets enables the addressing of data security gaps. Furthermore, data security improvements are earmarked for implementation in 2020.

#### BUSINESS CONTINUITY

The fact that Adapt IT operations are for the large part not dependent on physical infrastructure provides a reasonable mitigation of business continuity risk. Business continuity plans exist for all operations. Much of the work of Adapt IT engineering teams can take place remotely if required. Physical locations are more focused on collaboration work-spaces than they are on physical dependencies to perform the work.

#### CLOUD-BASED LICENCES AND SUBSCRIPTIONS

In excess of 75% of application usage makes use of Cloud-based technologies, which is a competitive advantage in the arena within which Adapt IT operates. Furthermore, this is aligned to our energy efficiency drive as it reduced our reliance on physical data centres.

#### CYBER SECURITY RISK REVIEW

An organisation-wide cyber security risk review, by an external party as part of an internal audit, was completed during the course of the financial year. This was used to gain an understanding of the level of cyber security risk exposure and to remediate any vulnerabilities identified. Based on the National Institute of Standards and Technology cybersecurity framework, the assessment covered asset management, data security, identity management, awareness training, security monitoring and information protection processes and procedures. The resulting steps taken to address the vulnerabilities identified by the review have further bolstered the organisation's cyber security protection capability.

#### SECURITY INCIDENT AND MITIGATION

One data security incident occurred during the period, resulting in a customer payment made to a fraudulent bank account. A forensic investigation confirmed that no security breach of Adapt IT's system or network had occurred. A Cloud-based encryption service was deployed to mitigate the risk of a reoccurrence of this incident.

Furthermore, a mandatory Cyber Awareness Training Programme has been launched throughout the company. It is aimed at improving cyber security awareness and thus improving behavior.

#### TECHNOLOGY, SYSTEMS AND PROCESSES

In order to deliver high-quality solutions and services, the reliability and effectiveness of our technology, systems and processes is key. The soundness of processes across Adapt IT's service offering, data security and protection and efficiency enhancements are managed through proven and evolving governance practices. We aim to reduce or completely eliminate severe incidents related to people or process failures.





## OUR SUSTAINABILITY JOURNEY

“As noted at the outset of this report, we are aware that we are at the start of our sustainability journey, with the clear intention of consistent enhancement of our sustainability performance and reporting in the years to come.”

In the foreseeable future, we have two main objectives:

- to continue to refine our priority material issues into a set of goals and targets, guided by the GRI's Sustainability Reporting Standards; and
- to implement against these plans, assess our performance and report on our progress.

We will keep our stakeholders informed on our progress.







## CORPORATE INFORMATION

### ADAPT IT HOLDINGS LIMITED

Incorporated in the Republic of South Africa  
Registration number 1998/017276/06  
Share code: ADI  
ISIN: ZAE000113163  
JSE Main board Sector: Technology  
– Software & Computer Services  
Listing date: 1998  
Shares in issue: 152 513 154  
(as at 30 June 2019)  
Net of treasury shares: 137 261 840

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Oliver Fortuin\* (Lead Independent Director)  
Sbu Shabalala (Chief Executive Officer)  
Tiffany Dunsdon (Chief Commercial Officer)  
Nombali Mbambo (Chief Financial Officer)  
Bongiwe Ntuli\*  
Catherine Koffman\*  
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ABSA Bank Limited

### LEGAL REPRESENTATIVES

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