<table>
<thead>
<tr>
<th><strong>Company name</strong></th>
<th>GladAfrica Group (Pty) Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trading name</strong></td>
<td>GladAfrica Group</td>
</tr>
<tr>
<td><strong>Company reg no</strong></td>
<td>2007/011940/07</td>
</tr>
<tr>
<td><strong>Directors</strong></td>
<td>N Mashaba Executive chairman</td>
</tr>
<tr>
<td></td>
<td>G Albertyn (Pr Eng. AA Arb) Independent non-executive deputy chairman</td>
</tr>
<tr>
<td></td>
<td>KC Lebese Group chief executive officer</td>
</tr>
<tr>
<td></td>
<td>K Hlongwane (CA (SA)) Group chief financial officer</td>
</tr>
<tr>
<td></td>
<td>S Naidoo (Pr CPM, ACPM, ASAQS) Chief operating officer</td>
</tr>
<tr>
<td></td>
<td>M Maponyane (ACIS, MDP) Independent non-executive director</td>
</tr>
<tr>
<td></td>
<td>M Claassens (CA (SA)) Independent non-executive director</td>
</tr>
<tr>
<td></td>
<td>K Mayayise (Pr Tech Eng. Pr CPM) Non-executive director</td>
</tr>
<tr>
<td></td>
<td>NW Mashaba (CA (SA)) Non-executive director</td>
</tr>
<tr>
<td></td>
<td>K Hinrichsen (BSc, LLB) Company secretary</td>
</tr>
<tr>
<td><strong>Ownership</strong></td>
<td>100% owned by Noel Mashaba</td>
</tr>
<tr>
<td><strong>Registered address</strong></td>
<td>GladAfrica House, Hertford Office Park, Block G, 2nd &amp; 3rd Floor 90 Bekker Road, Midrand, 1686</td>
</tr>
<tr>
<td></td>
<td>Tel: +27 11 312 2537</td>
</tr>
<tr>
<td></td>
<td>Tel: +27 11 312 2584</td>
</tr>
<tr>
<td><strong>Physical address</strong></td>
<td>GladAfrica House, Hertford Office Park, Block G, 2nd &amp; 3rd Floor 90 Bekker Road, Midrand, 1686</td>
</tr>
<tr>
<td></td>
<td>Tel: +27 11 312 2537</td>
</tr>
<tr>
<td></td>
<td>Tel: +27 11 312 2584</td>
</tr>
<tr>
<td><strong>Bank</strong></td>
<td>Standard Bank of South Africa Limited</td>
</tr>
<tr>
<td></td>
<td>Tel: +27 11 655 9033</td>
</tr>
<tr>
<td><strong>Auditors</strong></td>
<td>Rakoma and Associates Incorporated</td>
</tr>
<tr>
<td></td>
<td>Tel: +27 11 463 5781</td>
</tr>
<tr>
<td><strong>Insurers</strong></td>
<td>Santam Business Insurance (R50 million cover)</td>
</tr>
<tr>
<td></td>
<td>Tel: +27 12 362 4060</td>
</tr>
<tr>
<td><strong>Attorneys</strong></td>
<td>Schindlers Attorneys, Notaries and Conveyancers</td>
</tr>
<tr>
<td></td>
<td>Tel: +27 11 448 9600</td>
</tr>
<tr>
<td><strong>B-BBEE rating</strong></td>
<td>Level 2</td>
</tr>
<tr>
<td><strong>Financial year-end</strong></td>
<td>February</td>
</tr>
</tbody>
</table>
Vision, mission and values

**Vision**
To be the partner of choice in creating life changing built environment solutions through service excellence

**Mission**
To consistently deliver excellent service to our clients, through an empowered and professional workforce, in an innovation-driven environment.


Our pursuit of excellence is driven by a team of highly proficient professionals with a passion for creating and delivering viable and sustainable built environments. It is also because of our commitment to global quality benchmarks in customer satisfaction and product quality, that our national operations have been independently certified and meets ISO 9001:2015 standards.

Combining our knowledge, skills and expertise with that of our partners, we engineer business solutions for our public and private sector clients at corporate and technical levels. We take pride in not only meeting, but also exceeding our clients’ expectations, continuing to grow our reputation as a leader in engineering excellence.

Due to our holistic understanding of the infrastructure development framework, we are well placed and thoroughly equipped to provide our clients with the strategic solutions they seek.

Our experience, gained in both the private and public sector, encompasses projects of varying complexity and magnitude. This wealth of knowledge gives us the necessary edge to deliver fitting solutions to meet our clients’ needs.

**Values**
Integrity, accountability, commitment, diligence and respect

**Value proposition**
We put the client at the centre of everything we do

We focus on excellence in service delivery

We optimise turnaround times
Where we’ve come from

Design of Starkwater Waste Water Treatment Works

Project Management for the City of Tshwane’s 2010 FIFA World Cup™ special projects

Project Management of Lakeside Development

Netcare KwaZulu-Natal Hospitals’ Portfolio Roll-Out

2010 FIFA World Cup™ New Cape Town Stadium

The GladAfrica journey...

In its drive to ensure long-term sustainability, GladAfrica is operating more than 100 active projects, servicing a range of companies simultaneously. As a result of its commitment to strengthening the company’s operating model, GladAfrica expands its geographic footprint and increases its presence in each province of South Africa.

2017

GladAfrica Holdings acquires Ariya Project Managers to fulfill its strategic objective to form a specialized project, programme management company. GladAfrica Group is formed with a full engineering specialized entity (GladAfrica Consulting Engineers) and a full project management specialized entity (GladAfrica Project Managers).

2016

GladAfrica became a multi-disciplinary, built-environment consultancy and a five-year strategy to give direction, focus and clarity with objectives was implemented.

2014

GladAfrica realigns its leadership team and appoints a Group CEO and a board of directors with various sub-committees in order to improve the company’s corporate governance.

2012

GladAfrica hit a new milestone in its development, securing contracts of increasing value. Since 2009, the company has not held an order book of less than USD1 billion.

2009

GladAfrica Transport and Projects cc was privatized as GladAfrica Holdings (Pty) Limited in April 2007. Fuelled by exceptional business growth, the company repositioned itself to provide clients with a range of professional services, including civil engineering, development planning and project management consulting.

2007

The company changed its name to GladAfrica Transport and Projects cc and expanded its offerings to include civil engineering services to clients in the construction industry.

2005

Led by founding member Noel Mashaba, the company began its journey in 2002 as Mamoroke Transport and Projects cc, a construction company that commissioned civil works.

2002

ISO 9001:2015 CERTIFIED COMPANY
Creating long-term legacy

Lakeside Development
Chairman’s message

Engineering, people and sustainability

GladAfrica continues to grow from strength to strength as an organisation with a firm foundation, consistently upholding what we stand for: engineering, people and sustainability. We remain steadfast in our commitment to being a partner of choice in creating life-changing, built-environment solutions and delivering engineering excellence in all we do.

Throughout our relatively brief history, we have prided ourselves not on the number or monetary value of our assignments, but on the strategic relevance and importance of our commissions, as well as on the impact and sustainability of what we deliver.

Today, GladAfrica has a firm foothold in the marketplace and a position of strength from which to lead and guide the built environment. I’m proud to chair a board of such knowledgeable professionals. GladAfrica’s board oversees policy formation and strategy development for the group, and ensures delivery of all commissions.

We do this with confidence because we are proud of and passionate about what we produce.

As a proudly South African company, GladAfrica is cognisant of the critical need to stimulate economic growth without jeopardising our environmental sustainability. In helping to meet the challenges faced in urban and rural built environments, we draw on constructive partnerships, shareholder support and the proficiency of our people.

The achievements of GladAfrica’s professional core, dedication of our management team and operational quality of our support team, as well as collaboration with our partners, will continue to add value to our clients, benefit our shareholders and affirm our role as leaders in the market.

Noel Mashaba
Founder and executive chairman
GladAfrica Group (Pty) Limited

CEO’s message

The success of the company is in great measure a reflection of the commitment, competence and contribution of our employees

At GladAfrica, we are driven to pursue the myriad of opportunities that await creative thinkers, believing that this approach to business creates tangible value for the company and produces quality service for our customers. Our people are our pride and our strength. Our employees’ focus on sustainable growth, excellence and innovation continues to add value to our clients, benefit our shareholders and affirm our role as leaders in the market.

With a team of experienced and qualified engineers, scientists, project managers and business professionals, GladAfrica is geared to meet the demands of infrastructure roll-out in our country and continent.

We are dedicated to sustainable development and have committed ourselves to contributing to our country’s socio-economic growth through the establishment of the GladAfrica Foundation Trust, which addresses the group’s desire to be a force for positive change in the communities in which we operate.

We remain committed to growing and strengthening our business through continual skills development, and our focus on quality and excellent customer service, thereby ensuring that we further enhance our presence in a competitive market.

Kulani Curtis Lebese
Group chief executive officer
GladAfrica Group (Pty) Limited
We believe that our values underpin our business success, providing a sustainable foundation for growth. Our values permeate all aspects of our activities and are reflected in a business culture that promotes quality of life, delivers sustainable social and environmental management, honours all contractual obligations, and fosters loyalty among our employees, partners, clients and shareholders. Corporate governance remains a dynamic issue that requires ongoing implementation and must be embedded in an organisation’s culture. At GladAfrica, we recognise that as we grow and evolve our corporate governance practices need to develop as well.

Taking cognisance of our desire to improve our corporate governance practices, a board restructuring process was undertaken in 2014. The board also makes use of the expertise and knowledge of external and internal invitees, resulting in ten board-meeting participants in total. In addition, a legally qualified company secretary has been appointed to oversee and offer advice to the group.

GladAfrica is committed to interacting constructively with its stakeholders and remaining socially relevant. This is critical to sustaining the group’s success. The group’s stakeholder management approach involves the optimal application of the organisation’s resources to build and maintain good relationships with its stakeholders. This helps the group to understand the expectations of society, minimise reputational risk and form strong partnerships, all of which underpin our business’ sustainability.

As a wholly black-owned, proudly South African company, we combine our own range of knowledge, skills and expertise with that of our partners to optimise resources and maximise our impacts in the best interest of our clients and the broader context of South Africa’s socio-economic environment.
**Directors**

**Noel Mashaba** Executive Chairman

Noel Mashaba is the founder of GladsAfrica Group (Pty) Limited and Executive Chairman of the GladAfrica Group’s board. He has more than 14 years’ experience in leadership and business management, showing exceptional skill in business strategy, brand building and business development, all held at a senior level. Prior to establishing GladAfrica Group in 2002, he participated in the establishment of businesses within the petroleum industry as well as consulting firms, constructing unique teams to manage complex projects.

**Gerhard Albertyn** (Pr Eng, AAARB) Independent Non-Executive Deputy Chairman

Gerhard has more than 40 years’ extensive engineering and project management experience, including in the design of a major arterial road in Gauteng and the construction of the George Airport. He also assumed the role of Resident Engineer for major multi-disciplinary projects in Namibia. For 20 years, Gerhard acted as Design Engineer, Project Manager and Business Unit Manager for the Eastern Cape provincial government and was a member of the BGS board until 2012. Gerhard has served as Chairman for the Port Elizabeth branches of both the South African Association of Consulting Engineers and the South African Institution for Civil Engineering. He also played a significant role in a number of large-scale projects, including serving as Programme Manager for the 2010 FIFA World Cup Host City business plan, as well as Management Advisor for the NMIM Integrated Public Transport System.

**Kulani Mayase** (Pr Tech Eng, Pr CPM) Non-Executive Director

Kulani holds a BEng in Civil Engineering from Technikon Witwatersrand and a Graduate Diploma in Engineering from Wits University. He is currently studying towards an MSc in Civil Engineering at Wits University. He is registered with ECSA as a Professional Engineering Technologist and also with SACPCHP as a Professional Construction Project Manager.

He has more than 15 years’ experience in the construction, consulting, development and local government sectors. Recognised as project leader of the year by the Ekurhuleni Metropolitan Municipality in 2007, Kulani has also served as a Divisional Head in the Enterprise Project Management Office Department for Ekurhuleni Metropolitan Municipality, Programme Manager for DBSA, Senior Technologist for Argang Consulting Engineers and Site Agent for WBCP. He is now the Managing Member of KTN Consulting Engineers and Project Managers. He currently serves as Chairperson of the Tsawana-Gwanda Society, which he founded in 2003.

**Gerhard Albertyn** (Pr Eng, AAARB) Independent Non-Executive Deputy Chairman

Gerhard has served as Chairman for the Port Elizabeth branches of both the South African Association of Consulting Engineers and the South African Institution for Civil Engineering. He also played a significant role in a number of large-scale projects, including serving as Programme Manager for the 2010 FIFA World Cup Host City business plan, as well as Management Advisor for the NMIM Integrated Public Transport System.

**Khutso Hlongwane** (CA (SA)), Group Chief Financial Officer

Khutso is a qualified chartered accountant who graduated with Cum Laude from the University of Pretoria and holds a BCom from the University of South Africa and MDP from University of Stellenbosch.

She has more than 17 years’ financial and commercial experience. Key highlights of her career include being appointed to Board and Committee Participation for Old Mutual South Africa as an active participant of Black Business Partners, the Transformation Committee, the Brand Council, the Strategic Investment Committee and Audit and Risk Committee. Khutso has been also a representative on the Board of Directors of Imperial Logistics and participated in the Audit and Risk Committee at the SA Post Office and Imperial Logistics. Additionally, she project managed and developed control effectiveness methodology for the Finance Control Initiative for Old Mutual Properties and Standard Bank.

**Sigi Naidoo** (Pr CPM, ACPM, ASAGS ) Chief Operating Officer

Sigi holds an MSc in Project Management from the University of Cape Town and a Diploma in Quantity Surveying from Pensinsula Technikon and is a registered Professional Construction Project Manager.

He started his career as a quantity surveyor and has held the office of Procurement Director for Murray & Roberts Construction, later serving as Commercial Director and Business and Development Director for the company’s Western Cape Division as well as Director of Murray & Roberts Properties.

In 2005, he founded AYRA Project Managers and served as Managing Director before joining GladAfrica Group. Most notably, Sigi worked as project management team member on the construction of the Cape Town Stadium in Green Point, and the development of the Integrated Rapid Transport System in the Cape Town CBD.

**Khutso Hongwane** (CA (SA)), Group Chief Financial Officer

Khutso is a qualified chartered accountant who graduated with Cum Laude from the University of Pretoria and holds a BCom from the University of South Africa and MDP from University of Stellenbosch.

She has more than 17 years’ financial and commercial experience. Key highlights of her career include being appointed to Board and Committee Participation for Old Mutual South Africa as an active participant of Black Business Partners, the Transformation Committee, the Brand Council, the Strategic Investment Committee and Audit and Risk Committee. Khutso has also worked at Dales & Scull Facilities Management, overseeing properties on behalf of Old Mutual Properties and Standard Bank.

**Kulani Lebese** Group Chief Executive Officer

Kulani is a graduate of Wits Business School (Management Advancement Programme), UCT’s Graduate School of Business (Property Development Programme) and the Gordon Institute of Business Science (GIBS) (Leadership Development Programme). He also holds a National Diploma in Mechanical Engineering and Btech in Facilities Management, both with the Tshwane University of Technology (TUT).

He has been the Group CEO for GladAfrica Group since 2012. Kulani has more than 14 years’ experience in leadership and management at both operational and strategic levels. His expertise includes work for Growthpoint Properties as the Head of Finance & Management Procurement, and Investec Property Group. Kulani has also worked at Drake & Scull Facilities Management services, overseeing properties on behalf of Old Mutual Properties and Standard Bank.

**Kulani Mayase** (Pr Tech Eng, Pr CPM) Non-Executive Director

Kulani holds a BEng in Civil Engineering from Technikon Witwatersrand and a Graduate Diploma in Engineering from Wits University. He is currently studying towards an MSc in Civil Engineering at Wits University. He is registered with ECSA as a Professional Engineering Technologist and also with SACPCHP as a Professional Construction Project Manager.

He has more than 15 years’ experience in the construction, consulting, development and local government sectors. Recognised as project leader of the year by the Ekurhuleni Metropolitan Municipality in 2007, Kulani has also served as a Divisional Head in the Enterprise Project Management Office Department for Ekurhuleni Metropolitan Municipality, Programme Manager for DBSA, Senior Technologist for Argang Consulting Engineers and Site Agent for WBCP. He is now the Managing Member of KTN Consulting Engineers and Project Managers. He currently serves as Chairperson of the Tsawana-Gwanda Society, which he founded in 2003.

**Ntswanano Mashaba** (CA (SA)), Non-Executive Director

Ntswanano Mashaba is a qualified Chartered Accountant with a wealth of auditing and accounting experience both in South Africa and abroad. With over 20 years’ experience in the Auditing sector, she completed her articles at the Office of the Auditor-General South Africa (AGSA) in 2007 and qualified as a Chartered Accountant in 2010 when she also became a member of South African Institute of Chartered Accountant (SAICA).

Ntswanano subsequently became a Registered Assessor for SAICA. She gained invaluable international auditing experience through her secondment to the United Nations to audit the UN office for project services in Peru and Panama in South America. Ntswanano is currently the co-chairperson and trustee of the GladsAfrica Foundation Trust, which aims to give back to the community predominantly through bursaries. In 2017, she completed the Social Entrepreneur Programme at the University of Pretoria’s Gordon Institute of Business Science (GIBS).

**Moses Maponyane** (ACCA, MDP) Independent Non-Executive Director

Moses holds an ACCA H Dip. Company Law from Wits and an MDP from Manchester Business School. He has more than 20 years’ commercial experience, serving as a corporate executive in the banking, logistics and transport sectors.

In 2004, he was appointed as Managing Director of Nomakeni Logistics and tasked with the strategic growth and development, and establishment of operations for the company. He also handled logistics for Statistics South Africa in the execution of the South African Census and has served as Logistics Manager for the Department of Home Affairs and Provincial Departments of Education. Moses has served as Deputy Chairperson, as well as Provincial Executive Committee member of the Black Management Forum. He has been a director of several companies in the Liviero Group, which services the coal mining, civil and construction markets.

**Matthie Claassens** (CA (SA), Registered Auditor, Independent Non-Executive Director

Matthie is a registered Chartered Accounted and a Registered Auditor with distinguished academic achievements. She completed an LLM in International Business Law at the University of Liverpool with cum laude as well as distinctions in Post Graduate Diploma in Contract Law at the University of Johannesburg. Higher Diploma in Company Law at the University of the Witwatersrand and a Certified Trainer qualification at Damery.

Matthie is the Founder and CEO of Protect-A-Director (Pty) Ltd. She has over 22 years of experience in the auditing industry. She is currently a Lecturer at Rhodes University and was a part-time Senior Lecturer in Auditing and Accounting at University of North West from 1996 until 1998.

Her professional auditing career started in 1995 as a Trainee Accountant at PriceWaterhouseCoopers. She later held various positions such as Internal Auditor, Angola American; Inspector at Independent Regulatory Board for Auditors, South Africa and National Training Manager at Fisher Hoffman Sithole. She has served on risk and regulatory committees of various institutions, among others she served as a King IV working committee member for Stakeholder Relations.

Her expertise includes Auditing and Assurance; Financial Reporting; Legal and Regulatory Risk Management; Corporate Governance; Business Sustainability; Responsible Investment and other business consulting services.

**Kirsty Hinrichsen** (Admitted Attorney) Company Secretary

Prior to joining the GladAfrica team, Kirsty completed her articles and started her career as an attorney at Schindler Attorneys, focusing on commercial law. Following her tenure at Schindler Attorneys, Kirsty joined corporate South Africa and assumed a role in legal advisory services at Premier Foods.

From 2012 to 2016, Kirsty served as Corporate Services Director and Company Secretary at GladAfrica Group. The key responsibilities amongst others were to be responsible for the Group’s contractual and legal matters, B-BBEE compliance, corporate governance, and statutory compliance.
Message from the Chief Operating Officer

Performance excellence in everything we do

Like all performing companies, GladAfrica conducts its business with great efficiency. For Chief Operating Officer, Sigi Naidoo, who is leading operational efficiency for this multi-disciplinary built-environment consultancy, performance excellence is at the top of the agenda.

Performance Excellence
Innovation, intelligence and integrity are the founding principles that have driven the growth and evolution of our business for more than a decade. Commitment to these principles, in all aspects, has contributed to our remarkable growth path. We continue to entrench our core values of engineering, environment and project management excellence through quality delivery and customer satisfaction.

We pride ourselves on being the provider of choice for both the private and public sectors. Our advanced capability to interpret, adapt and respond timeously to our clients’ ever-evolving business strategies and practices is a key differentiator which has contributed to our success.

We continuously advance our position by adapting to marketplace requirements, meeting client expectations, remaining flexible, pursuing innovative ideas, and staying at the forefront of new technologies.

GladAfrica’s innovative approach has broadened our service offerings and sustained the group’s growth in a severely restricted global economy.

Quality Assurance
Our company’s phenomenal growth over the past two years demonstrates our commitment to delivering quality projects, timeously, at increasingly sophisticated levels. Our overall service delivery is underpinned by globally recognised and certified best practices, in line with our ISO certified Quality Management System.

We support our clients from conceptualisation to the final handover of a fully-functioning built asset. We customise processes and methodologies to meet our clients’ specific needs and requirements, ensuring that any changes to the delivery path never compromises quality and consistency.

In our growth aspirations, we constantly seek and integrate increasingly efficient, sustainable and globally-relevant practices in the built-environment industry.

People
Our people are the heart of our business and the reason that the success of the group is possible. Each individual is valued, and through collaboration – from our technical experts to our corporate services staff – the best results are produced. GladAfrica understands the ever-increasing stress that the modern lifestyle imposes. We, therefore, promote a balanced lifestyle, recognising that satisfied employees work cheerfully, energetically and productively.

In our growth aspirations, we constantly seek and integrate increasingly efficient, sustainable and globally-relevant practices in the built-environment industry.

A vigorous skills development plan and active mentoring programme support the growth envisaged by our employees. In this regard, an increasing number of our employees are registered with their applicable professional bodies.

Succession planning is crucial to sustaining our business and our ongoing ability to serve our valued clients. Our experienced employees consistently drive a high work ethic, continuously guiding our equally motivated young future leaders, who will become their successors - for the benefit of our clients.

Sigi Naidoo
Chief operating officer
GladAfrica Group (Pty) Limited
GladAfrica's portfolio of services is rooted in global best practice and honed to provide tailor-made solutions for the local built environment.

Our service offerings are based on our core competencies and designed to meet our clients' needs in both the private and public sectors.
Construction project management

Ensuring stable and durable structures

Project Management for the 2010 FIFA World Cup™ New Cape Town Stadium
## Our business model

### Inputs
1. Qualified, certified, specialised human capital (our people)
2. Knowledge (skills sets and experience)
3. Registered professionals
4. Professional corporate memberships/associations
5. Governance
6. Quality management systems
7. Strategy
8. National infrastructure (offices)
9. Intellectual property
10. Relationships
11. Client-centric solutions
12. Business-intelligent tools

### Business activities
2. Research and development planning
3. Commercialisation
4. Design
5. Quality control
6. Relationship management
7. Operational improvements
8. Feasibility studies reporting

### Outputs
3. Civil engineering
4. Structural engineering
5. Transport engineering
6. Water and sanitation engineering
7. Electrical engineering
8. Rail engineering
9. Mechanical engineering
10. Project management
11. Programme management
12. Development management
13. Construction management
14. Tenant coordination and installations
15. Fixed asset management
16. Facilities management
17. Public–private partnerships

### Outcomes
4. Sustained stakeholder relationships
5. Repeat business
6. Improved quality of communities’ living conditions
7. Job creation
8. Sustainable developments (legacy structures)

### Markets
- **Education**
- **Electrical and energy**
- **Healthcare**
- **Finance**
- **Infrastructure**
- **National, provincial and local government**
- **Property**
- **Transport**
- **Water and sanitation**

Through new solutions, innovation and partnerships, GladAfrica is leading the journey to tomorrow’s built environment.
SANRAL appointment for the construction and monitoring for the resurfacing National Road R49 Section 2 from km 50 To Kopfontein Border Post 51.43 km
Consulting engineering projects

Civil engineering

Framework agreement for civil engineering for Midrand and Pretoria
Detailed design of social housing in the suburbs ofucks

Extension of an existing warehouse, a new concrete hardstand for use as a truck parking area and a new paved parking area in Eagle Freight (Namlig)

Design and construction of mosque

Refurbishment of Tshimba, Far East Rand, Phosago, Tambo Memorial, and Bertha Gxowa Hospital

Design and construction of Waterva Semi Private hospital

Design and construction of Thulisele School

Design and construction of a retail mall, government office, police station and magistrate court including the upgrade of existing infrastructure in Thabane

Extension of Jabulani Dumari Pharmacy

Design and construction of Janica Jun-
ior and Senior School

Design and construction of Mangala Senior Secondary School

Design and construction of Sinolwazi Senior Secondary School

Design and construction of Langeni Senior Primary School

Design and construction of Youngmeni Junior Secondary School

Design and construction supervision of petroleum storage facility for Lenec Terminal

Improvements and maximising of Telkom’s existing training facilities space for employees in both Cape Town and Port Elizabeth

Upgrade of the Waste Water Treatment Plant in Sokoshe

Delville and Germiston Fire Station Social Housing Development

Design and construction of Jencia Junior Secondary School

Design and construction of Mangala Senior Secondary School

Design and construction of Sinolwazi Senior Secondary School

Design and construction of Langeni Secondary School

Design and construction of Lucaswes Junior Secondary School

Upgrading and extension of Tshwane Community Heart Centre

Design and construction of Mangala, Sinolwazi, Lucingweni and Jenca Secondary School

Design and Construction Supervision of Kentron Substation

Refurbish of Bronkhonstspruit Substation

Design and Construction Supervision of Keetnton Substation

Design and Construction Supervision of Soshangwe Substation

Design and construction of Hill University

Upgrading and revitalisation of Pretoria Station Taxi Rank – Dairy Mail Taxi Rank, DI savage Pretoria CBD taxi holding area

Upgrading of a retail mall, government office, police station and magistrate court including the upgrade of existing infrastructure in Tshabane

Upgrading of the Waste-Water Treatment Plant in Soshangwe

Delville and Germiston Fire Station Social Housing Development

Extension of Jabulani Dumari Pharmacy

Accelerated Schools Infrastructure Delivery Initiative (ASIDI)

Design and construction supervision of petroleum storage facility for Lenec Terminal

Upgrading and extension of Tshwane Community Heart Centre

Design and construction of Mangala, Sinolwazi, Langeni, Lucaswes and Jenca Junior Secondary School

Mechanical engineering

Design of wet-services ADOWUA, Student Housing UJ-Doornfontein and Mafikeng

Design and construction of ADOWUA, Student Housing UJ-Doornfontein and Mafikeng

Construction monitoring of Monavoni Substation

Refurbishment of Tembisa, Far East Rand, Phosago, Tambo Memorial, and Bertha Gxowa Hospital

Refurbish of Bronkhorstpruit Substation

Design and Construction Supervision of Kietbon Substation

Design and Construction Supervision of Soshangwe Substation

Design and construction of Hill University

Upgrading and revitalisation of Pretoria Station Taxi Rank – Dairy Mail Taxi Rank, DI savage Pretoria CBD taxi holding area

Upgrading of a retail mall, government office, police station and magistrate court including the upgrade of existing infrastructure in Tshabane

Design and construction supervision of petroleum storage facility for Lenec Terminal

Upgrading and extension of Tshwane Community Heart Centre

Design and construction of Mangala, Sinolwazi, Langeni, Lucaswes and Jenca Junior Secondary School

Design of wet-services ADOWUA, Student Housing UJ-Doornfontein

Design of wet-services ADOWUA, Student Housing UJ-Doornfontein

Design and construction of Hill University
City of Tshwane IRPTN PMU and Technical Advisory Services

Project name
City of Tshwane IRPTN PMU and Technical Advisory Services

Client
City of Tshwane

Responsible business units
GladAfrica Consulting Engineers
GladAfrica Project Managers
GA Environment

Purpose
To provide services for master planning, infrastructure planning, engineering, project preparation, project implementation and project support services for the City’s Key Infrastructure initiatives for a period of 3 years. The establishment of a CoT Programme Management Unit (PMU) provides benefits to the City through advocating and supporting project management functions and co-ordination and management of staff, and activities that will derive the completion of projects with the required time, cost and quality parameters.

Scope
Under this project, the PMU provides project management and technical advisory services to the CoT IRPTN Programme. The PMU is responsible for the following workstream outputs within the Unit: Systems Planning Marketing, Communications, CIS, Stakeholder Engagement, Intelligent Transport Systems (ITS), Infrastructure, Operations, Industry Transition, Business, Finance and Legal.

Project value
R9 billion
Integrated Public Transport Network (IPTN) Development

**Project name**  
IPTN Development of Mangaung Metropolitan Municipality

**Client**  
Mangaung Metropolitan Municipality.

**Purpose**  
Planning, design and implementation of the IPTN plan of Mangaung Metropolitan Municipality.

**Responsible business units**  
GladAfrica Consulting Engineers  
GladAfrica Project Managers  
GA Environment

**Scope**  
Establishment of a project management office which will be responsible for the design and implementation of the IPTN. The IPTN comprises (amongst other modes) the Blue Rapid Transport system (BRT).

The project management configuration is made up of the following work streams:
- Systems planning
- Infrastructure planning
- Business and finance
- Legal and compliance
- Intelligence transport system (ITS)
- Environmental management and compliance
- Project management
- Industry transition
- Marketing and media relations

The ultimate objective of the project is to provide the citizens of Mangaung with a high-quality experience in public transport system.

**Project value**  
R5 billion
Case study 3

Services Stand Programme of the Department of Human Settlements

Project name
Services Stand Programme of the Department of Human Settlements in Ekurhuleni Metropolitan Municipality (EMM)

Client
Development Bank of Southern Africa on behalf of the Ekurhuleni Metropolitan Municipality.

Responsible business units
GladAfrica Consulting Engineers
GladAfrica Project Managers
GA Environment

Purpose
Provision of service stands for social housing development within the Ekurhuleni Metropolitan Municipality.

Scope
Provision of detailed design phase, implementation phase to close out phase for several human settlements in preparation for the Social Housing department in Ekurhuleni Metropolitan Municipality.

Project value
R1.9 billion
Extension and Refurbishment of Temba Community Health Centre

Project name
Proposed Extension and Refurbishment of Temba Community Health Centre

Client
Gauteng Department of Infrastructure Development.

Responsible business units
GladAfrica Consulting Engineers
GladAfrica Project Managers
GA Environment

Purpose
Refurbishment and extensions of Temba Community Health Care to render it a functional and compliant facility as per Department of Health regulations. The upgraded facility needed to comply with the Department of Health’s requirements as a Health Care Facility in the NHI pilot site including other requirements such as infection control and building regulations.

Scope
Provide full professional services from inception to close-out stage for the refurbishment and extension of the existing structure to provide sufficient consulting rooms, including waiting areas, X-ray room, MOU delivery area, dental, and pharmacy.

Project value
R120 million
Case study 5

Resurfacing of National Road R49 Section 2 from km 50 to Kopfontein km 101.43

- **Project name**: Resurfacing of National Road R49 Section 2 from KM 50 to Kopfontein KM 101.43
- **Client**: South African National Roads Agency (SOC) Limited (SANRAL).
- **Responsible business unit**: GladAfrica Consulting Engineers
- **Purpose**: To preserve the clients’ asset by resurfacing the National Road R49 from km50 to km 101.43 thus extending the lifespan of the road.
- **Scope**: Construction monitoring, supervision and quality control for the resurfacing of the National Road. This includes remedial actions such as surface patching, crack sealing, edge breaks, pothole repairs, rut filling and rejuvenation of the existing road surface prior to resurfacing.
- **Project value**: R120 million

Case study 6

Special Maintenance of National Road 2 Section 2 from Gordons Bay to Houw Hoek

- **Project name**: Maintenance N2 Section 2 Houw Hoek
- **Client**: South African National Roads Agency (SOC) Limited (SANRAL).
- **Responsible business unit**: GladAfrica Consulting Engineers
- **Purpose**: Special Maintenance, including light rehab and reseal on National Road 2, Section 2 from Gordon’s Bay T Junction (km 8.618) to Houwhoek (km 38.392).
- **Scope**: Project Assessment, Investigations for Design Development, Design Development which shall include the following phases, Concept Preliminary, Detailed design, Tender Documentation, Clarification Meeting, Tender Period and Tender Evaluation, Administration and Monitoring of the Works Contract, Additional duties, Special Services and Specialist Advice, Quality Control, Works Contract and Close Out.
- **Project value**: R202 million
Case study 7

Upgrading of Internal Roads Northern Areas, Tshwane Metropolitan Municipality

Project name
Civil Engineering Services for Various Projects in Tshwane

Client
City of Tshwane Metropolitan Municipality

Responsible business units
GladAfrica Consulting Engineers
GA Environment

Purpose
Upgrading of gravel roads and provision of storm-water infrastructure. City of Tshwane, through its various departments, initiated a concerted effort to provide basic quality services and infrastructure in under-developed areas.

Scope
Concept viability (preliminary design), design development (detail design), documentation and procurement, contract administration and inspection (supervision) and close-out

Project value
R1.36 billion
Case study 8

The Extension and Refurbishment of Selosesha Waste-Water Treatment Works

Project name
The Extension and Refurbishment of Selosesha Waste-Water Treatment Works

Client
Mangaung Metropolitan Municipality.

Responsible business unit
GladAfrica Consulting Engineers

Purpose
To treat waste water that is going to be generated from the replacement of septic tanks and pit latrines.

Scope
Provision of professional engineering services for the design, documentation and supervision of bulk water and sanitation.

Project value
R180 million

Case study 9

Design and Construction Supervision of Petroleum Storage Facility for Leuven Terminals

Project name
Design and Construction Supervision of Petroleum Storage Facility for Leuven Terminals

Client
Leuven Terminals (Pty) Limited.

Responsible business units
GladAfrica Consulting Engineers
GladAfrica Project Managers
GA Environment

Purpose
The construction of the 40 million litre Leuven Terminals’ refinery and storage facility.

Scope
Construct a strategic storage facility for petroleum products such as diesel, petrol and Jet A-1 fuel. The project included the design and construction of platforms and earthworks to receive the infrastructure for the storage facility.

Project value
R350 million
Design of Sterkwater Waste Treatment Works

**Project name**  
Design of Sterkwater Waste Treatment Works

**Client**  
Mangaung Metropolitan Municipality.

**Responsible business units**  
GladAfrica Consulting Engineers

**Purpose**  
Development and Upgrade of service levels in Sanitation in the South Eastern parts of Bloemfontein requires the expansion and upgrading of the Sterkwater Waste Treatment Works.

**Scope**  
Professional Engineering Services for the design, construction supervision and commissioning of the expansion of the Sterkwater Waste Treatment works with 20 Ml per day, and new sludge dewatering and drying facilities.

**Project value**  
R290 million
GladAfrica Project Managers (Pty) Limited

Project and programme management of the City of Tshwane’ 2010 FIFA World Cup™ special projects.

- Project management
- Programme management
- Development management
- Construction management
- Tenant coordination and installations
- Fixed asset management
- Facilities management
- Advisory services
Project management projects

Project management

Project Management Office
Establishment and Operation for the City of Tshwane
Status Quo Project Assessment for CoT

SDBP Capital Adjustment for CoT
City of Tshwane-To3 (IPTN) (BRIT)
Development of Lakeside Office Park
Stellenbosch University Biomedical Research Facility project on Stellenbosch University Campus
PIC Upgrading of Garankuwa City Mall
Project management for the upgrading of Makaula, Heels, Leilo and Makumbe High Schools
Conversion of the Stellenbosch University Werner Hofmeister Student Residence
University of Cape Town Breakwater Lodge Hotell Refurbishment & Modernisation
University of the Western Cape Computational Sciences Complex Redevelopment
GDID Rockleyp Primary School
ASDI Schools Programme: New PT Sanders Intermediate School and New Heile Primary School
Major rehabilitation of Venterpark, Thuislaan, Cape Town Primary Schools and Dominican Elsen School
CUT New Teachers’ Training Centre, 246-bed Student Residence, BHP Billiton Engineering Building Expansion, Bloemfontein FCI, Health Laboratories, Building and Bloemfontein FCI Disability Building
University of Cape Town Medical Museum
University of Cape Town Clinical Neurosciences Centre
University of the Western Cape Sport Centre Modernisation and Expansion
University of the Western Cape Computational Sciences Centre Redevelopment
Development of the New University of Matsimela, Hwiti, Leolo and Mokomene
Demolition and renovation of Venterspost, Heide Primary School
ASIDI Schools’ Programme: New PT GDID Roodekop Primary School
Conversion of the Stellenbosch University Werner Hofmeister Student Residence
University of Cape Town Breakwater Lodge Hotell Refurbishment & Modernisation
University of the Western Cape Computational Sciences Complex Redevelopment
GDID Rockleyp Primary School
ASDI Schools Programme: New PT Sanders Intermediate School and New Heile Primary School
Major rehabilitation of Venterpark, Thuislaan, Cape Town Primary Schools and Dominican Elsen School
CUT New Teachers’ Training Centre, 246-bed Student Residence, BHP Billiton Engineering Building Expansion, Bloemfontein FCI, Health Laboratories, Building and Bloemfontein FCI Disability Building
University of Cape Town Medical Museum
University of Cape Town Clinical Neurosciences Centre
University of the Western Cape Sport Centre Modernisation and Expansion
University of the Western Cape Computational Sciences Centre Redevelopment
Development of the New University of Matsimela, Hwiti, Leolo and Mokomene
Demolition and renovation of Venterspost, Heide Primary School
ASIDI Schools’ Programme: New PT GDID Roodekop Primary School

DBSA City Deep Node Feasibility Study
DBSA City Deep Node Feasibility Study
MTN Tygerberg Switch Upgrade
MTN Warehouse refurbishment
Netcare Medcross Sub-Acute Care Facility Richards Bay
MyCITI Integrated Rapid Transit System Phase 1a
Extended public works programme for CAPEX
Project management of the municipal intervention of various municipalities in the Free State
Elden District Municipality Municipal Road Safety Portfolio Analysis and Optimisation
Elden District Municipality Neighbourhood Development Programme Grant (NDPG) Project Identification and Packaging
Cape Metropole Waste Depot Realignment Programme
The Paul Kruger Street/Lavender Road Bridge interaction
Upgrading of Maundu Street (Phase 1 and 2)
Upgrading of Bultkant Street (Phase 1)
Hout Bay one-way system (part of Hout Bay Precinct road infrastructure upgrade for Lotus Versuswold Stadium)
Upgrade of Duncan/Goodron Street
Upgrading of Pretorius Street
Upgrading of Schoeman Street
Upgrading of Charles Street
Construction of Route 997 to Wonderboom Airport, Gauteng
Refurbishment of lift Fundu in Thohoyandou Limpopo
Refurbishment of lift in Bloemfontein
Development of the New Cape Town Stadium for the 2010 FIFA Soccer World Cup
Upgrading of Royal Bafokeng Stadium
Refurbishment and Modernisation of the Kroyno Loerie Park Sports Stadium
Deville and Germiston Fire Station Social Housing Development
JDA New Cosmo City Fire Station
Cape Metropole Waste Depot Realignment Project
Bus Rapid Transport (BRT) programme development - Buffalo City Local Municipality
Bus Rapid Transport (BRT) programme development - Buffalo City Local Municipality
DBSA Polokwane Local Municipality Pre-Feasibility Studies for 11 Proposed Catalytic Projects
DBSA Polokwane Local Municipality Pre-Feasibility Studies for 11 Proposed Catalytic Projects
DBSA Polokwane Local Municipality Pre-Feasibility Studies for 11 Proposed Catalytic Projects
DBSA Polokwane Local Municipality Pre-Feasibility Studies for 11 Proposed Catalytic Projects
DBSA Polokwane Local Municipality Pre-Feasibility Studies for 11 Proposed Catalytic Projects

DBSA City Deep Node Feasibility Study
DBSA City Deep Node Feasibility Study
MTN Tygerberg Switch Upgrade
MTN Warehouse refurbishment
Netcare Medcross Sub-Acute Care Facility Richards Bay
MyCITI Integrated Rapid Transit System Phase 1a
Extended public works programme for CAPEX
Project management of the municipal intervention of various municipalities in the Free State
Elden District Municipality Municipal Road Safety Portfolio Analysis and Optimisation
Elden District Municipality Neighbourhood Development Programme Grant (NDPG) Project Identification and Packaging
Cape Metropole Waste Depot Realignment Programme
The Paul Kruger Street/Lavender Road Bridge interaction
Upgrading of Maundu Street (Phase 1 and 2)
Upgrading of Bultkant Street (Phase 1)
Hout Bay one-way system (part of Hout Bay Precinct road infrastructure upgrade for Lotus Versuswold Stadium)
Upgrade of Duncan/Goodron Street
Upgrading of Pretorius Street
Upgrading of Schoeman Street
Upgrading of Charles Street
Construction of Route 997 to Wonderboom Airport, Gauteng
Refurbishment of lift Fundu in Thohoyandou Limpopo
Refurbishment of lift in Bloemfontein
Development of the New Cape Town Stadium for the 2010 FIFA Soccer World Cup
Upgrading of Royal Bafokeng Stadium
Refurbishment and Modernisation of the Kroyno Loerie Park Sports Stadium
Deville and Germiston Fire Station Social Housing Development
JDA New Cosmo City Fire Station
Cape Metropole Waste Depot Realignment Project
Bus Rapid Transport (BRT) programme development - Buffalo City Local Municipality
Bus Rapid Transport (BRT) programme development - Buffalo City Local Municipality
DBSA Polokwane Local Municipality Pre-Feasibility Studies for 11 Proposed Catalytic Projects
DBSA Polokwane Local Municipality Pre-Feasibility Studies for 11 Proposed Catalytic Projects
DBSA Polokwane Local Municipality Pre-Feasibility Studies for 11 Proposed Catalytic Projects
DBSA Polokwane Local Municipality Pre-Feasibility Studies for 11 Proposed Catalytic Projects
DBSA Polokwane Local Municipality Pre-Feasibility Studies for 11 Proposed Catalytic Projects

PIE Kingsley Mixed-Use Centre Refurbishment
PIE Truchthrough Centre Refurbishment
Virgin Active Sandton Refurbishment
Refurbishment and Extensions of 12 Waste Depots for the City of Cape Town
Refurbishment and Expansion of an Existing Heritage-classified Building
New Office Block and Laboratories for SABS Rosebank
Development of the New FNB Selby Cape Centre
Development of the New NB Shopping Centre
Development of the New NB Office Park Bloemfontein
Dyson Building Proposed Demolition of the Rail Operating Subsidy Function from Melrose to the City of Cape Town
ABSA Barclays Meat Market Park Retail Branch and Office Refurbishment
ABSA Barclays Maimbani Branch Relocation
FNB Contact Centre 5 Green Star Rated
FNB Fairoards Office Maintenance Upgrade Works
ABSA Barclays Newton Park Retail Branch Modernisation
ABSA Barclays Outwybra Modernisation
SABS West Coast Regional Office Realignment
Cape Town Station Revitalisation: Refurbishment and Expansion of the Existing Cape Town Rail Station and Surrounding Precincts
Upgrading of the Tloklo DRR building for Telkom Facilities Management Company
Upgrading of the Tloklo DRR building growth (national key point) for Telkom Facilities Management Company
Development of the Botshabola Retail Mall
Tyger Valley Shopping Centre Modernisation and Expansion
Development of the Manguang Retail Mall
GDID Rockleyp Primary School
GDID Woza Mandela Store
Ekurhuleni Metropolitan Municipality National Department of Transport’s Realignment Programme (Statutory Rights Acquisition)
City of Tshwane T0306 Rietgat
City of Tshwane Town planning for Hammanskraal 1132
City of Tshwane Town planning for Tshwane and Lesakwane
City of Tshwane Town planning for Hammanskraal 1132
Department of Public Works Free State Design and Construction of a Special School and Hostel
Quality Management Field Work for the City of Tshwane
Properties Subdivision & Rezoning in Claremont
Township Establishment in Hammanskraal, Pienaarspoort, Rietgat, Delville, Greyville and Leaunakal
Klerksoom Industrial Site Roads and Storm water
Pretoria CBD Taxi Holding areas

City of Tshwane Refurbishment Lotus Gardens Secondary Substation
City of Tshwane 103 & 104 Roads & Storm water
Elanga 105 Roads & Storm water
Mahube Valley Storm water
Flooding Backlog Kudube Unit 9 Roads & Storm water
Baviaansport WWWT: Sludge facility, new 40 M/day BNR module
Brikkonhorstbaai WWP refurbishment
Doornkloof Reserve 15M
Grading of mutation at Roosval Waste Water Treatment Works
Upgrading of bulk water supply to Iscor Heights Low Level (LL) and Heights High Level (HL) reservoirs
Klipfont Hospital IMS Reserver
Mhobeni 132/TKV Substation
Kenbrot 132/TKV Substation

Programme management

Programme management of Capital Programme for the City of Tshwane
Mangaung Metropolitan Municipality Integrated Public Transport Network (IP) Programme
Implementation to the Rustenburg Rapid Transit System
Ekurhuleni Metropolitan Municipality Clean Cities Programme
Development of the New N8 Shopping Centre
Development of the New N8 Shopping Centre (Statutory Rights Acquisition)
Development of the New N8 Shopping Centre
Development (Statutory Rights Acquisition)
Construction of the New Northern Service Road at the Cape Town International Airport
Woolworths Promenade Mall Store Modernisation
Woolworths Eco Boulevard Store Modernisation
Woolworths Zambesi Store Modernisation
Woolworths Paardekloof Centre Store Modernisation
Woolworths Carieval City Store Modernisation
Woolworths Hermanus Store Modernisation

Construction management

Construction of four new buildings at the University of Venda
Construction of two New Large Docking Aprons at the Cape Town International Airport
Construction of five Remote Narrow Body Docking Aprons at the Cape Town International Airport
Construction of the New Northern Service Road at the Cape Town International Airport
Woolworths Promenade Mall Store Modernisation
Woolworths Eco Boulevard Store Modernisation
Woolworths Zambesi Store Modernisation
Woolworths Paardekloof Centre Store Modernisation
Woolworths Carieval City Store Modernisation
Woolworths Hermanus Store Modernisation

Development management

Construction of four new buildings at the University of Venda
Construction of two New Large Docking Aprons at the Cape Town International Airport
Construction of five Remote Narrow Body Docking Aprons at the Cape Town International Airport
Construction of the New Northern Service Road at the Cape Town International Airport
Woolworths Promenade Mall Store Modernisation
Woolworths Eco Boulevard Store Modernisation
Woolworths Zambesi Store Modernisation
Woolworths Paardekloof Centre Store Modernisation
Woolworths Carieval City Store Modernisation
Woolworths Hermanus Store Modernisation
Case study 1

Development of the University of Mpumalanga

**Project name**
Development of the University of Mpumalanga

**Client**
DHET New Universities Project Management Team.

**Responsible business unit**
GladAfrica Project Managers

**Purpose**
The development of academic and supporting infrastructure, student residential accommodation, site infrastructure and bulk infrastructure. This includes:
- 6 Blocks of Student Residential Accommodation
- New Academic Offices
- New Library
- New Teaching Auditorium
- New ICT Laboratories and Security Centre
- Further Student Residences
- Health & Wellness and Sports Centre
- Site Infrastructure (roads, water, sewer, electrical)
- Bulk Infrastructure (roads, water, sewer, electrical)

**Scope**
The university is being developed over various phases between 2014 and 2024, and consists of three primary campuses, with a satellite campus. The scope includes planning, design and construction of a multi-phased, multi-campus new university located in Nelspruit, Mpumalanga to create the new University of Mpumalanga.

**Project value**
R5.4 billion
Case study 2

Biomedical Research Facility project on Stellenbosch University Tygerberg Campus

Project name
Project Management & Principal Agent Services for Biomedical Research Facility project on Stellenbosch University Tygerberg Campus

Client
Stellenbosch University

Responsible business unit
GladAfrica Project Managers

Purpose
New Biomedical Research Facility building including upgrading existing FISAN building and associated infrastructure upgrades.

Scope
The BMRF project involves upgrading / re-planning of the existing Fisan Building, building an adjacent new research facility and atrium to link the refurbished and new buildings, and ultimately form one new building end product. The facilities will house all existing Biomedical Sciences departments as well as all research laboratories, semi-private and private research units and companies to support the academic building on Tygerberg Campus. The refurbished existing Fisan Building with some additions will be approximately 17 367 m² consisting of 5 levels above ground and a basement (Level 0). The new proposed adjacent building (new build) connected to existing Fisan building will be approximately 13 938 m² consisting of 4 levels above ground and a basement (Level 0).

Project value
R985 million
Case study 3

Accelerated Schools’ Infrastructure Delivery Initiative (ASIDI)

Project name
Accelerated Schools’ Infrastructure Delivery Initiative (ASIDI)

Client
Development Bank of Southern Africa (DBSA).

Responsible business units
GladAfrica Project Managers
 GA Environment

Purpose
Replacing 50 schools in the Eastern Cape that are constructed with inappropriate materials, e.g., mud schools with new schools that meet the Department of Basic Education’s specified levels of functionality. Includes the relevant environmental aspects of the project.

Scope
Professional service provider of detailed planning, procurement support, and construction monitoring for the construction of five schools in the Eastern Cape Province:
- Jenca Junior Secondary School,
- Mangala Senior Secondary School,
- Sinolwazi Senior Secondary School,
- Langeni Senior Primary School; and

Project value
R198 million

Case study 4

Development of Medicross Facility Richard’s Bay

Project name
Development of Medicross Facility Richard’s Bay

Client
Netcare Limited.

Responsible business unit
GladAfrica Project Managers

Purpose
Project facilitation and coordination role for various refurbishments, alternations and additions to numerous hospitals in the KwaZulu-Natal regional portfolio

Scope
The scope of works encompassed within the programme includes:
- general expansion,
- ward and high-care expansion,
- general upgrade,
- ward upgrade,
- new laboratories,
- new MRI units,
- catering (kitchen) facilities,
- new hospital wings and private practitioner suites.

Projects undertaken to date as part of the programme include:
- St Anne’s Hospital (Pietermaritzburg) Expansion (Phase 1)
- St Anne’s Hospital (Pietermaritzburg) Expansion (Phase 2)
- Margate Hospital (Margate) Expansion.

Project value
R277 million
MyCiTi Integrated Rapid Transit System Phase 1A

**Project name**
MyCiTi Integrated Rapid Transit System Phase 1A

**Client**
City of Cape Town.

**Responsible business unit**
GladAfrica Project Managers

**Purpose**
Planning, design and implementation of the first phase of a multi-phased bus rapid transit system to service the Cape Metropole.

**Scope**
Provision of project and programme management services for the planning, design and implementation of the first phase of the MyCiTi IRT system. This corridor faces some of the worst peak-period congestion levels, especially to the south and east of the bridges over the Diep River. The project ultimately aims to provide a fully integrated, safe and efficient public transport system to service all individuals within the Cape Metropole.

The work streams managed by the project and programme management team included:
- Systems planning
- Infrastructure planning, design and implementation (roadways, stations, control centres, depots, staging yards)
- Business planning
- Vehicle procurement
- Business contracts (control centres, automated fare collection, vehicle procurement and station management)
- Industry transition
- Public relations and media
- Budgeting and cost management
- Funding applications (PTIG and PTNOG).

**Project value**
R4.6 billion
Case study 6

**Cape Town Rail Precinct Station Complex and Precinct Revitalisation**

**Project name**
Cape Town Rail Precinct Station Complex and Precinct Revitalisation

**Client**
Passenger Rail Agency of South Africa.

**Responsible business unit**
GladAfrica Project Managers

**Purpose**
The long-awaited upgrading and refurbishment of Cape Town’s Central Station, underwent extensive upgrading and re-modeling of the station precinct. The Cape Town Station Revitalisation project is a multi-phased upgrade of the facilities at Cape Town Station. The initial phase involves alterations and additions to various commercial buildings, retail facilities and operational facilities at the station complex. The subsequent phases investigate the long-term development and expansion, the primary transport exchange hub of the city of Cape Town. GladAfrica was appointed in a Joint Venture to head a multi-disciplinary team of professionals on this project.

**Scope**
Planning, design and construction of the refurbishment, modernisation and expansion of the Cape Town Rail Station and surrounding precinct.

**Project value**
R350 million

---

Case study 7

**Tyger Valley Shopping Centre**

**Project name**
Tyger Valley Shopping Centre

**Client**
Pareto Limited and Metropolitan Property Services.

**Responsible business unit**
GladAfrica Project Managers

**Purpose**
The full upgrade and expansion of an 88 000m² super-regional shopping centre located in the Northern Suburbs of Cape Town. The project included the rejuvenation of all shop fronts, redesign and reconfiguration of the entertainment centre and food court, provision of a new concert-quality entertainment and PA system, modernisation of all interior aesthetics (ceilings, tiling, lighting, balustrades, ornamentals, etc), full upgrade to current NBR (including SANS 10400XA) regulations in terms of electrical, fire, mechanical, HVAC and wet services infrastructure, and provision of a new state-of-the-art Building Management System.

**Scope**
Planning, design and implementation of the full refurbishment, reconfiguration, modernisation and expansion of the Tyger Valley Super Regional Shopping Centre.

**Project value**
R500 million
Case study 8

Development of the Botshabelo Retail Mall

**Project name**
Development of the Botshabelo Retail Mall

**Client**
STANLIB Direct Property Investments.

**Responsible business unit**
GladAfrica Project Managers

**Purpose**
Building a mall in the Botshabelo township with the aim of stimulating the local economy and allowing convenient access to shopping facilities within the region.

**Scope**
Botshabelo Mall Development is a regional mall with just over 21,000 m² of gross leasable area (GLA), approximately 800 parking bays, and a taxi rank. The mall will house around 70 tenants (80% national), anchored by some of the big national retailers such as Pick n Pay, Woolworths and Shoprite together with national clothing and furniture shops and restaurants.

**Project value**
R320 million
Case study 9

**FNB 5 Star Green Contact Centre**

**Project name**  
FNB 5 Star Green Contact Centre

**Client**  
FirstRand Bank Limited / Eris Property Group (Developer).

**Responsible business unit**  
GladAfrica Project Managers

**Purpose**  
Planning, design and construction of 5 Star Green (Design and As-built) Contact Centre in Randburg, Gauteng.

**Scope**  
As part of an ongoing commitment, and desire to continually improve and reduce environmental impact, minimisation of its corporate and retail real estate, FirstRand Bank Limited initiated a process of “greening” existing real-estate holdings, as well as seeking to achieve Green Star rating and certification of a number of new key corporate real estate developments.

As a means of accommodating aggressive expansion and increased market share take-up, FirstRand Bank has seen fit to provide additional capacity in terms of its call centre support facilities to accommodate an ever-increasing clientele base. This project entails the development of a new, large-scale 5 Green Star-rated Contact Centre in Randburg, Gauteng, that will serve FirstRand’s existing client base, as well as a growing base throughout South Africa.

The facility comprises:

- 13 900m² of basement parking over two levels
- 10 900m² of operational contact centre space (including offices) over 2 No. levels
- Extensive backbone data and cabling
- Onsite waste digestion and conversion
- Complex uninterruptible power supply and data protection systems
- Cafeteria facilities
- Extensive external hard and soft landscaping.

Appointment as Project Manager and Principal Agent for the project.

**Project value**  
R250 million
Case study 10

Construction of the New Cape Town Stadium

**Project name**
Construction of the New Cape Town Stadium

**Client**
City of Cape Town.

**Responsible business unit**
GladAfrica Project Managers

**Purpose**
Provision of project management services for the construction of a new 55,000-seater multi-purpose stadium completed in time to host the 2010 FIFA World Cup. The stadium was specifically designed as a multi-purpose facility in order to maximise revenue-generation through a long-term legacy.

The stadium comprises of the following notable provisions:

- 50,000+ general seats over 3 tiers
- 68 VIP hospitality suites providing an additional 4700+ seats
- 360m, 200W floodlights
- 172 internal parking bays
- 13 335m² pitch area

**Scope**
Planning, design and construction of the New Cape Town Stadium for the 2010 FIFA World Cup.

**Project value**
R4.5 billion

Case study 11

Infrastructure Upgrade of Cape Town Airport

**Project name**
Cape Town Airport

**Client**
Airports Company South Africa (ACSA).

**Responsible business unit**
GladAfrica Project Managers

**Purpose**
In preparation for the increased passenger volumes associated with the 2010 FIFA Soccer World Cup, ACSA initiated a national infrastructure upgrade programme to airside and landside infrastructure. As part of this programme, upgrades to infrastructure elements were undertaken for both landside (terminals, parkades and support facilities) and airside (runways, docking aprons, service roads, fuel lines, etc) infrastructure elements.

**Purpose**
Provision of 2 x new large aprons, five x remote narrow-body aprons and a new major service road. A primary goal of ours was to ensure integration and accommodation of a new A380 aircraft at the Cape Town International Airport from other international airports.

**Project value**
R813 million
As a company with a large South African footprint, GladAfrica’s growth strategy is built on the development and maintenance of long-standing relationships with our business partners and clients in various parts of the country. Our built-environment services provide our clients with bespoke solutions, making us their partner of choice.

GladAfrica has a demonstrable track record of delivery. We have worked with clients such as:
GladAfrica has partnered with a select group of companies to contribute to the country’s economic growth and to assist in combating the rise of unemployment in South Africa.

Many organisations own within their structures a tool that can effect change, this tool is known as Enterprise Development.

GladAfrica’s Enterprise Development model focuses on developing and delivering a clear, integrated development strategy for the small business sector with the direct benefit of growing and developing the economy and maximising job creation opportunities and sustainable economic growth.

For more information, please email creditors@gladafrica.com.
GladAfrica Foundation

Undertaking strategic projects that contribute to socio-cultural development.

Socio-cultural development & changing lives
GladAfrica Foundation

The GladAfrica Foundation Trust (the Foundation) is a non-profit organisation that was founded by GladAfrica as a means of contributing to nation-building and changing lives.

The Foundation’s main objective is to undertake strategic projects that contribute to socio-economic development. The vision of the Foundation is to be a credible game-changer in eradicating poverty through education and community upliftment. The Foundation is managed by a board of trustees and the nominated representatives of the Foundation committee. This committee directs and guides the Foundation’s corporate governance and decisions about operational and strategic priorities.

The Foundation’s core focus is on:
• education;
• career development;
• social development; and
• health and research.

The Foundation seeks and encourages innovative, differentiated approaches to creating environments that empower communities and to sustainably transforming the livelihoods of those living in poverty.

The Foundation’s education and career development projects aim to empower people to become gainfully employed, resulting in changed lives and broader socio-economic upliftment.

The social development focus of the Foundation involves identifying innovative projects that address community challenges in a sustainable manner by empowering individuals to contribute to their communities.

The participation of the Foundation in health and research ultimately aims to increase community understanding and acceptance of stigmatised illnesses, and assist individuals living with illness.

For more information go to www.gladafricafoundation.com.

Denver High School Matriculants’ Motivational Talk
We hosted a motivational talk together with the team from GladAfrica Group (Pty) Ltd (“GladAfrica”) as keynote speakers. The speakers were selected from the different fields within GladAfrica. The purpose was to inspire and share with them real-life stories of courage, perseverance and focus.

To know that they, too, are capable of being a professional, leader or an entrepreneur and not limited in which-ever field in which they desire to work.

To know that their circumstances are not permanent nor do they define their tomorrow. GladAfrica’s life-changing story is that: nothing is impossible if you believe and what better way to draw inspiration from the real stories of ordinary people making extra-ordinary success and positive impact in our society.

Blanket Drive
The blanket drive occurs annually to benefit the elderly community at various old age homes. The foundation with the support of GladAfrica Group employees donates blankets, night gowns, slippers, socks and hampers.

During this time food parcels are also distributed at across the special centers.

Thlaloganyo Primary School
The Foundation identified the Thlaloganyo Primary School in Hammanskraal as the outskirts of Pretoria as one with major challenges, including poor infrastructure and unacceptable class room conditions. These included, among others, broken chairs and desks.

We visited the school on 20 June 2014 and donated tables and chairs for the classrooms to significantly improve the learning environment of about 260 students.

Nelson Mandela International day
Stop Hunger Now SA, hosted an event at the Sandton Convention Center to pack 4520 meals to be distributed to destitute children in the country for a year.

The enthusiasm and appreciation from the Grade 6 pupils in response to our messages of HOPE for the future, and their dreams that they shared with us, were indeed heart-warming and reason to believe that tomorrow’s generation will show the same passion and commitment to improve the future for all as we saw at the school.

J.S. Mpanza
During our follow-up visit in April 2014, our donation consisted of soccer and netball kits for the under 13s and under 10s who participate in the school’s up-and-coming sports teams. Their commitment, dedication and passion to excel in sports spurred their desire to be the best, despite the challenges of a not conducive environment.

We also distributed 550 lunch boxes, which ensured that every school child has a container for the food they receive at the school through the government’s feeding scheme programme.

The Foundation with the support of GladAfrica Group employees donates blankets, night gowns, slippers, socks and hampers.

Thlaloganyo Primary School
The Foundation identified the Thlaloganyo Primary School in Hammanskraal as the outskirts of Pretoria as one with major challenges, including poor infrastructure and unacceptable classroom conditions. These included, among others, broken chairs and desks.

We visited the school on 20 June 2014 and donated tables and chairs for the classrooms to significantly improve the learning environment of about 260 students.

Nelson Mandela International day
Stop Hunger Now SA, hosted an event at the Sandton Convention Center to pack 4520 meals to be distributed to destitute children in the country for a year.

The enthusiasm and appreciation from the Grade 6 pupils in response to our messages of HOPE for the future, and their dreams that they shared with us, were indeed heart-warming and reason to believe that tomorrow’s generation will show the same passion and commitment to improve the future for all as we saw at the school.

J.S. Mpanza
During our follow-up visit in April 2014, our donation consisted of soccer and netball kits for the under 13s and under 10s who participate in the school’s up-and-coming sports teams. Their commitment, dedication and passion to excel in sports spurred their desire to be the best, despite the challenges of a not conducive environment.

We also distributed 550 lunch boxes, which ensured that every school child has a container for the food they receive at the school through the government’s feeding scheme programme.

The Foundation with the support of GladAfrica Group employees donates blankets, night gowns, slippers, socks and hampers.

Thlaloganyo Primary School
The Foundation identified the Thlaloganyo Primary School in Hammanskraal as the outskirts of Pretoria as one with major challenges, including poor infrastructure and unacceptable classroom conditions. These included, among others, broken chairs and desks.

We visited the school on 20 June 2014 and donated tables and chairs for the classrooms to significantly improve the learning environment of about 260 students.

Nelson Mandela International day
Stop Hunger Now SA, hosted an event at the Sandton Convention Center to pack 4520 meals to be distributed to destitute children in the country for a year.

The enthusiasm and appreciation from the Grade 6 pupils in response to our messages of HOPE for the future, and their dreams that they shared with us, were indeed heart-warming and reason to believe that tomorrow’s generation will show the same passion and commitment to improve the future for all as we saw at the school.
Working for GladAfrica

Siyabonga Zwane
Civil engineering technologist

Qualifications: Siyabonga received a national diploma in civil engineering in 2012 from the University of Johannesburg and completed his BTech degree in water engineering while working at GladAfrica Holdings. In addition, Siyabonga has completed courses in civil 3D essentials and urban stormwater drainage.

Experience: While working at GladAfrica, Siyabonga has gained experience in many aspects of his field, including detailing, developing and managing design and drawing production processes.

What made you decide to study civil engineering?
A: Growing up in KwaZulu-Natal, I saw what a difference infrastructure could make to a rural community. Placing a bridge where there wasn’t one or simply upgrading a road can make people’s daily lives so much easier, and suddenly their minds are opened to opportunities they never even thought possible. This inspired me to study civil engineering. I wanted to be a person who could assist in producing positive change in communities and now, working at GladAfrica, I get to be part of a whole team of people with this same passion.

What have been some of the highlights of your time at GladAfrica so far?
A: One highlight for me has been completing my studies. I completed my civil engineering degree while working here at GladAfrica and found the corporate culture to be incredibly supportive. I’m given opportunities to use what I’ve learnt and I’m challenged by my more experienced colleagues to grow this knowledge on a regular basis.

What is one of your favourite things about your work?
A: I love that I am able to offer practical solutions to people’s problems. My job allows me to be involved from the initial problem-solving stage right to the finished product. I get to see concrete evidence of the difference we are making to South Africa.

Working in this dynamic environment is a daily highlight. Another highlight for me is the way we work as a team. The GladAfrica environment is very collaborative. We work together and push one another forward, which allows us to provide the best solutions for our clients. We are constantly progressing as individuals and as an organisation, and that’s exciting. I feel as though there are endless possibilities for learning and professional growth, and that motivates me to continually drive myself to become more and offer more.

Monica Dlamini-Mashile
Executive: Marketing

Qualifications: Monica has a three-year national diploma in Business Administration & Management and a BCom in Marketing.

Experience: Monica essentially began her Marketing journey at GladAfrica in 2008. Fresh from the Banking industry, she joined the Finance team as a Financial Administrator before she was roped in to assume the Business Development and Marketing roles. At the time the company had less than 10 employees. Monica has overseen two major branding exercises for the organization. As the first ever Marketing Manager for GladAfrica, it came as no surprise when the hard worker was promoted to Marketing Executive nine years later.

You’ve been exposed to a number of environments within the company, what’s been your greatest highlight?
A: I have been very fortunate to have grown with the company at a time when it was going through significant and rapid changes itself. I was particularly excited to have been given the opportunity to start the Marketing division, which wasn’t always easy. The positive though is that we were always working off a blank canvass, which meant that we were crafting our own brand story and embedding unique thoughts and strategies. As an employee of GladAfrica, I am also privileged to be exposed to great leaders who are not only visionary but are exemplary and great motivators too.

What is your secret to success?
A: GladAfrica affords its employees a conducive environment for growth and development. Anyone who has the passion, fortitude and drive has a great opportunity to succeed and thrive at GladAfrica Group. I understand what the performance expectations are and I try to live by those expectations to not only meet target but to excel.

How do you ensure relevance in your career?
A: We work in a very competitive environment and so remaining relevant is important to me and so our aim is always to ensure that we are coming up with creative, innovative and sustainable solutions. It’s also important that as employees we ensure that we align our deliverables with company objectives in order for us to execute at the highest level.

Nurturing the talent and teamwork that drive delivery and quality outputs
Contact details

Midrand head office.