



Year in Review

South Africa | 2025



Contents

01	SJ Group & SMEC	About Us	03	05	Digital by Default	Building a Connected, Data-Driven Future	31
		Our Business Lines	06			Connecting Globally, Delivering Locally	31
02	Leadership	Message from Our Chairman	09	06	People & Culture	Digital Delivery in Practice	32
		Message from Our CEO	10			People Are at the Heart of Everything We Do	35
03	Project Highlights	Engineering a Landmark Sky Circle for the City of Cape Town	13			07	Community & Social Impact
		South Africa's Next Mega Bridge Takes Shape	14	Partnering with Change-Makers in Our Communities	42		
		Designing a Modular, Future-Proofed Wastewater Facility at Coega SEZ	15		Community Impact Led by Our People	43	
		Geotechnical Precision for Greater Riyadh Metro Project	16	08	Awards & Recognition	Our Recent Achievements (2024 & 2025)	48
		Data-Driven Planning for Smarter Border Crossings	17				
		Transforming Connectivity in Lesotho's Highlands	18				
		Inside Mangaung's War on Leaks Programme	19				
		Designing for Function, Durability and Community Value	20				
		04	Regenerative Futures	Catalysing the Transition to a Regenerative Future	23		
Embedding Sustainability in Practice	24						
Building Resilience and Regenerative Value	24						
Regenerative Futures Project	25						
Leveraging Global Expertise for Local Impact	27						
Turning Commitment into Action	27						
		SJ Sustainability Week 2025	28				



01

SJ Group & SMEC

Pictured Left:
SJ Campus, Singapore

For 75 years, SMEC has built a reputation as a trusted partner on major Transport, Water, Energy and Urban projects around the world.

Our design leaders and specialist teams draw on deep expertise and experience delivering projects across a range of diverse environments, from some of the world's most remote locations to some of the densest urban surroundings.

6,400+ SMEC employees | **40+** countries | **100+** nationalities



Real impact, made together

As a member of the SJ Group, SMEC is part of a family of specialists.

Owned by global investment company Temasek, SJ has assembled a unique portfolio of member companies with specific skills to address the challenges of the modern world. Working together, we are pioneering smart and sustainable solutions, at every scale, to build and create a regenerative future.



Total security solutions from design and development to management solutions and safety management.



Global environmental design advisors, embedding sustainability into the world's most ambitious projects.



A multi-sector design practice, specialising in large scale buildings and environments.



Luxury hospitality designers, delivering world class concepts that transform the guest experience.



Civil and structural engineers synonymous with innovation and creative solutions for the built environment.



Security consulting, with deep expertise in structural engineering, fire and blast protection.



Civil and construction engineering specialists working on complex projects at scale.



A full-service architecture and master planning practice creating major transport, aviation, health, and mixed-use precincts.



Major infrastructure engineers working on critical transport, energy, and water projects globally.



Specialist consulting in architecture, engineering, and smart city solutions.



Our Business Lines

Infrastructure + Energy

Our specialist teams draw on deep expertise and systems thinking to deliver integrated engineering solutions that help connect, move and power people and communities.

Sectors

Transport
Water & Environment
Energy

Integrated Solutions

Our best-in-class solutions are seamlessly delivered through our proprietary suite of integrated solutions and applications.

Sectors

Facilities Management & Asset Management
Digital Technology Services
Security
Mission Critical Facilities
Defence

Buildings + Cities

We shape urban fabric through bold, human-centric and regenerative design that positively impacts communities, cities and the world.

Sectors

Urban Development + Residential
Transport
Mixed-Use & Commercial
Healthcare & Institutional
Industrial

02

Leadership

Pictured Right:
The Award-Winning Ha Mpiti to Sehlabathebe Road Upgrade, Lesotho



A Message from Our Chairman

Makhup Nyama

2025 marked a year in which the Board remained focused on sound governance, disciplined oversight and long-term value creation for our stakeholders. Our role centred on ensuring that SMEC South Africa remains strategically aligned with the SJ Group while responding to an evolving operating environment and maintaining a commitment to responsible leadership. This has taken place against a national backdrop that is slowly showing signs of improvement, both economically and within the broader infrastructure environment.

The country stands to benefit from the G20 economic opportunities outcome, which could translate into future business prospects. While GDP growth has remained sluggish, constrained by weak investment, it is encouraging to see unemployment gradually declining to 31.9% in Q3 from 33.2% in Q2, supported by 248 000 net new jobs. South Africa also continued to run a trade surplus in Q3 – positive indicators that give us measured hope for a better future.

Throughout the year, we prioritised strengthening governance processes and reinforcing risk management disciplines. The Board continued to oversee strategic investments, review operational resilience and support the maturity of key systems that enable the organisation's future readiness, including closer alignment with global frameworks that promote consistency, accountability and good corporate citizenship across the business.

Importantly, as part of this broader governance and risk posture, members of our top executive management team have taken on roles and responsibilities outside South Africa, and we have seen SMEC South Africa progressively derisking its business through increased participation in global opportunities. This has addressed previous shareholder concerns about the business's heavy reliance on domestic government work and has created both derisking and meaningful growth opportunities for the business and its staff.

This internal strengthening took place within an external environment that continues to influence the organisation's strategic priorities. South Africa's infrastructure landscape in 2025 reflected both encouraging momentum and structural challenges. Government demonstrated strong commitment to infrastructure delivery, allocating over R1 trillion over three years and signalling clear intent to drive economic recovery, job creation and service



improvement. Reforms to promote private sector involvement and innovative financing models point to a forward-looking approach, while targeted investments in port expansions, rail upgrades and energy transmission aim to address long-standing bottlenecks that limit national competitiveness. These sector-specific commitments have translated into increased activity for SMEC in these areas, reinforcing the relevance of our technical capability and multi-disciplinary expertise.

At the same time, progress is being tempered by institutional and governance constraints that continue to impact delivery timelines. Capacity limitations, regulatory complexity and uneven project readiness remain barriers to translating investment commitments into large-scale infrastructure outcomes. As the country stands at a pivotal point in its infrastructure trajectory, the Board has kept its focus on strategic positioning and long-term planning to ensure the organisation remains prepared for changing conditions. South Africa's long-term need for modern, resilient and well-managed infrastructure remains clear, providing a strong foundation for sustained demand in the years ahead.

Against this backdrop, the Board remains confident in the leadership team's ability to navigate the operating environment while strengthening SMEC South Africa's strategic direction. Their commitment to discipline, collaboration and clarity of purpose continues to guide the organisation as it delivers value for clients and communities.

On behalf of the Board, I extend sincere appreciation to our clients, partners and staff. Your support, professionalism and collaboration remain central to SMEC South Africa's progress and to our shared commitment to engineering positive change.

A Message from Our CEO

Logashri Sewnarain

2025 has been a year defined by purposeful delivery, technical excellence and continued progress across our strategic priorities. Our teams supported national infrastructure goals through impactful work in integrated solutions, water, energy, transport and urban, while advancing our digital capability and contributing to more sustainable and regenerative approaches to infrastructure planning. We strengthened collaboration across disciplines and regions, ensuring that our expertise could be applied where it was most needed to deliver resilient, future-ready outcomes.

Across the year we delivered and secured work that reflects the breadth and depth of our expertise. From bulk water supply and renewable energy programmes to integrated transport planning, social facilitation and municipal advisory, our teams contributed to initiatives that are central to South Africa's long-term social and economic development. Enhancements in digital delivery and data integration strengthened project visibility, improved efficiency and reinforced the consistency of our outputs. This shift has begun embedding a more connected and insight-driven way of working across the business.

Our people remain the foundation of everything we achieve. With 45% of our workforce under the age of 35 and women representing more than 40% of our South African team, we are building a diverse and future-focused organisation. Our Professional Mentorship Programme provides structured support for early-career professionals and grows the technical leaders we need, reinforcing our commitment to transformation and a workplace where talent can thrive. Continued investment in learning, leadership development and knowledge-sharing further strengthened capability across the business.

We also refined key quality processes, supported by improved tools and practices that enhance consistency across our delivery. These improvements strengthen the operational foundations required for sustained performance and support predictable, client-centred project outcomes. Our focus on stronger governance, better data and more integrated systems is already contributing to smoother delivery and a more stable operating environment.

This year brought meaningful recognition for our people and our work across respected industry platforms.



A key highlight was the TopCo Awards, where SMEC was recognised as one of South Africa's Top 5 Best Managed Consulting Engineering Firms for the fourth consecutive year and received the Top Gender Empowered Company Award. These acknowledgments reflect not only the quality of our work but the dedication of our teams and the trust placed in us by our clients and partners.

Our impact extends beyond project delivery. The projects we deliver contribute directly to community wellbeing, which is further supported through our community initiatives. Our Corporate Social Responsibility partnerships and staff-led outreach programmes reflect this commitment and enhance the social value created through our work. Whether through volunteering, fundraising or skills-based support, our teams continue to demonstrate a strong commitment to making a positive difference.

Looking ahead, we are positioning the business for growth in priority sectors such as water and energy, where national investment and private-sector participation continue to expand and create new opportunities for our expertise. We will continue strengthening our digital capability, refining delivery processes and investing in our people so that we remain adaptive, competitive and ready to support clients through a rapidly changing infrastructure landscape.

Thank you to our clients, partners and teams for the trust and commitment shown throughout the year. As we look ahead to 2026, we remain focused on delivering meaningful impact, deepening our technical capability and strengthening the partnerships that enable long-term value. Together we will continue shaping infrastructure that supports economic growth, community wellbeing and a more resilient future for South Africa.



03

Project Highlights

Pictured Left:
Mtentu Bridge Works, Eastern Cape



Engineering a Landmark Sky Circle for the City of Cape Town

Roads & Highways,
Infrastructure + Energy

Project: My CiTi Phase 2A – Work Package W4
Client: City of Cape Town
Location: Cape Town, Western Cape
Start of Construction: Mid-2022
Target Completion: Late-2026

1st in SA

South Africa's first fully elevated road-over-road traffic circle, merging bridge and traffic-engineering principles.

5,5 m

Height of the elevated structure above ground level.

54,6 m

Diameter of the circular deck designed for MyCiTi bus operations.

In partnership with the City of Cape Town's Urban Mobility Directorate, SMEC South Africa is helping deliver one of the country's most distinctive pieces of public transport infrastructure – the Sky Circle. Rising 5,5 m above the intersection of Govan Mbeki Road and Jan Smuts Drive, it will be South Africa's first fully elevated road-over-road traffic circle, designed to prioritise MyCiTi bus operations while maintaining smooth traffic flow below.

The Sky Circle forms part of the City's MyCiTi Phase 2A Integrated Rapid Transit programme, which connects communities from Mitchells Plain and Khayelitsha to Claremont and Wynberg. The project addresses long-standing mobility challenges and advances the City's vision for a more inclusive, efficient and sustainable transport network.

SMEC was appointed to provide multidisciplinary design and construction supervision services for the Phase 2A Infrastructure (West) component. Working with the City, SMEC refined the structure's geometry to

achieve a compact, efficient design with fewer supports and a smaller footprint, minimising construction impacts while maintaining functionality and safety.

A modular construction approach and advanced digital modelling are key to sequencing work safely and efficiently, keeping traffic flowing beneath the structure throughout construction. The design integrates non-motorised transport routes and upgraded stormwater, sewer and lighting infrastructure to enhance safety and improve service delivery for surrounding communities.

Beyond its engineering achievement, the Sky Circle will anchor the planned Hanover Park Station and advance the City's Transit-Oriented Development goals by improving access to public transport and stimulating local economic activity. Once complete in late 2026, it will stand as a symbol of innovation, sustainability and collaboration – reshaping mobility in Cape Town's southern corridor.

South Africa's Next Mega Bridge Takes Shape

Structures, Infrastructure + Energy

Project: Mtentu Bridge – N2 Wild Coast Toll Road
Client: South African National Roads Agency Ltd (SANRAL)
Location: Mtentu River Valley, Eastern Cape
Start of Construction: August 2023
Target Completion: Mid-2028



223 m

Africa's tallest bridge

260 m

One of the world's longest balanced cantilevers

1,133 m

Total bridge length

The Mtentu Bridge, under construction on South Africa's Wild Coast, is redefining the boundaries of bridge engineering. Rising 223 m above the Mtentu River valley in the Eastern Cape, it will become Africa's tallest bridge and one of the world's longest balanced-cantilever structures.

Forming part of SANRAL's N2 Wild Coast Toll Road project, the bridge will enhance mobility between East London and the KwaZulu-Natal border, cutting travel times by up to three hours and unlocking new opportunities for regional trade and development.

Designed under the HVA Joint Venture, led by SMEC South Africa, the Mtentu Bridge represents decades of engineering innovation, research and collaboration. Designing a bridge across a deep, wind-exposed gorge required precise engineering and careful environmental consideration. Extensive geotechnical investigations, seismic assessments and wind-tunnel testing informed a solution that achieves both structural resilience and aesthetic simplicity.

Stretching 1,133 m with a 260 m main span, the bridge's 22,8 m-wide deck accommodates four lanes, shoulders and sidewalks. Twin-bladed hollow piers, rising 148 m from rock-founded footings, support a continuous prestressed concrete deck engineered for strength, stability and durability.

Construction commenced in August 2023 and is progressing toward completion in mid-2028. The project is creating over 1,800 jobs while building long-term local capability.

The Mtentu Bridge stands as a landmark of technical excellence and social impact – and a defining example of SMEC's contribution to shaping Africa's infrastructure future.



Designing a Modular, Future-Proofed Wastewater Facility at Coega SEZ

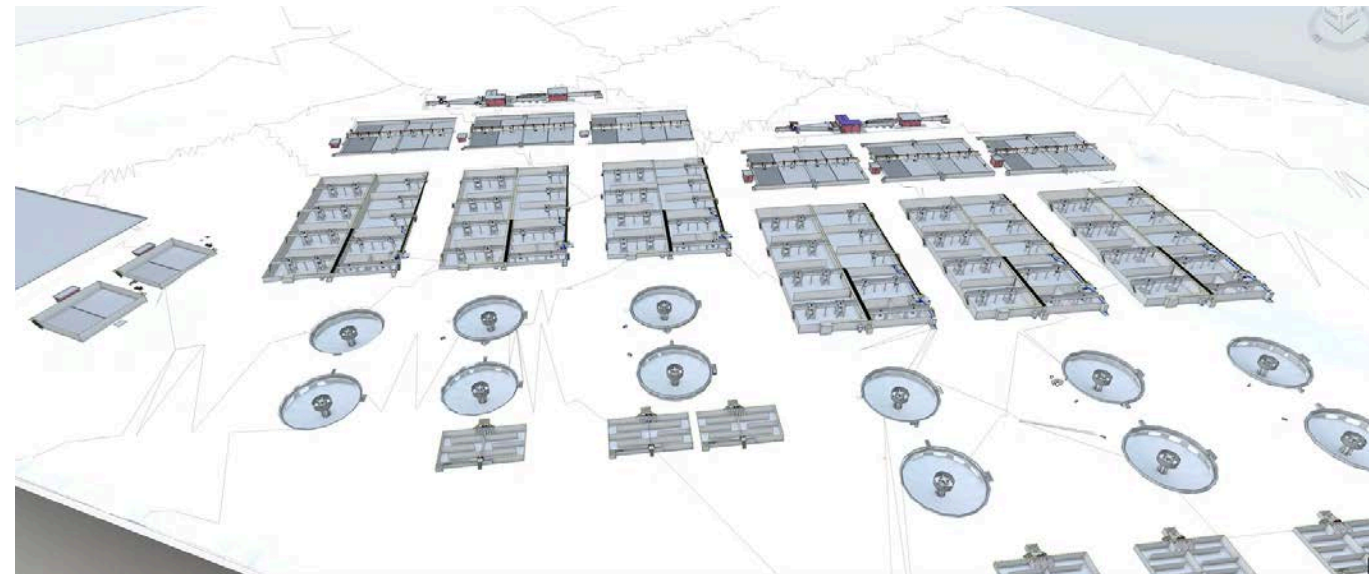
Water Infrastructure, Infrastructure + Energy

Project: Coega Special Economic Zone, Wastewater Treatment Works (Zone 5)

Client: Coega Development Corporation

Location: Gqeberha, Eastern Cape

Estimated Construction Start: Early 2026



SMEC South Africa has been appointed to design and oversee the new Wastewater Treatment Works in Zone 5 of the Coega Special Economic Zone (SEZ), near Gqeberha in the Eastern Cape. The project marks a major step in sustainable water reuse and industrial infrastructure delivery for one of South Africa's fastest-growing economic hubs.

The Coega SEZ, managed by the Coega Development Corporation (CDC), continues to attract investment to the region through advanced infrastructure and sustainable utilities. The Zone 5 facility will address growing demand for wastewater treatment capacity as industrial development expands across the SEZ.

SMEC's scope covers the full consulting engineering cycle – planning, detailed design, tender documentation, construction management and commissioning. Drawing on our extensive expertise and delivery capability, SMEC's multidisciplinary team has developed a modular and future-proofed design to meet the SEZ's long-term needs through 2040 and beyond.

The works will be able to treat both domestic and industrial sewage, with provision for phased capacity expansion.

The treatment works incorporates advanced process technologies such as nanobubble technology to reduce the impact of surfactants on purification. Treated effluent will be reused within the SEZ's industrial network, significantly reducing potable water demand. The design also supports sludge beneficiation and resource recovery, with feasibility studies underway for potential green hydrogen generation from process by-products in collaboration with the CDC.

Once operational, the Zone 5 facility will enhance water security across the Eastern Cape, support industrial growth and reinforce SMEC's leadership in environmentally responsible engineering and circular-water solutions.

20 ML/day

Initial treatment capacity, modularly expandable to meet industrial and domestic demand.

2040+

Future-proofed design supporting long-term water security for the Eastern Cape.

Geotechnical Precision for Greater Riyadh Metro Project

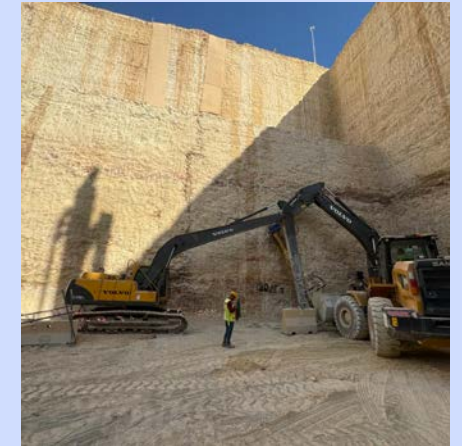
Geotechnics, Infrastructure + Energy

Project: Value Engineering of Temporary Works Support for Two Metro Station Excavations, Riyadh

Client: Robert Bird Group / Main Contract Client: Binyah

Location: Riyadh, Kingdom of Saudi Arabia

Project Completion: July 2025



50 m

Depth of each metro station excavation

2030

Target completion for the overall development

Just fifteen minutes northwest of Riyadh, one of Saudi Arabia's most historic sites is transforming into a modern city that celebrates its cultural heritage. Anchored by the UNESCO-listed At-Turaif district, this US\$62 billion development under the Public Investment Fund forms a key part of Saudi Arabia's Vision 2030 programme.

Within the site's master plan, a crucial component is the development's connection to the overall Riyadh Metro through various metro stations. Each station comprises a large, reinforced structure excavated to around 50 m below ground level and integrating with the underground rail network while allowing above-ground development to continue safely.

The excavation contract was awarded to Binyah, with Robert Bird Group (RBG), a member of the SJ Group, providing geotechnical and structural engineering services.

To support RBG's design development, SMEC South Africa was appointed for its recognised expertise in rock mechanics and geotechnical analysis.

SMEC's involvement covered two phases: conducting kinematic and numerical analyses to inform the initial design and later delivering value engineering to optimise the lateral support system.

The original design relied on diaphragm walls and post-tensioned anchors, but initial excavations revealed that the shallow rock formations could be used to simplify the system. Through innovative design thinking, the team introduced rock support and drainage measures to produce a leaner, more efficient support design that reduced construction time and material costs.

Working closely with RBG's site team, SMEC applied the observational method to verify design assumptions as excavation progressed. Using advanced geotechnical modelling tools, the team refined solutions in real time, ensuring safety and efficiency in challenging geological conditions.

Collaboration between SMEC's Geotechnics teams in Cape Town and Pretoria, RBG's Dubai branch and SJ's Riyadh office exemplified the OneSJ approach, integrating global expertise to deliver a technically robust, cost-effective and sustainable outcome.



Data-Driven Planning for Smarter Border Crossings

Planning & Traffic Engineering, Infrastructure + Energy

Project: Traffic Verification and Forecasting Study for Six Inland Ports
Client: South Africa Department of Home Affairs; Development Bank of Southern Africa; Infrastructure Fund; Infrastructure South Africa
Location: Beit Bridge, Lebombo/Komatipoort, Maseru Bridge, Ficksburg, Oshoek, Kopfontein
Project Completion: September 2025

Efficient border management is essential to regional trade and economic growth, yet congestion and outdated facilities continue to limit movement across Southern Africa's busiest crossings. To support modernisation, the Department of Home Affairs, in collaboration with the Development Bank of Southern Africa (DBSA), the Infrastructure Fund and Infrastructure South Africa, appointed SMEC South Africa to deliver a comprehensive Traffic Verification and Forecasting Study for six key inland border posts: Beitbridge–Zimbabwe, Lebombo–Mozambique, Maseru Bridge–Lesotho, Ficksburg–Lesotho, Kopfontein–Botswana and Oshoek–Swaziland.

Running from early 2024 to mid-2025, the study forms part of the Redevelopment of Six Inland Ports Programme, which aims to enhance the safe, efficient movement of goods and travellers. SMEC's Planning & Traffic Engineering and Buildings + Cities teams worked together to generate accurate, evidence-based forecasts that will guide future border upgrades and investment priorities.

The project also benefitted from wider internal collaboration. The Buildings + Cities team continues to support the design of bulk civil infrastructure for the Beitbridge–Zimbabwe border post redevelopment, while SMEC's Power & Energy team is overseeing the electrical scope. This interdisciplinary approach has strengthened project outcomes, promoting a holistic understanding of each border's surrounding context, including settlement patterns, economic activity and infrastructure connectivity.

6
Inland border posts studied

3
Regions of the SADC covered

1,000+
Vehicle and passenger interviews conducted



Data quality and consistency across the six sites varied significantly, prompting the development of a rigorous verification process that combined newly collected field surveys with validated datasets from national agencies. The surveys included seven-day automatic traffic counts, twelve-hour manual classifications and structured driver interviews to capture travel behaviour and trip purpose.

The resulting model offers a unified, data-driven framework for decision-makers. Each border post was analysed individually, reflecting its unique operational role, vehicle mix and regional significance. The study also benefited from close coordination with the Department of Home Affairs, the Border Management Authority, DBSA and Infrastructure South Africa, ensuring alignment and data transparency.

The outcome is a robust foundation for planning and investment – one that demonstrates how analytical rigour and multidisciplinary collaboration can drive smarter, more sustainable border infrastructure across Southern Africa.



Transforming Connectivity in Lesotho's Highlands

Construction & Pavements, Infrastructure + Energy

Project: Ha Mpti to Sehlabathebe Road Upgrade (Makhaola Lerotholi Highway)
Client: Lesotho Roads Directorate
Location: Qacha's Nek District, Lesotho
Completion: March 2024

The Ha Mpti to Sehlabathebe Road Upgrade, commissioned by the Lesotho Roads Directorate, marks one of Lesotho's most significant infrastructure investments in recent decades – unlocking access to remote communities, enabling tourism growth and fostering lasting social and economic transformation across the Qacha's Nek District.

Designed and supervised by SMEC South Africa, the 91 km route was upgraded from gravel to a durable, all-weather asphalt highway – now officially known as the Makhaola Lerotholi Highway. The new road connects twelve previously isolated villages and provides direct access to the Sehlabathebe National Park, a UNESCO World Heritage Site.

Traversing altitudes between 1,700 m and 2,400 m, the route demanded precision engineering and climate-resilient solutions. SMEC's design incorporated frost-resistant pavement layers to withstand freeze-thaw cycles, while over 250 stormwater culverts and two major bridges ensure durability and resilience in extreme weather. Mass earthworks totalling 2,8 million m³ were balanced along the corridor to minimise hauling distances and environmental disturbance.

Engineering ingenuity was exemplified in the Sejabatho River Bridge. Built on an unusually tight 55 m-radius horizontal curve, the bridge was developed under tight deadlines following a late-stage realignment. The Tsoelikane River Bridge features a composite steel-concrete design that simplified construction in a remote, high-altitude environment.

Beyond technical excellence, the project delivers a profound social and economic impact.

91 km
Upgraded from gravel to asphalt highway

4 → 1,5 hrs
Reduced travel time between Ha Mpti and Sehlabathebe

2,8 million m³
Earthworks balanced to reduce environmental impact



The road has reduced travel time from four hours to just 90 minutes, offering reliable access to schools, clinics and markets while driving a surge in tourism to the region. Within four months of completion, Sehlabathebe National Park recorded over 1,200 visitors, many of them domestic travellers able to reach the area for the first time.

Employment generation and skills transfer were integral to the project's success, with Basotho nationals making up 90% of the supervision team, including lab testing personnel, and nearly 800 people employed at peak construction. As part of the project's community outreach initiatives, local amenities such as two sports fields and an upgraded access road to the mission clinic were also constructed.

Today, the Ha Mpti to Sehlabathebe Road stands as a testament to the Lesotho Roads Directorate's vision and SMEC South Africa's engineering expertise – a model of context-sensitive, sustainable infrastructure that connects people, supports livelihoods and strengthens national development in Lesotho's mountain heartland.

Winner

SAICE National Awards
2025 – International Project
of the Year

Commendation

CESA Aon Engineering
Excellence Awards 2025 –
Best International Project



Inside Mangaung's War on Leaks Programme

Integrated Solutions

Project: Mangaung EPWP Water Leak Detection Programme

Client: Mangaung Metropolitan Municipality

Location: Freedom Square, Botshabelo and Thaba Nchu, Mangaung Metro

Project Completion: June 2025



150

Local participants trained and employed

1,335

Leaks repaired

5,340 kl/month

Water saved

In the heart of the Free State, a quiet transformation is reshaping how service delivery and community development intersect. The Maintenance of Water Infrastructure through Labour-Intensive Methods project – locally known as the Mangaung 'War on Leaks' Programme – is empowering residents to rebuild their own communities while tackling one of South Africa's most pressing challenges: water loss.

Implemented by SMEC South Africa in partnership with the Mangaung Metropolitan Municipality, the initiative is part of the national Expanded Public Works Programme (EPWP) and Presidential Employment Stimulus. It combines infrastructure maintenance, youth employment and skills development under a single purpose: preserving every drop, restoring dignity and building municipal capacity from the ground up.

The year-long programme trained and employed 150 local participants from Freedom Square, Botshabelo and Thaba Nchu, equipping them with accredited plumbing and safety qualifications, practical on-site experience and the digital tools to capture real-time data on water leaks. Through handheld devices linked to an interactive Power BI dashboard, each inspection, repair and meter replacement was tracked, enabling the

municipality to monitor water savings, revenue recovery and progress across the three regions with transparency and precision.

By project completion, 1,621 indigent households were inspected, 1,335 leaks repaired and 5,340 kilolitres of water saved each month, while more than 4,200 training days were delivered. Faulty meters were replaced, improving billing accuracy and directly enhancing the municipality's revenue sustainability.

Beyond the numbers, the project's impact has been deeply human. For many participants, it provided not only income but a pathway into technical careers – turning unemployment into empowerment. For communities, it meant restored water supply, safer plumbing and renewed confidence in local service delivery.

Environmental and safety standards were integral throughout, with all works confined to built-up areas and carried out under strict occupational health and safety protocols. The R24,6 million project was completed on time and within budget, demonstrating that infrastructure rehabilitation can deliver lasting social and environmental value when rooted in collaboration and accountability.

Following the success of Phase 1, Mangaung is preparing to launch Phase 2, expanding employment to a new cohort of 150 participants and extending the programme to include network leak repairs and further revenue-enhancement initiatives.

Commendation

SAICE National Awards 2025 – Most Outstanding Civil Project (Community-Based Project)



In the heart of Bloemfontein's Grasslands community, the new Arbeidsgenot Primary School stands as a symbol of progress and opportunity. What began as a small, under-resourced farm school with six classrooms has grown into a modern, inclusive learning environment featuring 30 classrooms and a school hall that serves the needs of a growing community.

Appointed by the Development Bank of Southern Africa on behalf of the Department of Basic Education, SMEC South Africa provided multidisciplinary engineering services across design, documentation, procurement and construction supervision. The result is a facility that combines functionality, durability and sustainability to deliver lasting community value.

Every element of the school was designed for safety, comfort and accessibility. Elevated windows maximise natural light and ventilation, improving energy efficiency and creating bright, welcoming classrooms. When groundwater was discovered beneath the school hall, SMEC's engineering team developed a tailored subsoil drainage solution to preserve structural integrity and maintain the delivery schedule.

The new school accommodates 1,000 learners and includes facilities not often found in primary schools, such as a science laboratory and computer centre, expanding access to STEM education from an early age. All buildings are fully accessible, with covered walkways ensuring safe movement across the campus.

Sustainability and social impact were central to delivery. Local labour and suppliers were prioritised throughout construction, creating over 100 employment opportunities and supporting small enterprises. Low-maintenance materials, water-efficient fittings and solar-ready infrastructure ensure reduced long-term costs and operational resilience.

Designing for Function, Durability and Community Value

Buildings + Cities

Project: Arbeidsgenot Primary School
Client: Development Bank of Southern Africa

Location: Bloemfontein, Free State

Completion Date: July 2024

1,000

Learners accommodated

100+

Local jobs created during construction

100%

Wheelchair accessible campus

Arbeidsgenot Primary School demonstrates how practical, well-engineered solutions can transform communities – turning infrastructure into a catalyst for education, empowerment and growth.



Finalist

CESA Aon Engineering Excellence Awards 2025 – Projects Valued Between R50m and R250m

04

Regenerative Futures

Pictured Right:
Gardens By The Bay, Singapore





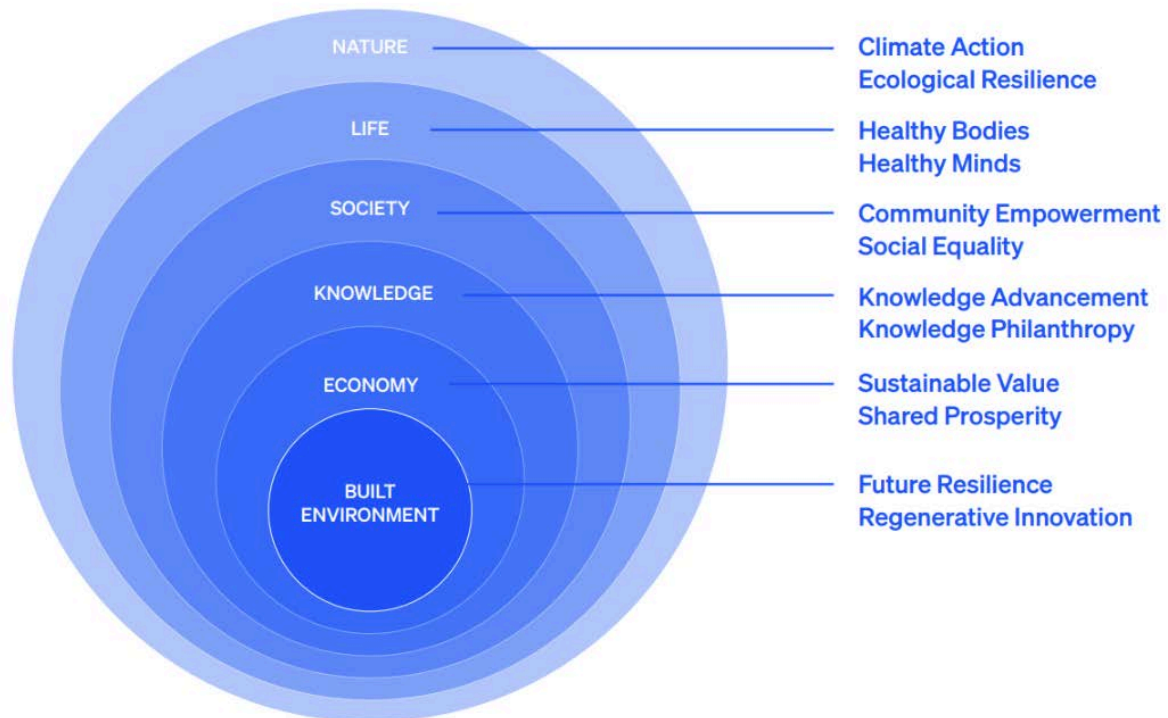
Catalysing the Transition to a Regenerative Future

SMEC South Africa's commitment to sustainability is guided by our Sustainability Policy Statement and aligned with the SJ Group's Sustainability Charter, which defines our shared mission:

To catalyse the transition to a regenerative future.



This mission reflects the interconnected nature of sustainability – spanning people, planet and prosperity – and aligns with the United Nations Sustainable Development Goals. Anchored in six focus areas – Nature, Life, Society, Knowledge, Economy and the Built Environment – it shapes how we deliver solutions that drive positive environmental and social outcomes.



Embedding Sustainability in Practice

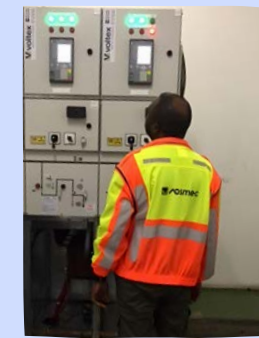
At SMEC South Africa, sustainability underpins how we plan, design and deliver – shaping decisions that create long-term value for clients and communities. Through initiatives such as developing our Net Zero Carbon Pathway, promoting resource efficiency and applying climate-resilient and nature-based design principles, we are embedding sustainability across our projects and operations. We aspire to deliver solutions that leave a positive environmental impact, while creating community benefit, infrastructure resilience and overall project value.

Building Resilience and Regenerative Value



Langa Prototype LVL Modular House

In partnership with the University of Pretoria's Graduate School of Technology Management, we are providing pro-bono technical support for a prefabricated Laminated Veneer Lumber (LVL) modular prototype to test low-cost, low-carbon housing solutions for Langa township in Cape Town.



General Justice Gizenga Mpanza Regional Hospital

Upgrading critical hospital power systems to eliminate emissions risks and prevent outages, the project enhances resilience, safety and sustainable healthcare delivery for over 600,000 residents.



Stellenbosch Leak Repairs Project

Saving over 800 ML of water and cutting 360 tonnes of CO₂, the project uses digital innovation to improve service delivery, conserve resources and advance sustainable water management in Stellenbosch.



City of Cape Town Rail Feasibility Study

Integrating climate resilience, modal shift strategies and carbon-conscious scenario modelling, the study provides a framework for a sustainable, low-emission public transport system in Cape Town.



Gansevallei Indirect Potable Reuse Feasibility Study

Assessment of the technical, regulatory and logistical viability of reclaiming treated effluent from Gansevallei Wastewater Treatment Works in Plettenberg Bay through advanced treatment and conveyance for indirect potable reuse to supplement local drinking water supplies.



Cresta Grande – Timber-Led Urban Densification

In partnership with Atelier Bildau of Germany, SMEC is developing a mass-timber conceptual retrofit and rooftop addition for Cresta Grande, a building in Cape Town's CBD. The concept shows how lightweight timber can add usable floors with minimal strengthening while lowering embodied carbon and improving biophilic appeal.

A Framework for Real Impact

Our Regenerative Futures Project Approach is a cornerstone of SJ Group's Sustainability Charter and reflects our bold mission to accelerate the shift toward a regenerative future.

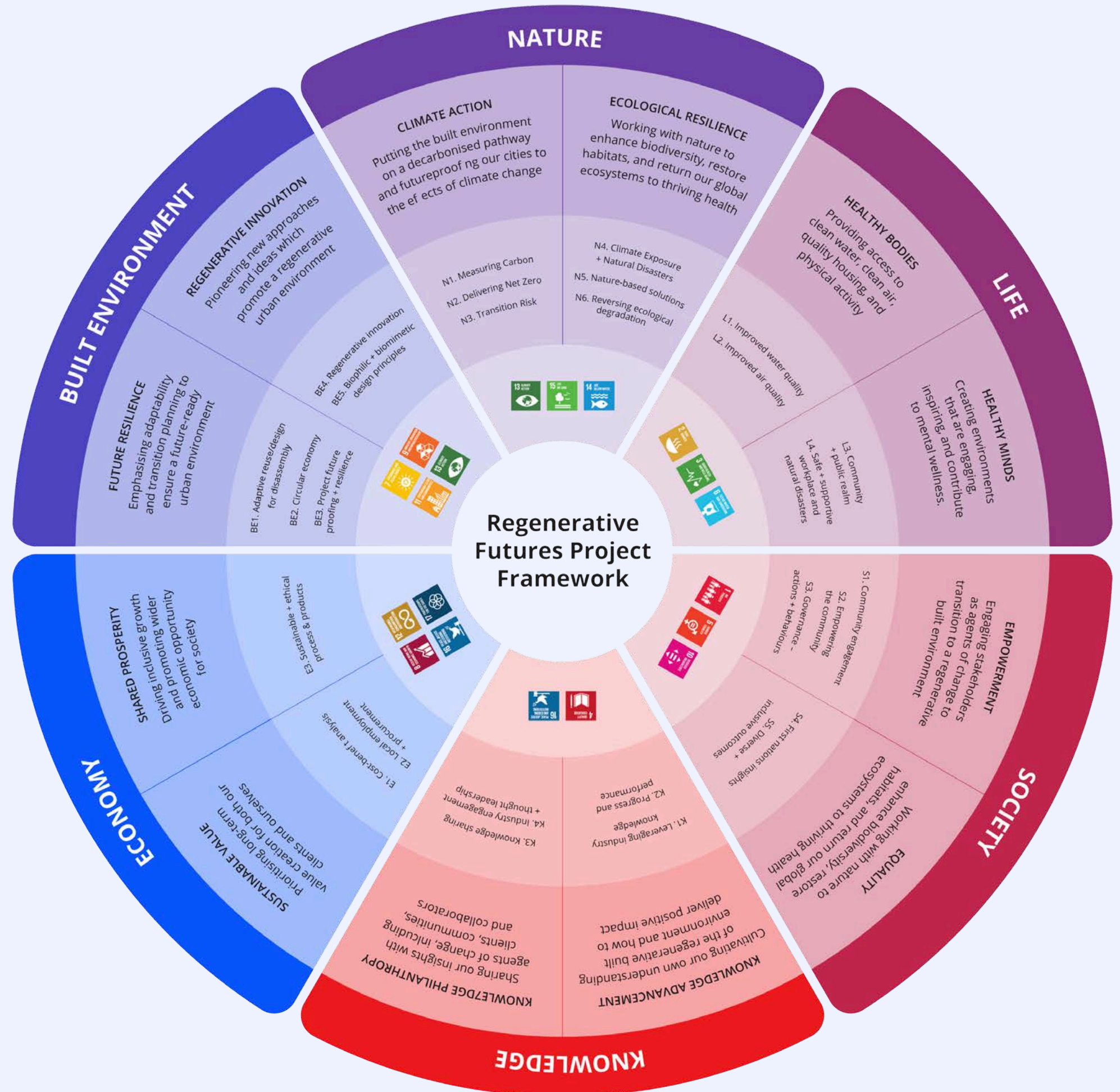
This approach empowers our teams to embed regenerative thinking across all scales of work – from complex, multidisciplinary developments to focused, single-scope initiatives.

For smaller projects or discrete scopes, teams adopt a materiality-led approach: carefully reviewing relevant impact areas and principles to identify those most aligned with the project's scope and its potential to shape meaningful outcomes.

This ensures that every project – regardless of size – contributes to our purpose of *Real Impact, Made Together*.

The diagram presents the Regenerative Futures Project Framework.

It highlights how the identified project principles align to the impact and action areas within our charter and maps these against the priorities outlined in the United Nations Sustainable Development Goals.



Leveraging Global Expertise for Local Impact

As part of the SJ Group, SMEC South Africa has access to a global network of sustainability specialists and technical experts. Together, we deliver integrated sustainability solutions that go beyond compliance and create a lasting legacy for clients, communities and the environment.

Our sustainability professionals bring expertise in energy transition, circular economy strategies, decarbonisation pathways, carbon market dynamics, physical risk assessment and resilience planning. We also apply nature-based solutions and nature-positive design principles, embedding social impact and value creation as part of our broader sustainability offering. This collective capability supports our clients in addressing complex challenges and achieving measurable outcomes.

Sustainability is increasingly central to how we deliver our services – shaping our approach to engineering design, project management, asset management and operations.

We also provide a suite of advisory services that offer deeper sustainability insight and strategic guidance:

- **Strategy, Planning and Insight:** Setting clear sustainability goals and pathways.
- **Design and Data Analytics:** Enabling smarter, data-driven decision-making.
- **Assurance and Certification:** Ensuring projects meet or exceed the highest sustainability standards.

Turning Commitment into Action

Across our South African business lines, sustainability principles are being applied in tangible ways – reducing carbon emissions, optimising resource efficiency and enhancing climate resilience. Each business line has defined measurable priorities to align with SJ Group's sustainability commitments:

Integrated Solutions

We are developing a standardised carbon framework to measure and reduce emissions across projects, ensuring informed design, transparent reporting and regulatory alignment. This work enables a consistent approach to carbon management across disciplines, strengthening decision-making and supporting the transition toward more resilient, data-driven sustainability outcomes.

Buildings + Cities

We reduce embodied carbon through smarter design, material optimisation and regenerative engineering design, while upskilling teams in carbon-assessment tools.

Through research partnerships, pilot projects and applied learning, we are embedding sustainability thinking in every stage of the building lifecycle – translating strategy into measurable, practical outcomes.

Infrastructure + Energy

We are improving the efficiency and resilience of critical systems through sustainable technologies, lifecycle planning and low-carbon delivery. From a transport perspective, early adoption of sustainability principles at the conceptual design stage ensures interventions maximise efficiency – starting with the most appropriate mode deployment, followed by optimised infrastructure solutions based on operational needs. Lessons from recent flood-rehabilitation projects continue to inform climate-adaptive design and construction practices, ensuring infrastructure remains robust and sustainable.

Our commitment to sustainability extends beyond project delivery into how we operate across our offices. We invest in initiatives that reduce the environmental footprint of our offices and promote responsible resource use.

Across several regional offices, solar power installations (pictured left) are reducing reliance on the grid, while boreholes and water-saving systems enhance water security and operational resilience. Recycling and waste management programmes minimise landfill contribution and our flexible work arrangement continues to lower commuting emissions.

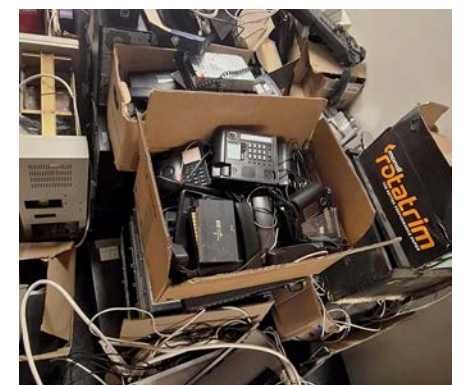


Regenerate

SJ Sustainability Week 2025

Building on the success of the inaugural Regenerate 2024, staff across the SJ Group once again came together for Regenerate 2025 – an annual three-day global initiative reinforcing our collective commitment to a regenerative future. Timed to coincide with World Environment Day on 5 June, this year's event focused on three core themes: Climate, People and Nature.

Across South Africa, teams brought these themes to life through hands-on activities – from tree planting and e-waste drives to sustainability pledges, health challenges and community partnerships. Whether greening office spaces, starting vegetable plots or cleaning beaches, every effort reflected a shared belief that meaningful change begins with daily choices and collective action.





05

Digital by Default

Pictured Left:
Northern Wastewater Treatment Works, KwaZulu-Natal



Building a Connected, Data-Driven Future

Over the past year, SMEC South Africa has continued to redefine how engineering is delivered – using data, models and automation to connect disciplines, shorten delivery timeframes and improve decision-making. What began as a technical shift is now a cultural one: digital delivery has become how we think, not just how we work.

While engineering design defines what we create, digital delivery defines how we create, manage and share it – transforming traditional design into an integrated, data-led process.

Beyond technology, this transformation is reshaping how our people think – encouraging new ways of collaborating, solving problems and sharing insights across disciplines. A digital mindset empowers our teams to simplify complexity, make data-driven decisions and design with greater precision and purpose.

Transforming Project Delivery

At its core, digital delivery is about certainty – reducing risk, improving coordination and giving our clients a clear line of sight from design to delivery.

The use of Common Data Environments (CDEs) now underpins almost every major project, allowing teams across geographies and disciplines to collaborate in real time through a shared digital platform. This ‘single source of truth’ ensures that every decision, drawing and model is traceable, auditable and aligned with our clients’ expectations.

We have developed parametric and computational tools, along with in-house workflows, to enable efficient project delivery while minimising errors and clashes. This year, we have made significant progress in automating reinforcement and post-tensioning within our 3D models from analytical models.

Over time, these connected systems have fundamentally changed how projects are managed by improving accuracy, transparency and collaboration across disciplines. Design iterations that once took days can now be reviewed within hours, supported by live dashboards that track progress, risks and quality indicators. For our clients, this means earlier visibility of project outcomes, faster decision-making and stronger confidence in delivery.

Designing for a Sustainable Future

Digital delivery has become a key enabler of sustainability. By integrating carbon and resource data into 6D models, SMEC teams can test low-carbon materials, optimise designs and evaluate

long-term performance before construction begins. The result is smarter, leaner infrastructure that performs efficiently over its lifecycle while reducing environmental impact.

SMEC’s digital delivery spans every dimension of design. Through 3D and 4D modelling, teams visualise and sequence construction. 5D models integrate cost data for better budget control, while 6D sustainability modelling supports carbon and energy efficiency. Extending to 7D, our digital frameworks link designs directly to lifecycle and asset management, helping clients operate and maintain their infrastructure more effectively.

Digital twins are also becoming integral to our approach – creating virtual mirrors of built assets that clients can monitor and manage in real time. By embedding operational data and performance metrics, these twins enable predictive maintenance, enhance safety and extend asset life – transforming how infrastructure is managed after construction.

Advancing Geospatial Intelligence

Our GIS capability continues to evolve through custom-built web applications such as ComMap and MapChat, which enable real-time collaboration and visual feedback between project teams, clients and communities. These tools manage field data collection, track project progress and visualise design outcomes, bringing transparency and precision to complex infrastructure planning.

Dynamic and interactive mapping platforms integrate site photos, dashboards, project maps and 3D viewers – all dynamically driven by underlying data, analytical tools and automation. This integration delivers real-time insights for decision-makers and supports smarter, faster responses on the ground.

Embedding People, Process and Technology

All these innovations are underpinned by SMEC’s People, Process and Technology framework, ensuring digital thinking is embedded into every stage of project delivery. It aligns teams around consistent standards, integrates model data with time and cost information and links project intelligence to sustainability performance.

Through this structure, every project follows a defined digital governance process that safeguards data integrity, interoperability and information security. This disciplined approach gives clients confidence that their data is managed responsibly and their outcomes are verifiable.

Connecting Globally, Delivering Locally

Within the SJ Group, digital delivery connects projects across continents. Using a CDE framework and structured software stacks, teams share live models, track design issues and coordinate across multiple disciplines – from architecture and civil works to mechanical, electrical and plumbing. These global standards guide SMEC’s digital approach to infrastructure delivery across South Africa.

We are also advancing automation workflows for high-volume design tasks, integrating AI and parametric design to enhance accuracy and speed. These approaches free engineers to focus on creative problem solving while maintaining traceability and quality across project lifecycles.

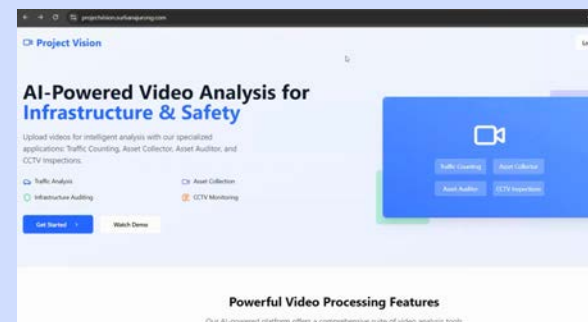
From reality modelling and geospatial analysis to immersive visualisation, these digital capabilities are not abstract ambitions, they are practical tools we are using today to plan more resilient cities, optimise infrastructure investments and shape a smarter, more sustainable future. Digital transformation, for SMEC, is no longer a goal. It is a practice – one that connects technology and human expertise to engineer positive change.

Digital Delivery in Practice



Montrose Interchange Upgrade

Parametric modelling and BIM federation optimised the interchange’s slender arch geometry, reducing material use and improving constructability. Drone reality capture and 4D sequencing supported precise coordination and reduced on-site rework.



SJ Project Vision – Advancing Digital Delivery in Road Asset Management

Developed in-house, the SJ Project Vision platform applies AI and computer vision to transform traditional road surveys into digital, data-driven processes. By detecting road signs, road markings, surface defects and street furniture from dashcam footage, it provides real-time insights that enhance decision-making and asset performance for road authorities.



Northern Wastewater Treatment Works

A live federated model laid the foundation for a wastewater digital twin – linking process data, asset condition and SCADA systems to support post-flood recovery. Dashboards helped prioritise restoration and minimise service interruptions.



Digital delivery is embedded in everything we do. It enhances collaboration, streamlines workflows and strengthens engagement with our clients.

— Kelly Kretzmann, Digital Delivery Manager – Transport (AMEP & AECA)

06

People & Culture

Pictured Right:
SMEC's Gauteng South Office



People Are at the Heart of Everything We Do

Empowering Growth, Connection and Inclusion

Our people are the foundation of every success. We are proud to foster a culture that empowers individuals to grow, lead and innovate – creating an environment where every employee has access to opportunities that support their personal and professional development.

Our People and Culture strategy is anchored in three priorities: connection, development and inclusion. In 2025, we continued to nurture talent and build capability through professional mentorship, leadership programmes and structured career pathways that empower our people to take charge of their growth.

Building Capability Through Mentorship and Leadership

Mentorship remains one of our strongest pillars of professional development. Led by SMEC South Africa's Master Mentor and CESA's 2025 Mentor of the Year, Tumisang Gabriel, our Professional Mentorship Programme provides structured guidance and support for engineers, technicians and technologists as they work toward professional registration with ECSA.

During the year, over 20 employees attained professional registration through ECSA across a range of disciplines.

Leadership development also remains a core focus, with programmes such as the Global Management Development

Programme and the Leader as Coach Programme helping emerging leaders cultivate the skills and confidence to guide multidisciplinary teams and foster a culture of collaboration and accountability.

Investing in Future-Ready Talent

Our ongoing investment in internal bursaries and technical training enables employees to pursue advanced qualifications across a wide range of engineering and built environment disciplines.

In 2025, several bursary recipients furthered their studies in areas such as construction management, civil and pavement engineering and transportation – strengthening our pipeline of skilled, future-ready professionals.

Fostering Wellbeing, Belonging and Connection

Beyond professional development, SMEC continues to prioritise employee wellbeing through regular Discovery Wellness Days and initiatives focused on financial, physical and mental health.

These are complemented by staff events and regional socials that build connection and celebrate the people who make our culture unique.

Championing Youth, Diversity and Inclusion

Our consistently strong base of young professionals continues to shape the future of our business.

On average, 45% percent of our workforce is under the age of 35 – a reflection of the fresh thinking, ambition and potential that runs through our teams.

Our young professionals are not just the future of the business – they are already leading, delivering and redefining what excellence looks like. Across all career stages, the calibre of our people continues to be recognised across the industry for their leadership, mentorship and innovation.

Transformation, inclusion and gender balance underpin everything we do. Through our Employment Equity Plan, we continue to strengthen representation across all levels of the business and maintain a healthy balance between experienced professionals and emerging talent.

As we grow, we remain deeply committed to creating opportunities that reflect the diversity of the communities we serve and to advancing genuine, measurable transformation within the engineering sector.

“

When we invest in our people, we invest in our future. Our young professionals, our leaders and our mentors are collectively shaping a culture of growth, inclusion and excellence that strengthens SMEC and the communities we serve.

— Lee Mokoena, People & Culture Lead, South Africa





Growing Capability and Inclusion

627

average employees across South Africa

66%

of staff are designated employees

40%

of employees are female

45%

of our workforce are youth

Level 1

B-BBEE accredited

Recognised for Excellence in 2025



Tumisang Gabriel

Winner, Mentor of the Year – 2025 CESA Aon Engineering Excellence Awards

Recognised for her dedication to developing future engineers, technologists and technicians, Tumisang leads SMEC’s mentorship programme and broader initiatives empowering over 2,000 young professionals.



Mawande Khawula

Winner, Graduate Technician of the Year – 2025 SAICE National Awards

Mawande’s journey from student to award-winning engineer reflects his commitment to mentorship, STEM advocacy and empowering young professionals nationwide.



Julia Kearns

Finalist, People x Purpose Award – 2025 SJ Impact Awards

Julia’s purpose-driven leadership and integrity are evident across major infrastructure projects, strengthening sustainability, collaboration and mentorship within high-performing teams.



Warren McLachlan

Finalist, Young Engineer of the Year – 2025 CESA Aon Engineering Excellence Awards

Warren drives digital transformation in transport engineering, combining technical rigour, innovation and mentorship to deliver smarter, award-winning infrastructure solutions.



07

Community & Social Impact

Pictured Left:
Mandela Day Outreach, Gauteng North Office



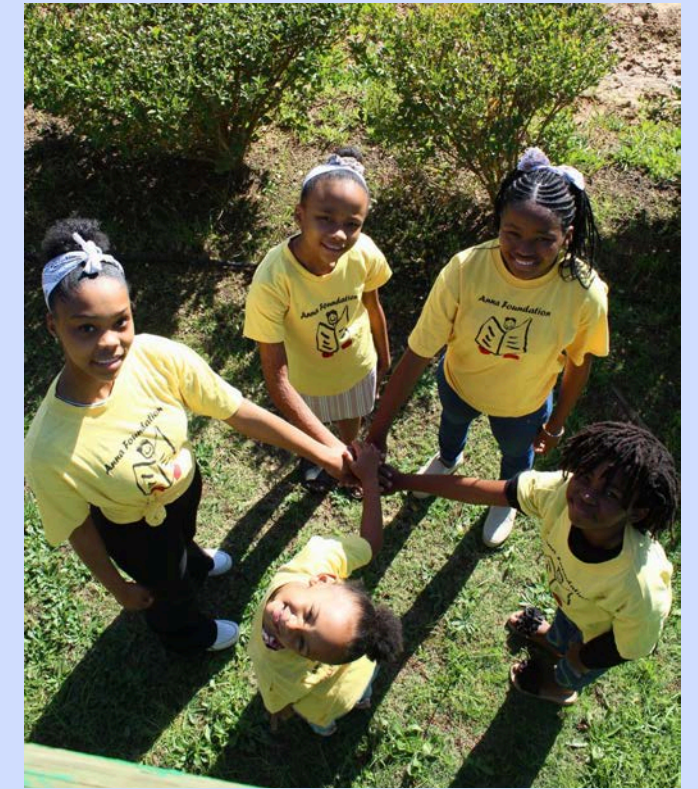
Operation Smile South Africa (2024 CSR Beneficiary)

Community & Social Impact

Partnering with Change-Makers in Our Communities

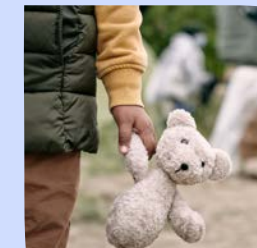
In 2025, SMEC South Africa received 17 applications for Corporate Social Responsibility (CSR) support. Following a rigorous due diligence process our Social and Ethics Committee selected five beneficiaries. We committed R450,000 to support organisations working in education, inclusion, child protection and community upliftment.

By supporting these organisations, our 2025 CSR programme has moved beyond traditional funding to create shared social value. Together, these partnerships strengthen access to learning, expand pathways to inclusion and provide critical protection for vulnerable groups, helping to build more resilient, equitable communities over time.



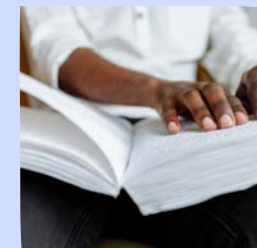
Anna Foundation | Igniting Hope Through Learning

Anna Foundation's 3Rs Programme supports underprivileged children in the Western Cape through literacy, life skills and sport.



Potters Haven | A Safe Harbour for Children

Potters Haven offers safety, education and counselling for abused and abandoned children, fostering healing, trust and confidence to rebuild their futures.



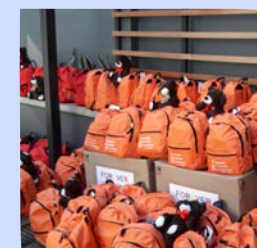
Blind SA | Building Confidence Through Capability

The Monate Sensory Flavours Training empowers blind and partially sighted individuals with sensory and workplace skills, promoting confidence, inclusion and independence.



iThemba Lethu | Lasting Community Change

iThemba Lethu restores hope to children and families in Cato Manor through education, mentorship and health initiatives that build lasting opportunity.



Forever Friends Foundation | Lifelines in Times of Crisis

Forever Friends Foundation provides lifeline kits to abused and abandoned children, offering comfort, dignity and hope during traumatic transitions.



Operation Smile South Africa | Restoring Smiles and Hope

SMEC supported Operation Smile, a 2024 beneficiary, through a surgical programme at Nelson Mandela Children's Hospital where 37 children received free cleft lip and palate surgeries in 2025. Representatives from SMEC attended the programme.

Community Impact Led by Our People

Across our offices, our people continue to create meaningful impact through hands-on community initiatives. Guided by the spirit of Ubuntu – the belief that our shared humanity is strengthened when we support one another – teams across the country organised donation drives, clothing and food collections and blood donor drive throughout 2025. These efforts often saw colleagues and community partners working side by side, reflecting the collaborative spirit that defines who we are. Through these collective actions, our people demonstrated that real change happens when compassion, connection and commitment come together.



Slipper Day | Supporting Young Dreamers

Staff swapped shoes for slippers, raising funds for Reach For A Dream to help children with life-threatening illnesses



World Blood Donor Day | Every Drop Counts

SMEC teams nationwide rolled up their sleeves, donating more than 90 units of blood in support of this life-saving cause.



Mandela Day | 67 Minutes of Impact

Across six regions, staff brought Mandela's legacy to life – building, painting, planting and giving where it matters most.



SAICE Blanket Drive | Spreading Warmth and Hope

Staff joined SAICE in collecting blankets, food and winter essentials to bring comfort to vulnerable communities.



Santa Shoebox Initiative | Bringing Joy to Those in Need

Regions came together to support the Santa Shoebox Initiative, spreading kindness and delivering gifts to those who need it most.



CESA Job Shadow Initiative | Shaping Tomorrow's Talent

SMEC regions welcomed learners for a day of real-world engineering exposure, offering insights into office and site work.



“

What continues to inspire me every year is the way our people live the spirit of Ubuntu through their actions. Ubuntu reminds us that we are shaped by the wellbeing of others – 'I am because we are' – and this is exactly what I see across our offices. Whether it is organising school drives, supporting local shelters, mentoring youth or rallying staff for environmental clean-ups, our teams show that community impact is not an obligation but a shared value.

Their compassion, generosity and willingness to show up for others reflect the heart of who we are as SMEC. When our people give their time and energy, they are not just supporting communities; they are strengthening the social fabric that connects us all. I am deeply proud of the way our staff embody Ubuntu in meaningful, practical ways that create lasting change.”

— Ronald Malumedzha, Chairman (Social & Ethics Committee)

08

Awards & Recognition

Pictured Right:
Montrose Interchange Upgrade, Mpumalanga





Top 5 Best Managed Consulting Engineering Firms Award

Our Recent Achievements

Our achievements reflect the dedication, collaboration and technical excellence of our teams across disciplines. From industry recognition for engineering innovation to individual awards celebrating mentorship and leadership, these milestones demonstrate our ongoing commitment to quality, sustainability and impactful project delivery.

2024

PMR.africa Business Excellence Awards

- Gold Award | Structural Consulting Engineers
- Gold Award | Civil Consulting Engineers

TopCo Top Women Awards

- Top Gender Empowered Company

TopCo Top 500 Awards

- Top 5 Best Managed Consulting Engineering Firms in South Africa

CESA Aon Engineering Excellence Awards

- Winner | Projects between R50m and R250m - Montrose Interchange Upgrade

SAICE National Awards

- Winner | Most Outstanding Civil Project - Montrose Interchange Upgrade

Construction World Best Projects Awards

- Winner | Consulting Engineers - Montrose Interchange Upgrade

Engineering News-Record

- Ranked 23rd | Top 225 International Design Firms - SJ Group
- Ranked 34th | Top 150 Global Design Firms - SJ Group

2025

PMR.africa Business Excellence Awards

- Gold Award | Structural Consulting Engineers
- Gold Award | Civil Consulting Engineers

TopCo Top Women Awards

- Top Gender Empowered Company

TopCo Top 500 Awards

- Top 5 Best Managed Consulting Engineering Firms in South Africa

CESA Aon Engineering Excellence Awards

- Winner | Mentor of the Year - Tumisang Gabriel
- Commendation | Best International Project - Ha Mpiti to Sehlabathebe Road Upgrade

SAICE National Awards

- Winner | International Project of the Year - Ha Mpiti to Sehlabathebe Road Upgrade
- Commendation | Community-Based Project of the Year - Arbeidsgenot Primary School
- Winner | Graduate Technician of the Year - Mawande Khawula

Engineering News-Record

- Ranked 24th | Top 225 International Design Firms - SJ Group
- Ranked 35th | Top 150 Global Design Firms - SJ Group

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