

# CORPORATE PROFILE



**EQUATÉ™**

PROPERTY | CONSTRUCTION | SOLUTIONS

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# 1. INTRODUCTION

EQUATE is an independent African property and construction consultancy established in 2013 providing managed solutions for clients investing in infrastructure, property and construction. We offer services that make a measurable difference in value, cost and time on our client's projects.



# INTRODUCTION

Our dedicated teams and various offices will take responsibility for the successful delivery of projects. With our “boutique” focused service offering, we believe that we have differentiated ourselves from our competitors, with active multiple director involvement.





# LOCATIONS



## **SOUTH AFRICA:**

Centurion (Head Office)

Cape Town

Durban

East London

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Botswana

Ghana

Kenya

Nigeria

Morocco

Mozambique

Senegal

Tanzania

Zambia

Zimbabwe



## 2. VISION & VALUES



# CORE VALUES

## EQUALITY

EQUATE is a Level 1 Contributor to B-BBEE with a focus on diversity and non-discrimination ensuring an inclusive work place for all its employees.

## EDUCATE

To build a solid foundation of learning and teaching, EQUATE aims to FIND | BUILD | ENGAGE future leaders in our industry and to cultivate a life long learning approach through the EQUATE Academy.

## ETHICAL

Ethical behaviour and integrity is at the cornerstone of EQUATE's relationships and we are committed to operating to the highest standards of professional and ethical conduct across the African continent. We have zero tolerance towards any form of bribery and corruption.

## EXCELLENCE

EQUATE strives to surpass ordinary standards in every aspect of our existence, to deliver professional services of outstanding quality and ensuring excellence throughout.



A dark, atmospheric photograph of a high-rise office interior. Three people are silhouetted against a large window that offers a panoramic view of a city skyline. The scene is dimly lit, with the primary light source being the city lights and the sky outside. The window frames are visible, creating a grid-like pattern over the view. The overall mood is professional and contemplative.

# 3. OUR PEOPLE





# OUR PEOPLE

## PRINCIPALS

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### ROELOF VD WESTHUIZEN

Chief Executive Officer  
BSc. QS (Hons), PrQS, PMAQS, MRICS  
*Green Star SA Accredited Professional*

### NHLANHLA MTOBI

Executive Director  
BSc. QS (Hons), PrQS, PMAQS, PDP  
*Green Star SA Accredited Professional*

### NEELS VAN NIEKERK

Executive Director  
BSc. QS (Hons), PrQS, PMAQS, MRICS  
*Green Star SA Accredited Professional*

## DIRECTORS

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### MORNE WHITEHEAD

Director  
BSc. QS (Hons), PrQS

### SANDISWA KONDLO

Director  
MSc. (Real Estate). BSc. QS (Hons), PrQS

### EUGENIE JOOSTE

Director  
BSc. QS (Hons), PrQS

## ASSOCIATES

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### CHRIS CLOETE

Associate Director  
BSc. QS (Hons), PrQS

A key part of our philosophy is to ensure that we, and other team members, are fully aware of your project and business objectives, and how these combine to define value for money for you. We are value driven, rather than simply cost driven.

## 4. SERVICE OFFERING





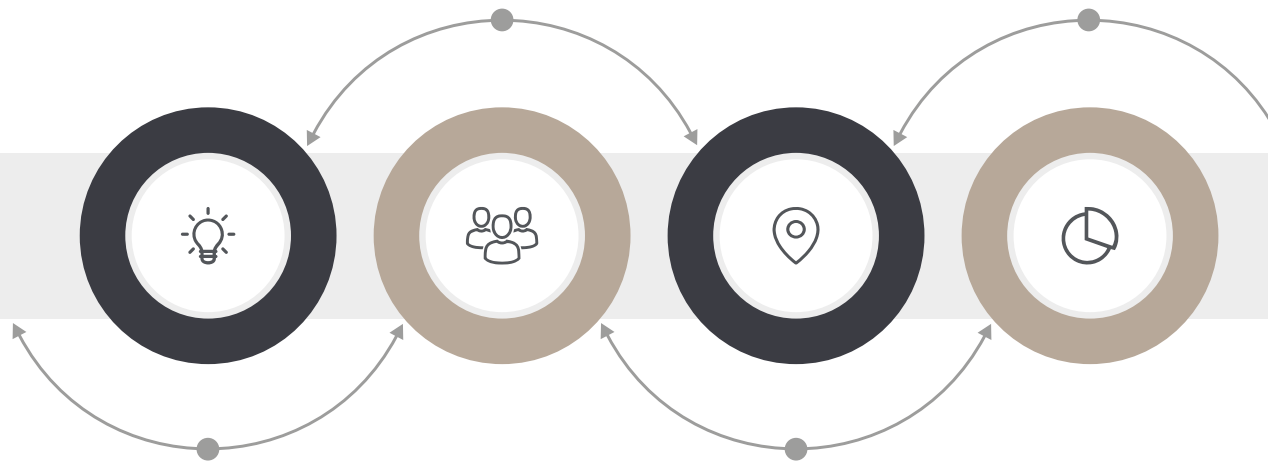
# KNOWLEDGE

## CLIENT KNOWLEDGE

Our approach is to work in partnership with our clients to understand your vision and objectives. Through this we help define the scope of a problem-solving 'project'. Central to our approach is working with respect for our clients confidentiality and culture.

## SECTOR KNOWLEDGE

We structure ourselves around our clients' sectors to maintain a detailed understanding of the dynamics that influence the different markets in which you operate.



## SOLUTION DRIVEN

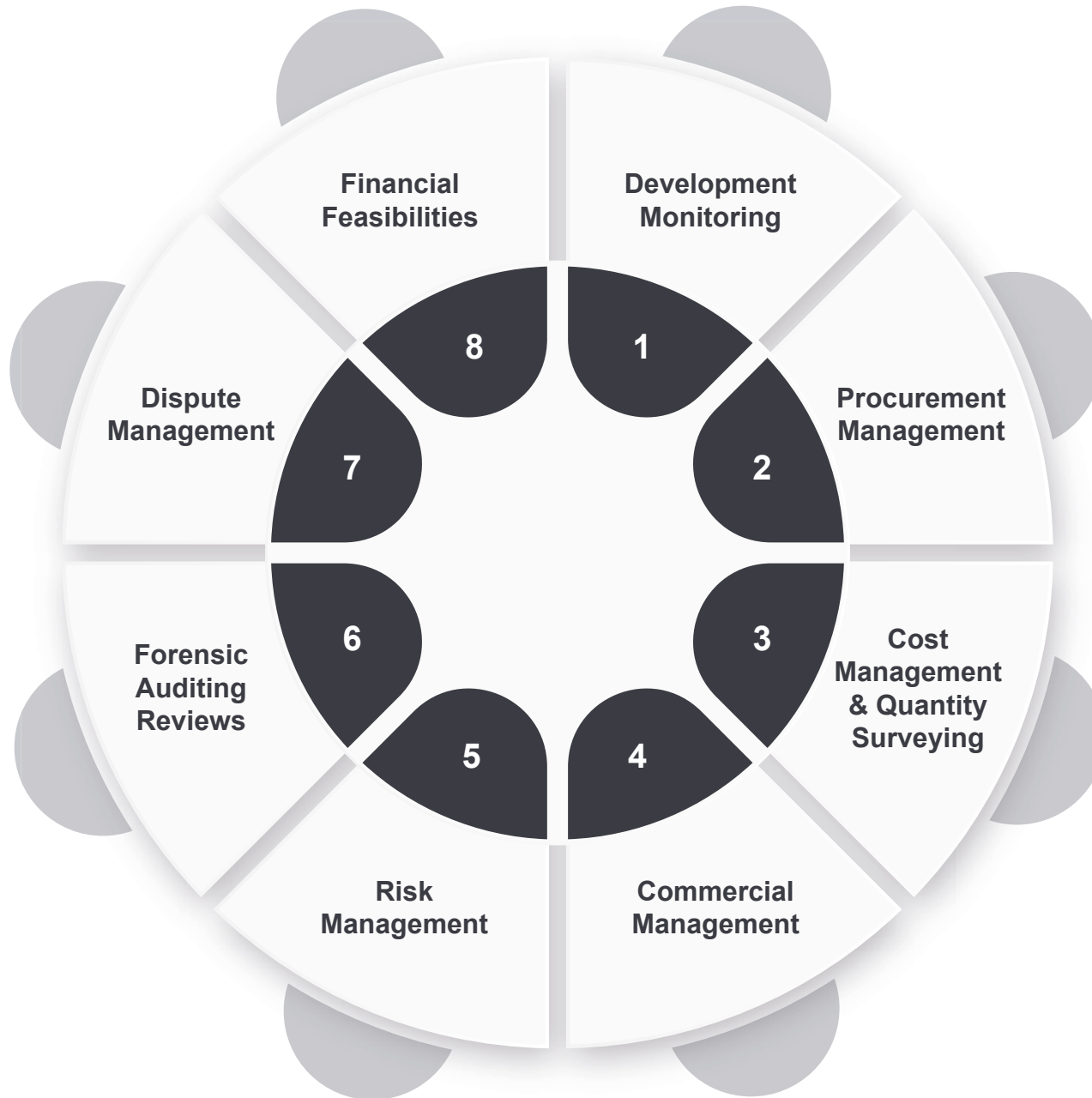
We focus on a solution-driven approach and delivering the best outcomes for our clients. We can support the challenges and opportunities you face throughout the life-cycle of a development, from business and investment strategy at organisational level through to operational efficiency of the final built product.

## LOCAL KNOWLEDGE

We aim to set ourselves apart from our competitors, through our in-country partners to ensure key value drivers and risks are addressed early on in the project.



# SERVICES



We have outlined on our “**Service Wheel**” our key focus areas with a brief explanation of each specific service offering. What is important to remember is that we are able to tailor a solution based on our clients specific needs and requirements.



## 1 DEVELOPMENT MONITORING

Before financial institutions agree to fund property developments, they must have a thorough understanding of all the construction aspects of the project in order to weigh up the risks that might impact on their capital. When a development is underway, it must be carefully monitored with regular site visits made in order to pick up any key issues as they arise.

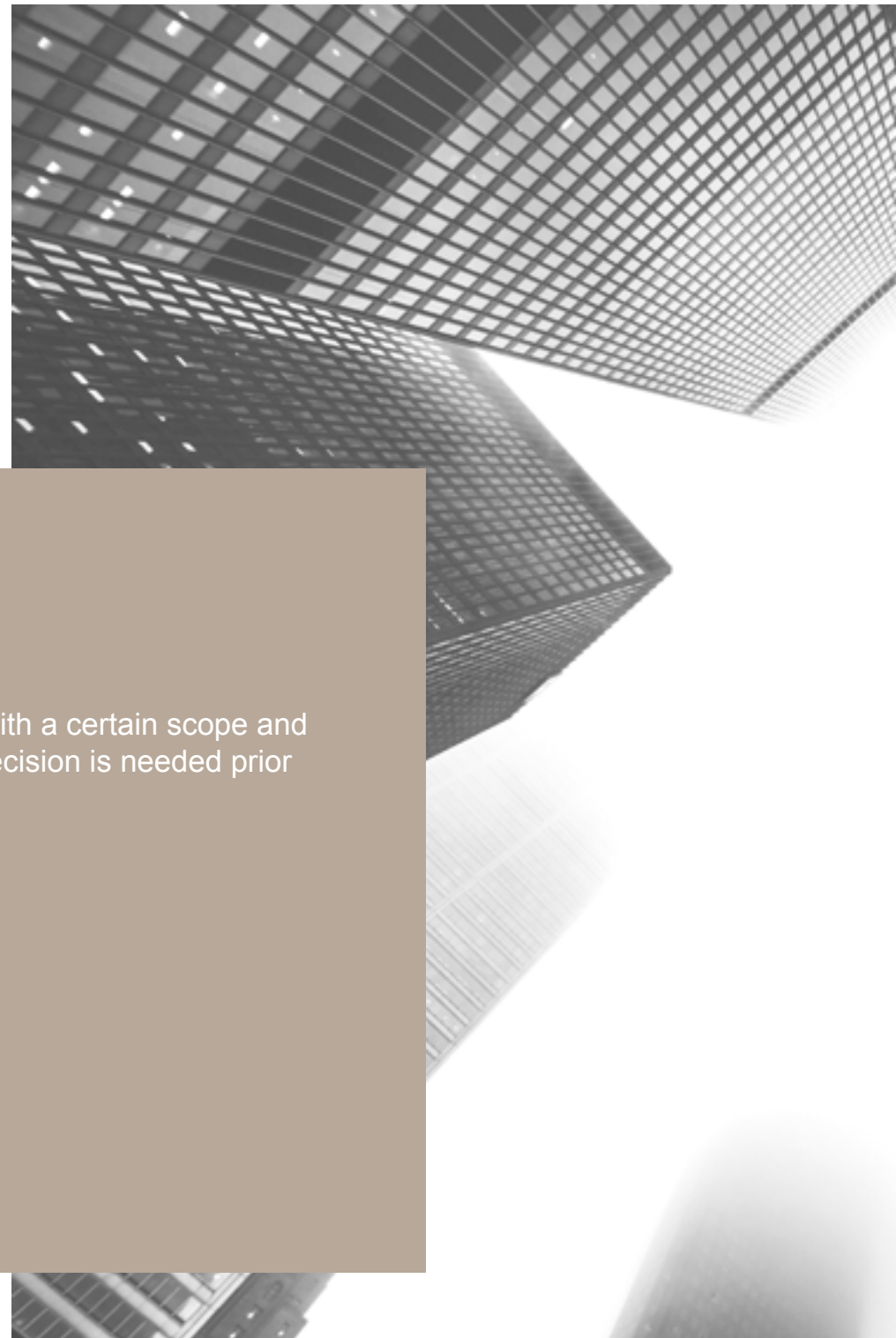
We assess the progress, quality and independently highlight potential risks that we would alert to the financier. A major component of this service is to assess and advise when costs can be drawn down against the capital facility, and on the adequacy of the remaining undrawn loan to cover the forecasted cost to complete.

The EQUATE team has developed a framework that has been widely accepted by a number of institutions on the continent, with one goal in mind, aiding bank-ability and reducing risk to both the developer and the financier. We liaise with banks, their lawyers and the developer at every stage of a development.

## 2 PROCUREMENT MANAGEMENT

Triggered by the identification of a business need for a contract with a certain scope and a business case (including budget) for its procurement. A clear decision is needed prior to commencement of procurement to ultimately award a contract.

- Procurement Planning
- Tender and Contractual Documentation
- Contractual Advice and Legal Support
- Scope Formulation and Packaging
- Tendering, Adjudication, Negotiation and Appointment





### 3 COST MANAGEMENT & QUANTITY SURVEYING

Our Cost Managers / Quantity Surveyors are there to provide independent and impartial advice that can be trusted. We pro-actively manage construction costs, from inception to final account, to ensure best value for our clients. We develop an in-depth understanding of our client's business goals and become their champion in project delivery, empowering their business decisions with our depth of construction knowledge. We employ people who are experts in every sector of the construction market. Our team and our rigorous cost control systems ensure that value is achieved and exceeded for every client.

Our tailor made solutions may include some or all of the following key Cost Management and Quantity Surveying Services:

- Project feasibility studies & estimates
- Cost planning & budget formulation
- Cash flow forecasting and reporting on actual expenditure
- Value engineering
- Assessment and recommendation on payment valuations for work in progress
- Cost reporting
- Final account settlement
- Post contract project analysis and project appraisal

## 4 COMMERCIAL MANAGEMENT

Our tailored solutions may include some or all of the following Commercial Management Services:

- Budget Management
- Contracts Management
- Change & Scope Management
- Claims Management
- Contractual Correspondence
- Contractual Notices
- Project Reporting
- Final Accounts







## 5 RISK MANAGEMENT

Enterprise Risk Management Services help organisations integrate risk management into their business and strategic processes to enable them to take risks to create value as well as respond to and mitigate risks appropriately. We provide a range of services to help organisations with their risk management issues, including identification and prioritisation of enterprise-wide risks, assessment of an organisation's risk capabilities, and development of the tools, processes and organisational structures needed to build a robust and sustainable risk management program.

Identification and mitigation of project risks is inseparable from our core services of programme, project and cost management. However, as independent cost and financial advisors to the construction industry, EQUATE offers risk analysis and management as a separate, as well as an integrated service to our clients. Management of risk is key to the risk assessment process and our philosophy is “raise a risk - then provide a mitigation strategy and manage it”. This turns “risk” management into “opportunity” management.

Services we can provide include:

- Project audit
- Project investment analysis
- Project funding support
- Sensitivity analysis
- Project risk management
- Forensic analysis

## 6 FORENSIC AUDITING REVIEWS

Through the international experience gained by some of our senior staff, EQUATE is able to provide a unique service offering to the construction and property sectors. We could be approached to conduct an independent review of a project for either private or public clients to ascertain the cause of a potential dispute or litigation. Whilst this is a very specialist service, EQUATE would also support and partner with an accounting firm.



## 7 DISPUTE MANAGEMENT

When parties are in conflict, they need clear, unbiased, expert advice and testimony to help settle disputes to the satisfaction of all concerned. Being able to anticipate, prevent or minimise programme and cost overruns by consulting with our team through the construction stage of a project is also of enormous benefit to our clients.

## 8 FINANCIAL FEASIBILITIES

Feasibility Studies are an essential part in the development decision making cycle providing detailed, analytical parameters that guide investment committees, development managers, investors, funding institutions etc. A financial feasibility study projects how much start-up capital is needed, sources of capital, returns on investment, and other financial considerations that are required for the successful execution for any project. The main objective of a feasibility study is to determine whether or not a certain plan of action is likely to produce the anticipated result that is, whether or not it will work, and whether or not it is worth doing economically.

Our team provides these feasibility studies as an assessment of the practicality of a proposed plan or project. The analysis done considers all of a project's relevant factors including economic, technical, legal, and scheduling considerations to ascertain the likelihood of completing the project successfully. Whether a project is feasible or not can depend on several factors, including the project's cost and return on investment, meaning whether the project generated enough revenue or sales.

Our Financial Feasibility Studies will include:

- Income Projections
- Initial First Year Yield
- IRR
- Income Capitalisation and Residual Value
- Discounted Cashflow Models
- Loan Repayment Schedules
- Stress Tests
- Deal Structure Analysis
- Project Cashflows

Realising the specialist requirements of each sector, its function, design, cost and value drivers, at EQUATE we aim to become a sector focused business. Our Directors will lead the project based on their experience and expertise and not just a relationship with a client. Our aspiration is to employ market sector leaders for each of our key sectors further adding value to our team and our clients.

### **ALIGNED TO EXCEPTIONAL DESIGN**

The appreciation and understanding of good design is something we at EQUATE understand, we aim to align ourselves with the market leaders that are as passionate about delivering successful projects as we are.

## **5. SECTORS & EXPERIENCE**





# SECTORS



EQUATE is a multi-faceted practice that operates in various sectors within the property development and infrastructure sphere. Our business has dedicated sector specialists as represented that ensure a focused value driven approach. Included are some of the executed projects in their various sectors.



# LEISURE & HOSPITALITY EXPERIENCE

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## HILTON GARDEN INN

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📍 Gaborone, Botswana

🏠 8802m<sup>2</sup>

### FULL QUANTITY SURVEYING SERVICES

New mixed use development in Botswana consisting of a 8 802m<sup>2</sup> hotel and 6 000m<sup>2</sup> commercial building with a 8 400m<sup>2</sup> basement level. The 147 key Hilton Garden Inn includes a restaurant and bar, conference facilities, a gym and terrace with a swimming pool.







## MARRIOTT HOTEL CASABLANCA

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📍 Casablanca, Morocco

📏 33,000m<sup>2</sup>

### FULL QUANTITY SURVEYING SERVICE

300 Rooms, reception, all-day dining and other public areas refurbishment of the existing Sheraton Casablanca into a luxury Marriott branded hotel including M-Lounge and façade upgrade.



# LEISURE EXPERIENCE



*The Presidency*

PROJECT	LOCATION	YEAR
The Presidency	Maputo, Mozambique	Current
Hilton Durban Refurbishment	Durban, South Africa	2017
Onomo Hotels	8 African Countries	2016
Radisson Blu Hotel & Conference Centre	Banjul, The Gambia	Current
Intercontinental & Holiday-Inn Refurbishment	Lusaka, Zambia	2021
Taj Pamodzi	Lusaka, Zambia	2018
Marriot	East London, South Africa	Current
Radisson Apartments	Yaounde, Cameroon	Current
Radisson Saly	Saly, Senegal	Current
Park Inn by Radisson	Bulawayo, Zimbabwe	Current



# DATA CENTRE EXPERIENCE

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## TIGO TANZANIA DATA CENTRE

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📍 Dar Es Salaam, Tanzania

### FULL QUANTITY SURVEYING SERVICES

Construction of the civil works and infrastructure for the Tigo Tanzania Data Centre. The project includes civil and external works, modular data centre substructure, and data centre site infrastructure.



## ADC CPT2

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📍 Atlantic Hills, Cape Town

📐 **Construction Area:** 16,835m<sup>2</sup>

**White Space:** 4,800m<sup>2</sup>

### FULL QUANTITY SURVEYING SERVICES

The scope of works comprises the construction of a 10MW Tier III Data Centre facility in Atlantic Hills, Cape Town. The Phase 1 data centre facility will have 10MW of IT capacity split across 4 data halls. The development will consist of new office, parking, data halls, plant areas, diesel storage and ancillary spaces. The facility will be designed and built to meet hyperscale client requirements.



# DATA CENTRE EXPERIENCE



*Tigo Paraguay Data Centre*

PROJECT	LOCATION	YEAR
Ncell Pokhara Data Centre	Pokhara, Nepal	2015
Tigo Paraguay Data Centre	Asuncion, Paraguay	2015
Government Integrated Data Centre	Gaborone, Botswana	2018
Orange Botswana Data Centre	Gaborone, Botswana	2018
Data Centre And Landing Station	Lagos, Nigeria	2021
Africa Data Centres - CPT 1.2 Data Centre Upgrade	Cape Town, South Africa	2021
Africa Data Centres - CPT 1.3/5/6 Data Centre	Cape Town, South Africa	2021
Africa Data Centres - CPT 2 Data Centre	Cape Town, South Africa	2022
MC1 Data Centre For Equinix	Muscat, Oman	2019
ZH5.3 Data Centre For Equinix	Zürich, Switzerland	2018



# INDUSTRIAL & MANUFACTURING EXPERIENCE

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## MTN DOORNFONTEIN TRIGERATION FACILITY

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📍 Johannesburg, South Africa

📏 500 m<sup>2</sup>

### FULL QUANTITY SURVEYING SERVICES

Installation of the new 1MW gas tri-generation facility. The project scope includes 1MW gas generator, 900kW mechanical installation, and the upgrade of the existing facility to accommodate the new equipment.





## MTN NEWLANDS TRIGERNATION FACILITY

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📍 Johannesburg, South Africa

📏 2 000m<sup>2</sup>

### FULL QUANTITY SURVEYING SERVICES

Construction of a new facility and installation of Tri-Generation gas plant including grid-tying back into the local electricity supplier network when excess electricity is produced.



# INDUSTRIAL & MANUFACTURING EXPERIENCE

*MTN Newlands Trigeneration Facility*

PROJECT	LOCATION	YEAR
Maluti-A-Phufong Special Economic Zone	Harrismith, South Africa	2019
Distell Springs - Dry Goods Warehouse	Springs, South Africa	2022
Bakers Inn Bread Manufacturing Facility	Bulawayo, Zimbabwe	Current
Mzithole Piping Facility	Witbank, South Africa	2017
Distell Springs - Transformer Room	Springs, South Africa	2021
Distell Parrow - Warehouse Upgrade	Cape Town, South Africa	2020
Distell Springs - Line 8	Springs, South Africa	2019
Glodina Black Label - Factory Upgrades	Kwazulu Natal, South Africa	2020
Sab Miller / National Breweries, Chibuku Plant	Zambia	2014
GTM Beef Abattoir	Harrismith, South Africa	2018



# RESIDENTIAL & STUDENT ACCOMMODATION EXPERIENCE

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## FREDERICK STREET STUDENT ACCOMODATION

📍 Pretoria West, South Africa

📏 7 088m<sup>2</sup>

### FULL QUANTITY SURVEYING SERVICES

The proposed development with a total gross building area of 7 088m<sup>2</sup> including bulk excavations, construction works of one block of a 4-storey building, and a second block of a 3-storey building for student accommodation including all finishes, furniture, and fittings. The development caters for 352 beds.





## ELLIS PARK STUDENT VILLAGE

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📍 Johannesburg, South Africa

🏠 21 107m<sup>2</sup>

### FULL QUANTITY SURVEYING SERVICES

Student accommodation village with a gross building area of 21 838m<sup>2</sup>. The development comprises of ground floor retail and 6 floors of apartments. The total development caters for 1 136 beds.





# RESIDENTIAL & STUDENT ACCOMMODATION EXPERIENCE

*Mthatha Student Accommodation*

PROJECT	LOCATION	YEAR
Luxury Apartments	Dakar, Senegal	2017
Low Cost Housing	Secunda, South Africa	2016
Mthatha Student Accommodation	Eastern Cape, South Africa	2019
544 Wf Nkomo Street Student Accommodation	South Africa	2018
South Point Student Accommodation	South Africa	Current
The Residency	Gaborone, Botswana	Current
94 Glenwood Apartments	Pretoria, South Africa	Current
Pretoria North Apartments	Pretoria, South Africa	2017
Managed Apartments	Nigeria	2018
X11 & X8 Fochville Social Housing	Fochville, South Africa	2019



# RESIDENTIAL & STUDENT ACCOMMODATION EXPERIENCE



PROJECT	LOCATION	YEAR
Princess Social Housing	South Africa	2020
Tehillah Apartments	Protea, South Africa	2018
Lux Living	Rosebank, South Africa	Current
Karen Park Residential	Pretoria, South Africa	2021
Gauteng Partnership Fund	Gauteng, South Africa	2013 - 2020
Grayville Racecourse Student Residency	Durban, South Africa	2020
TUT Student Accommodation	Pretoria, South Africa	2020
Hollywood Apartments	Johannesburg, South Africa	2016
Spark Schools	South Africa	2019
KBRM Student Accommodation	Polokwane, South Africa	2022



# HEALTHCARE EXPERIENCE

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## DR SEKETE MEDICAL CENTRE

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📍 Germiston, South Africa

📏 800m<sup>2</sup>

### FULL QUANTITY SURVEYING SERVICES

This community health facility was the first of its kind that seeks to replace traditional doctors rooms and modernise them to new age upmarket health facilities that include dentists, x-rays, operating rooms etc.





# HEALTHCARE EXPERIENCE



*Dr Sekete Medical Centre*

PROJECT	LOCATION	YEAR
OBM GMP Vaccine Plant	Pretoria, South Africa	2021
Greenspark Clinic	West Rand, South Africa	2021
Embalenhle Hospital	Mpumalanga, South Africa	Current
Germiston Rehabilitation Centre	Johannesburg, South Africa	2020
Mediwell Health Facility	Johannesburg, South Africa	2018
Clinico Health Complex	South Africa	2018



# RETAIL EXPERIENCE

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## DOUALA GRAND MALL

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📍 Douala, Cameroon

📏 40 000m<sup>2</sup>

### STAGE 5-6 QUANTITY SURVEYING SERVICES

Regional centre and retail development that caters for 1 anchor, multiple international and local retailers. The first major shopping centre in Cameroon.





## EYETHU ORANGE FARM MALL

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📍 Johannesburg, South Africa

🏠 26 000m<sup>2</sup>

### CLIENT WATCHING BRIEF (NEF)

The 26 000m<sup>2</sup> retail development caters for the greater orange farm community with 3 anchors and multiple nationals.





# RETAIL EXPERIENCE



Sarona City Mall

PROJECT	LOCATION	YEAR
Riverside Shopping Centre	Nelspruit, South Africa	2015
Sarona City Mall Shopping Centre	Gaborone, Botswana	2022
Thlokweng Shopping Centre	Botswana	2021
Hlabisa Retail Junction	KwaZulu-Natal, South Africa	2018
New Germany Retail	New Germany, South Africa	2022
OP Village Mall	Bathlaros, Northern Cape	2022
Waterworld Regional Mall	East London, South Africa	Current
Hoedspruit Shopping Centre	Hoedspruit, South Africa	Current
Mavundla Square	Graytown, South Africa	2018
SPAR Palms Centre	Boksburg, South Africa	2020



# COMMERCIAL EXPERIENCE

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## ALICE LANE REFURBISHMENT

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📍 Johannesburg, South Africa

🏠 14 500m<sup>2</sup>

### FULL QUANTITY SURVEYING SERVICES

Refurbishment and repositioning of the Offices after 20 years. The works included Facade and Services Upgrade and Tenant Installations for a new corporate client.







## SOUTH 32 OFFICE SPACE

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📍 Johannesburg, South Africa

📏 2 232m<sup>2</sup>

### STAGE 1-6 QUANTITY SURVEYING SERVICES

Office fit-out of South 32 Melrose Arch including the demolition of the existing fit-out.





# COMMERCIAL EXPERIENCE



Unilever Office Refurbishment

PROJECT	LOCATION	YEAR
Mixed Use Development	Ikeja, Nigeria	2016
Urban Akwaba Mixed Use Development	Ivory Coast	2017
Poyntons Building: Fire Upgrade	Pretoria, South Africa	2021
The Avenues Office Tower	Springs, South Africa	2014
Nersa – Kulawula House Refurbishment	Pretoria, South Africa	2018
Booking.com Tenant Installation	Sandton, South Africa	2018
Unilever Office Refurbishment	Umhlanga, South Africa	2019
Botswana Public Officers Pension Fund, Head Office Fit-Out	Gaborone, Botswana	2018
SA Tourism Head Office	Sandton, South Africa	2019
Growthpoint Properties, Commercial Sector, Various Tenant Installations	South Africa	2019



# COMMERCIAL EXPERIENCE



*Broad Street Office Development*

PROJECT	LOCATION	YEAR
Broad Street Office Development	Lagos Island, Nigeria	2019
Mastercard	Casablanca, Morocco	Current
AbbVie	Johannesburg, South Africa	Current
IBM	Johannesburg, South Africa	2020
Ericsson	Johannesburg, South Africa	2021
PWC Head Office	Gaborone, Botswana	2022
New Germany Offices	New Germany, South Africa	Current
Three-180 Umhlanga Mixed-Use Development	KwaZulu-Natal, South Africa	Current
PRD Office Building	Umthatha, South Africa	Current
New Germany Mixed-Use	New Germany, South Africa	Current



# MINING & INFRASTRUCTURE EXPERIENCE

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## KEVALI CHEMICALS MANUFACTURING PLANT

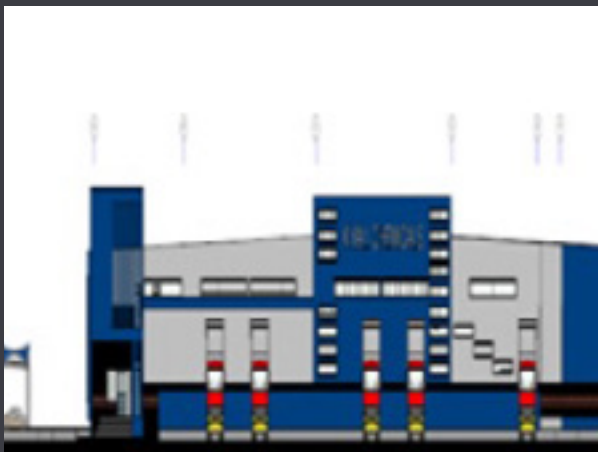
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📍 Harrismith, South Africa

📏 10 000m<sup>2</sup>

### FULL QUANTITY SURVEYING SERVICES

This 10 000m<sup>2</sup> warehouse facility in the new Maluti-A-Phofung Special Economic Zone will be used for the manufacturing of products used in the following product markets: water treatment, hygiene, and adhesives.





# MINING & INFRASTRUCTURE EXPERIENCE

*Doornfontein Trigen Gas Plant*

Our in-house expert staff have more than 24 years' experience with Clients, Contractors and Consultants in the following fields:

- Power (coal fired power stations)
- Mining (surface structures & material handling for gold, diamond & coal mines)
- Infrastructure (civils, roads, earthworks, etc)
- Airports (new and upgrades)

PROJECT	LOCATION	YEAR
<b>Blacklite Solar</b>	East London, South Africa	2015
<b>TNJ Sub-Station</b>	Johannesburg, South Africa	2018
<b>Maluti-A-Phufong Special Economic Zone</b>	Free State, South Africa	2019
<b>Kpone Power Station</b>	Ghana	2016

## 6. OUR CLIENTS





# OUR CLIENTS





## EMPLOYING THE BEST

Our aim is to recruit and train intelligent and proactive individuals from all spheres of life, which ensures that when you work with us you consistently receive knowledgeable and excellent service.

We have embedded a culture of learning and sharing of new innovative ideas, no matter age or level of their career that will ensure continuous development of all our people. As our business grows, we will ensure that we never lose sight of the importance of sharing new ideas and practices.

# 7. INVESTING

IN OUR PEOPLE  
AND OUR COMMUNITY



## B-BBEE

Equate recognises that Broad-Based Black Economic Empowerment (B-BBEE) is an integral part of our drive to contribute to a better South Africa. We fully endorse and support B-BBEE and its role in addressing the imbalances of the past. During our recent independent evaluation we were again certified in terms of the Act for the Construction Sector Charter issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Bill (B-BBEE) No. 53 of 2003.

We are proud of our achievements and will continue to find ways to ensure that we retain our Level Contribution.

### EQUATE WAS SCORED AGAINST THE FOLLOWING CATEGORIES:

- Ownership
- Management control
- Employment equity
- Skills development
- Preferential procurement
- Enterprise development
- Socio-economic development

LEVEL:

**Level 1**

PROCUREMENT RECOGNITION LEVEL:

**125%**

VALUE-ADDED SUPPLIER:

**Yes**



# EQUATE ACADEMY

## FIND | BUILD | ENGAGE

The EQUATE ACADEMY focusses on young people in Africa. Through our academy we promote upliftment, education and continuous development through a life-long learning approach.



### FIND

Our aim is to identify young-talented-ambitious-entrepreneurs to support and assist them in unlocking the potential future leaders they are. By contributing our own time and resources we try to make small but radical changes to better the lives of these future leaders.



### BUILD

Starting with our own people, we offer in-house training supplemented with formal training to continuously develop our interpersonal skills and technical ability. Building a learning culture and utilising this skill to further educate and train young people through various initiatives, i.e.: Workshops, Lectures, Secondments, Think-tanks, Mentoring and Hands-on projects.

Through financial assistance we offer opportunities of further education. Utilising social platforms we aim to connect to people at all levels of society, taking root throughout Africa.



### ENGAGE

By engaging at these levels we cultivate our young leaders throughout their lives, through education and beyond, with leadership mentoring and by connecting them to high-impact networks of people, businesses and capital.



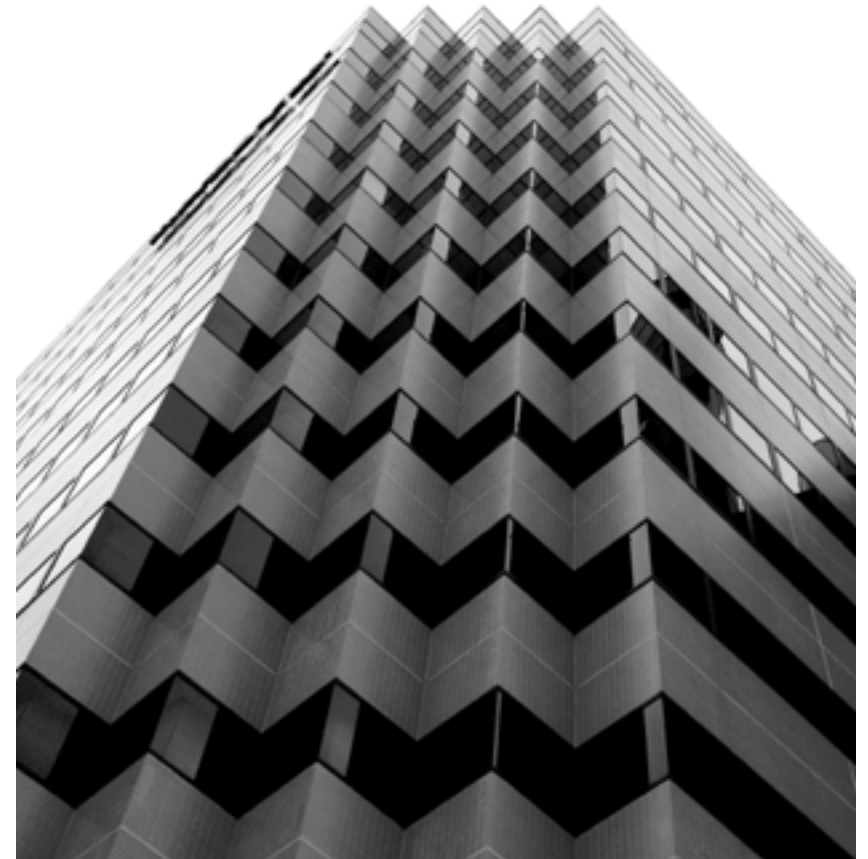
# CORPORATE SOCIAL RESPONSIBILITY

**WE RECOGNISE THAT ECONOMIC, SOCIAL AND ENVIRONMENTAL ISSUES AND IMPACTS SHOULD BE CONSIDERED AS PART OF GOOD BUSINESS PRACTICE AND ARE EMBEDDED IN OUR VALUES.**

In all of our business processes and procedures we consider the impact on our staff, our clients and the communities in which we live and work and we aim to set standards for others to follow.

## **WE AIM TO:**

- Respect people
- Develop and promote local economic development
- Work with our clients and supply chain to improve sustainable performance within the built environment
- Support local initiatives
- Develop and improve stakeholder dialogue and involvement





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## HEAD OFFICE

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### ADDRESS

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### POSTAL ADDRESS

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## CAPE TOWN OFFICE

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### ADDRESS

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