

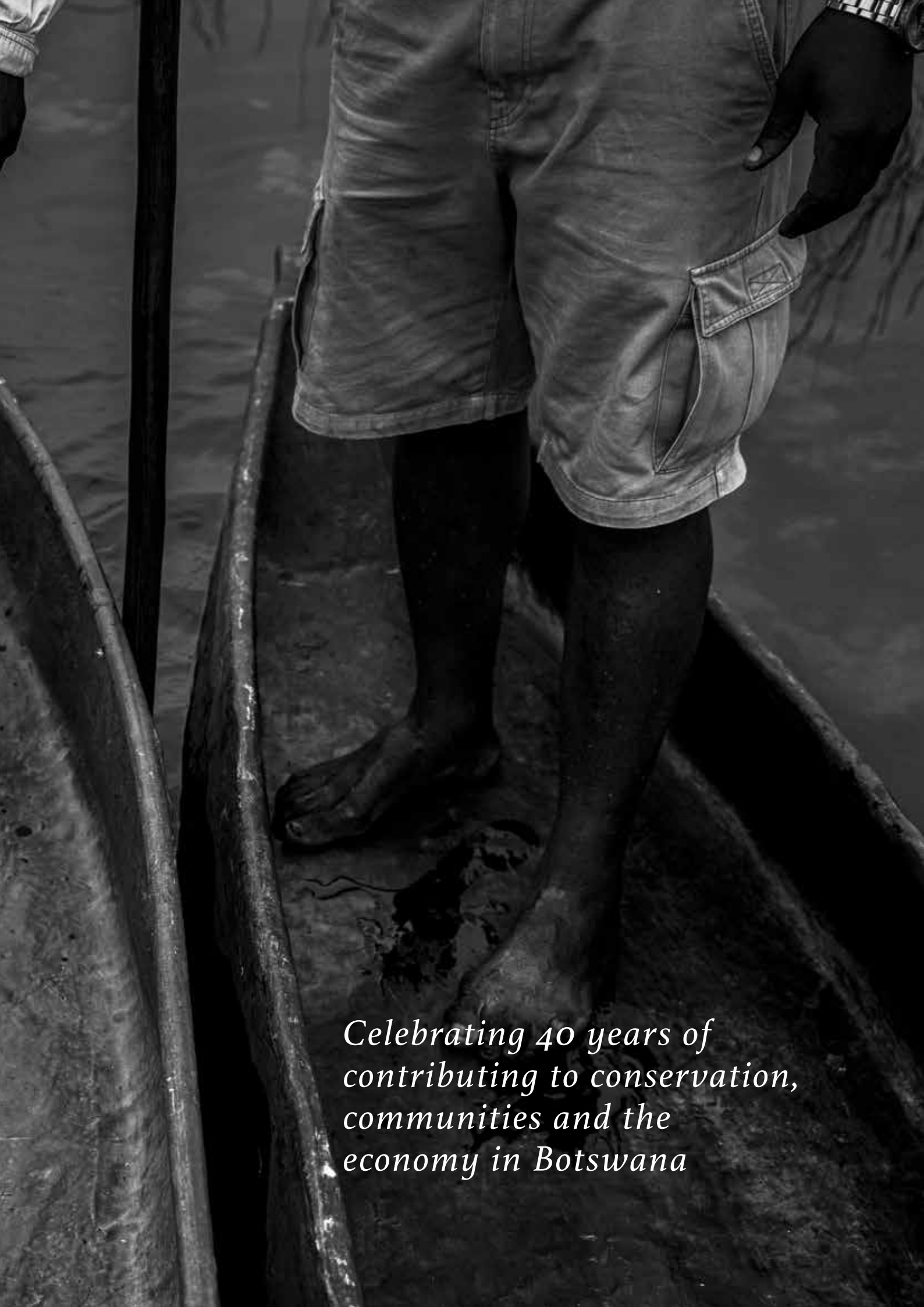
IMPACT REPORT



WILDERNESS

BOTSWANA





*Celebrating 40 years of
contributing to conservation,
communities and the
economy in Botswana*

ABOUT THIS REPORT

This report is produced on the 40th anniversary of Wilderness in Botswana. It is an update of the report prepared late in 2022 and incorporates data for the financial year ended on 28 February 2023. The report is aimed at stakeholders in Botswana and intended to inform them about the role and impact of this business.

The data in this report relate primarily to Okavango Wilderness Safaris Pty Ltd and its subsidiaries, however it does also cover other wholly owned subsidiaries of Wilderness Holdings Limited in Botswana. It does not include the latter company, which is the holding company for the Wilderness Group and includes operations in eight other countries.

The data presented in this document have been extracted from the audited financial statements and underlying records of the relevant Wilderness companies. All of the companies in question received unmodified, “clean” audit opinions in all years covered.

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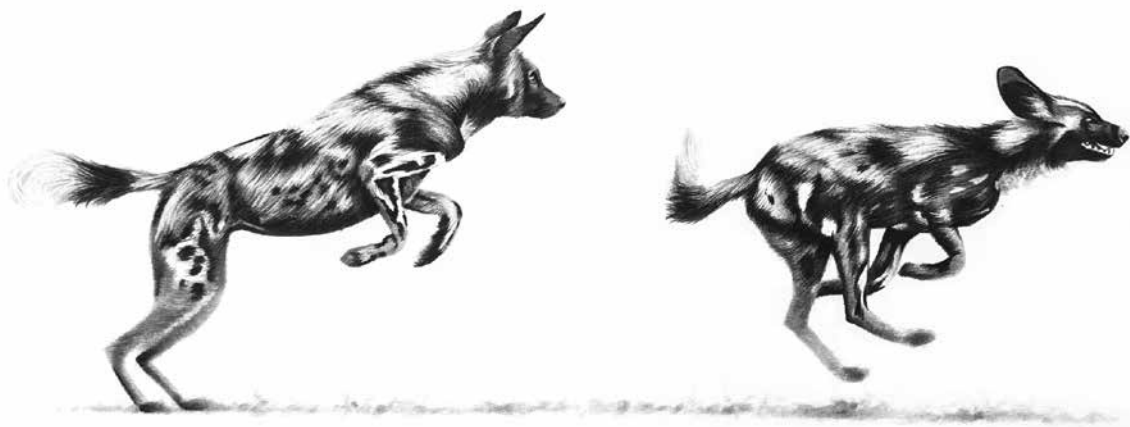




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CHAIRMAN'S LETTER





2023 marks the 40th year of operations of the Wilderness Group in our home, Botswana. This is a significant milestone and one where we have much to celebrate. We look back with pride over the achievements of the last 40 years and the monumental changes to the business that have occurred. We are particularly gratified by the fact that so many facets of our business have been emulated by other businesses in Botswana and in other countries, too. Botswana stands head and shoulders the lead player in Africa's intensely competitive safari industry and this is testament to the foundations that were laid all those years ago and have been constantly refined since then. This would make our founders, and indeed every employee that we have had over these incredible four decades, very proud.

In this, our 40th anniversary year, we have been gratified by the public and market reaction to the rebranding launched during the latter part of 2022. We believe this will stand us in good stead as the industry returns to normal after more than two very trying years inflicted by the Covid-19 pandemic. This new branding also is important in the context of Wilderness' development of new channels to market, giving us direct access to consumers, while at the same time retaining and strengthening the

long-standing ties that we have enjoyed for decades with our valued trade partners.

It is important, at this time, to pay tribute to the commitment to Wilderness Botswana and the understanding that was so strongly displayed by our guests, staff, suppliers, financiers and shareholders during the pandemic. We have weathered many storms during the long life of Wilderness, but the pandemic far exceeded all previous disturbances in the scale and severity of the impact. We have been particularly humbled by how supportive our people have been despite the uncertainty and long periods when we had to close our doors. Shoulder to shoulder we have got through the worst of it and, for that, we have to say thank you. Re a leboga! Here's to the next 40 years! A Pula ene, Pula!

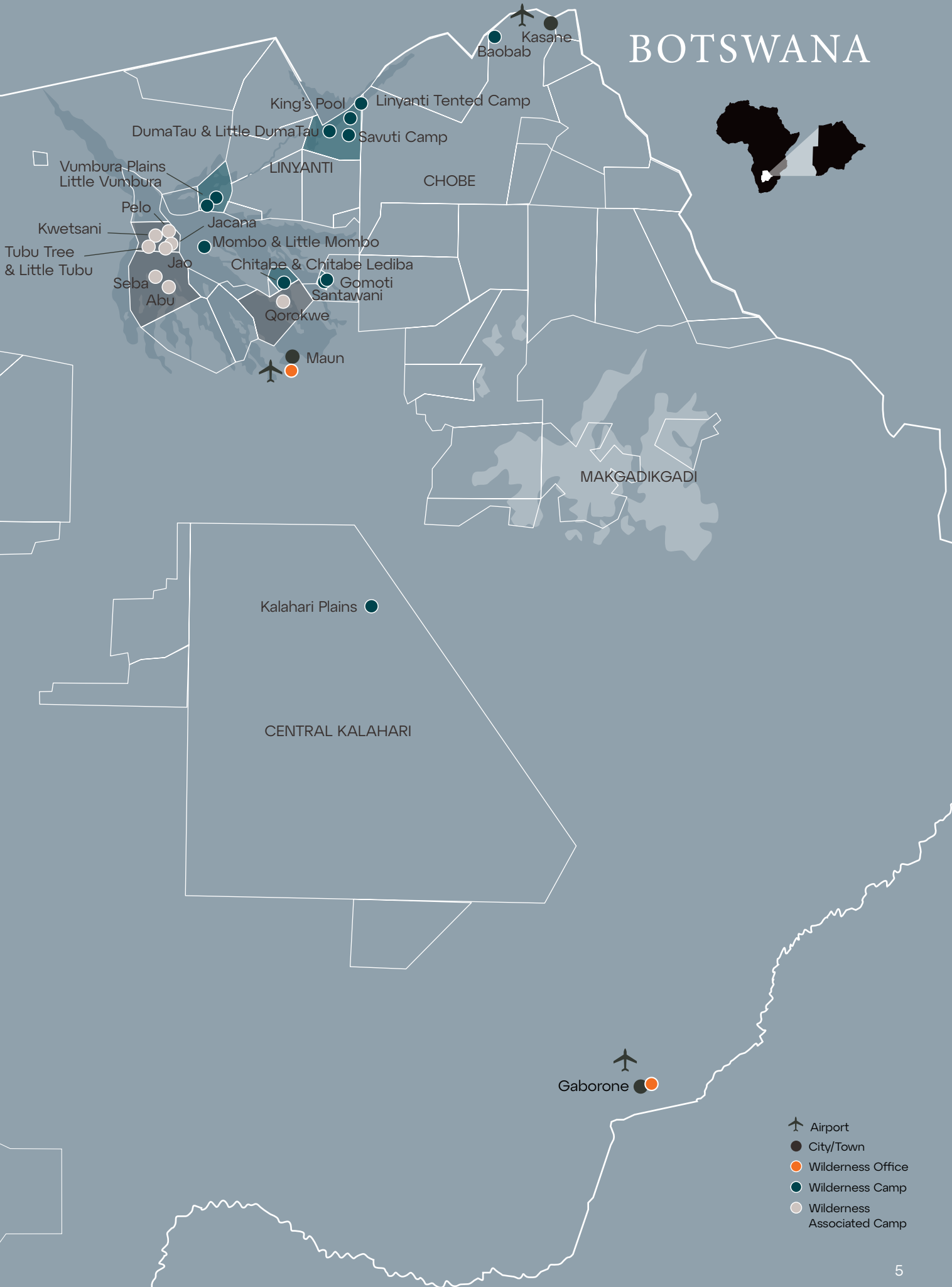
A handwritten signature in black ink that reads "Kabelo Nicholas Binns". The signature is fluid and cursive, with the first name "Kabelo" and last name "Binns" being the most prominent parts.

Kabelo N Binns
Chairman, Okavango Wilderness Safaris Proprietary Limited

OUR FOOTPRINT

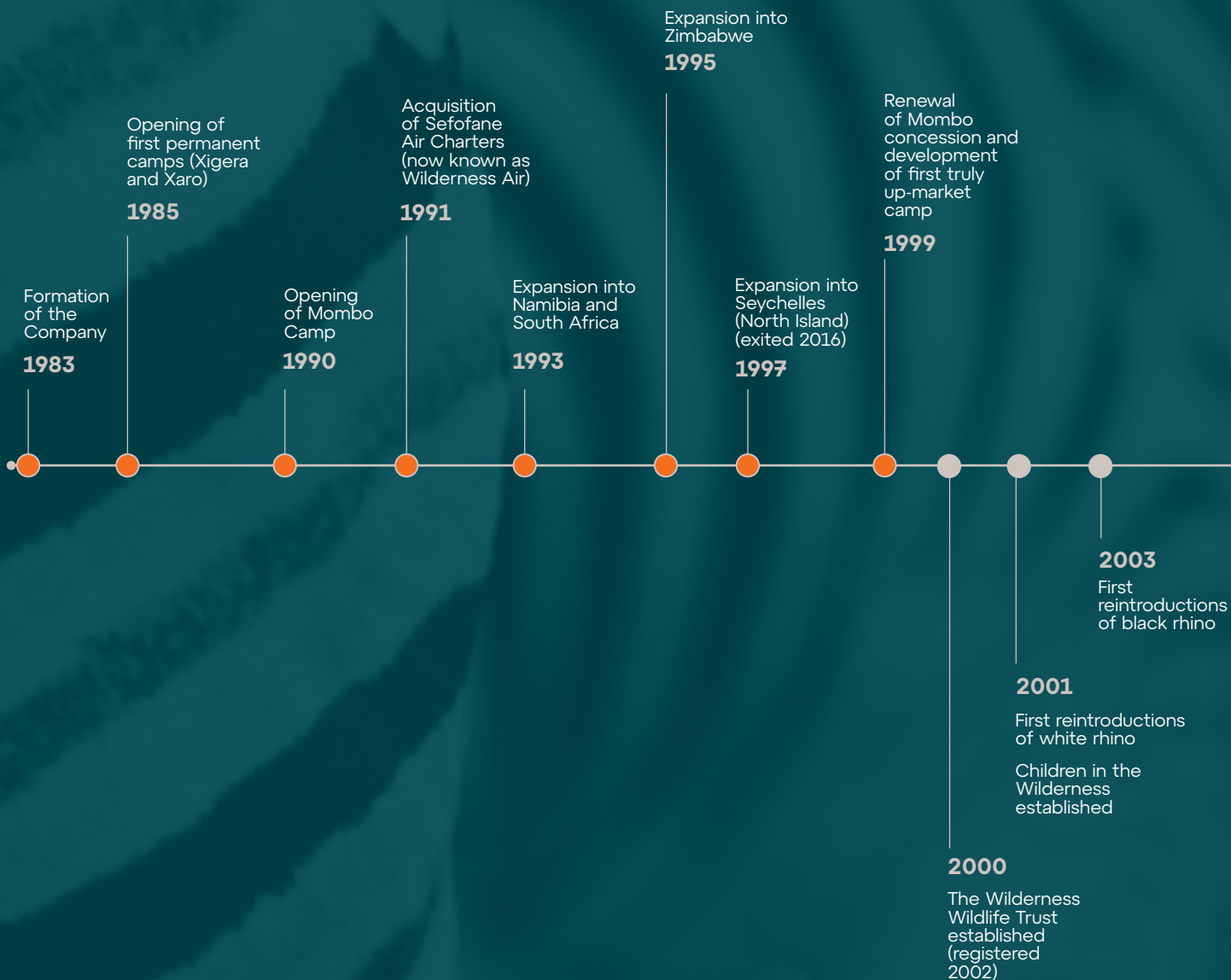


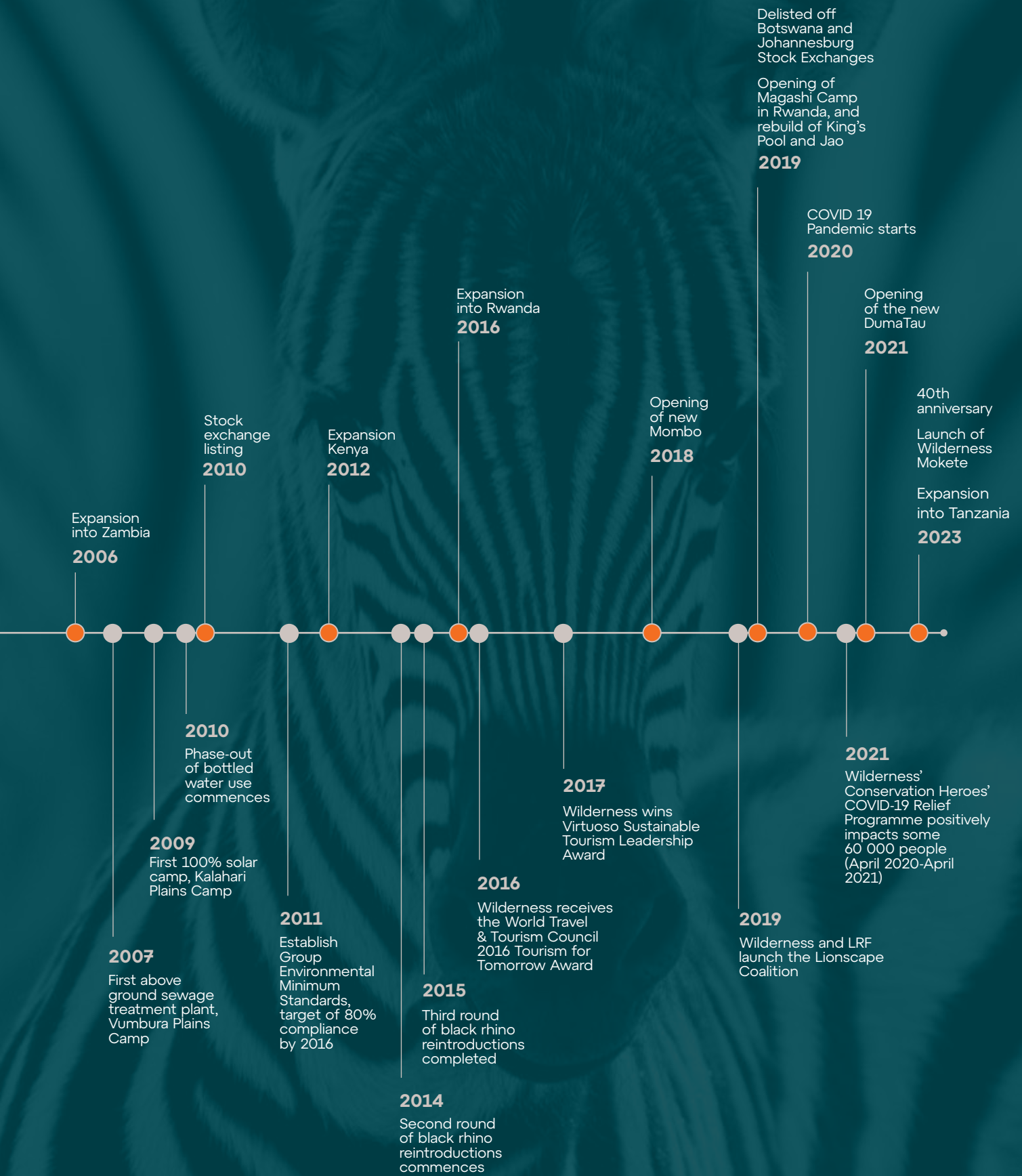
BOTSWANA



OUR HISTORY

When the Company was formed in 1983, we commenced an exciting journey of discovery and learning. On this journey, we have reached numerous important business and impact milestones, the most important being illustrated here. We are particularly proud that many of these milestones have become precedents for the industry as a whole, and not just our own organisation.



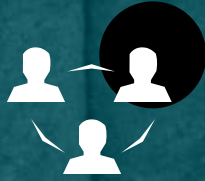


BOTSWANA

AT A GLANCE

2014 TO 2023

*For every P1 netted by shareholders,
Government was paid P5.16 and
staff were paid P8.27*



3.4

persons
employed per
guest bed

1100

people employed

fewer than
4%

of employees
are expatriates

P1.07

billion paid to staff

staff earned

P8.27

for every P1 netted
by shareholders

350

tonnes of food
distributed to
needy communities
during Covid



2,700

children participated in
Eco-Clubs

2,100

children attended
annual camps





P672

million paid to
Government

Government earned

P5.16

for every P1 netted by
shareholders

85%

of purchases of goods
and services made
from local suppliers

P1.3

billion purchased
from local suppliers

P638

million in investment
(capital expenditure)

P1.8

billion in sales to third
party (competitor)
products



P269

million paid by
Wilderness and guests
for use of concessions
and wildlife

81%

compliance with
Group Environmental
Minimum Standards

97%

reduction in the use
of bottled water

3x

increase in solar
generation capacity

OVERVIEW OF THE WILDERNESS BUSINESS

Wilderness is now the largest business of its kind in Africa, with operations in eight countries, as well as offices in the USA, UK and Mauritius, but it had its roots in Botswana in 1983. 40 years ago, two young overland safari guides had been working in the remote wilderness reaches of the country since 1977 and had decided to strike out on their own. Their reasons for making this change were:

- They wanted somehow to ensure that the financial benefits of their safaris flowed to Botswana and its people and thus help to ensure the conservation of the country's wildlife areas; and
- They wanted to offer authentic safaris with integrity that catered for people as passionate about nature as they were.

At the time, the safari business in northern Botswana was dominated by hunting operators. Most photographic operators were not based in Botswana, they employed many expatriates and sourced the bulk of their supplies from South Africa. The Wilderness founders wanted to change this and accordingly registered a Botswana company, Okavango Wilderness Safaris, and based themselves in Maun. They were joined by an enthusiastic and dedicated Botswana work force, many of whom are still with the company today.

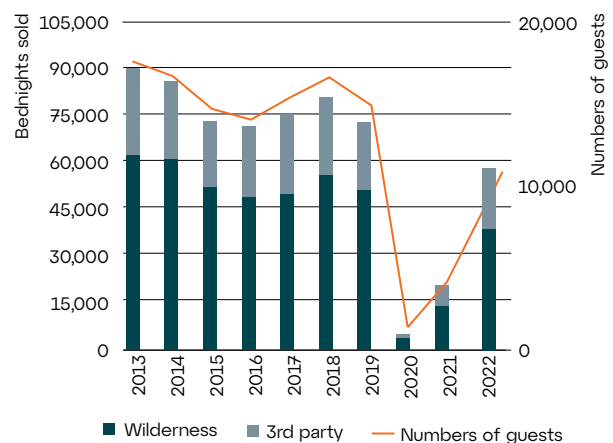
These intentions have over subsequent years been developed and refined into the model that it is today and which has been replicated by many other businesses, all over the world. Today, Maun and Kasane are thriving and busy centres serving a massive tourism and hospitality industry. Accurate data are hard to come by but certainly there are now well in excess of 100 camps, comprising more than 2 000 beds, in northern Botswana. This excludes hotels in Maun and Kasane, of which there are several.

From these humble beginnings in Botswana, Wilderness gradually expanded into the rest of southern Africa. Over time, it has evolved into

a specialist luxury hospitality and conservation business. The Group now owns and operates 60 safari camps and lodges across Africa, hosting nearly 40 000 guests per annum. Of these, 17 camps are in Botswana, hosting in excess of 15 000 guests per annum, pre-Covid.

The scale of this business is amply illustrated by the graphs below. Cumulatively, it has itself hosted 440 000 bednights over the last 10 years but also sold a further 198 000 bednights into associated camps*. The graphs also illustrate the catastrophic impact that the Covid pandemic had on tourism and our business, with sales declining to almost nothing in FY21 (calendar year 2020) and a fraction of normal in FY22. Had these been normal years, numbers of guests hosted by Wilderness over the last 10 years would have exceeded 530 000, plus a further 240 000 third party bednights.

Figure 1: Bednights sold and guest numbers

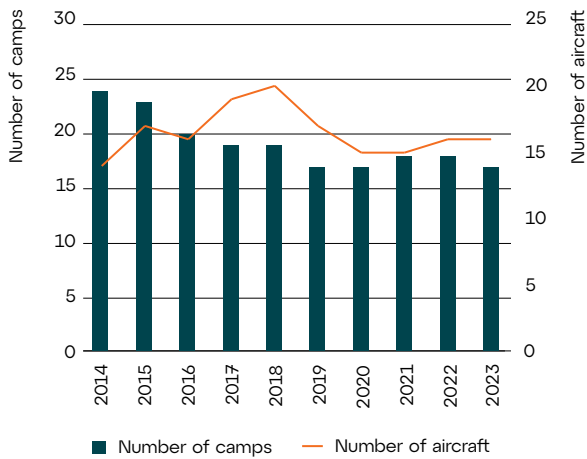


To host these guests, a network of camps has been built and operated across northern Botswana. These are serviced by a fleet of aircraft that transport guests, staff and fresh supplies to, and from, the camps. The trend in the numbers of camps and aircraft is shown by figure 2 (excludes associated companies).

*Defined as camps in which we either own a minority share or for which we have a management or marketing/sales contract.



Figure 2: Trends in the business



Our aircraft are maintained by Northern Air Maintenance Pty Ltd, a wholly-owned subsidiary of the group.

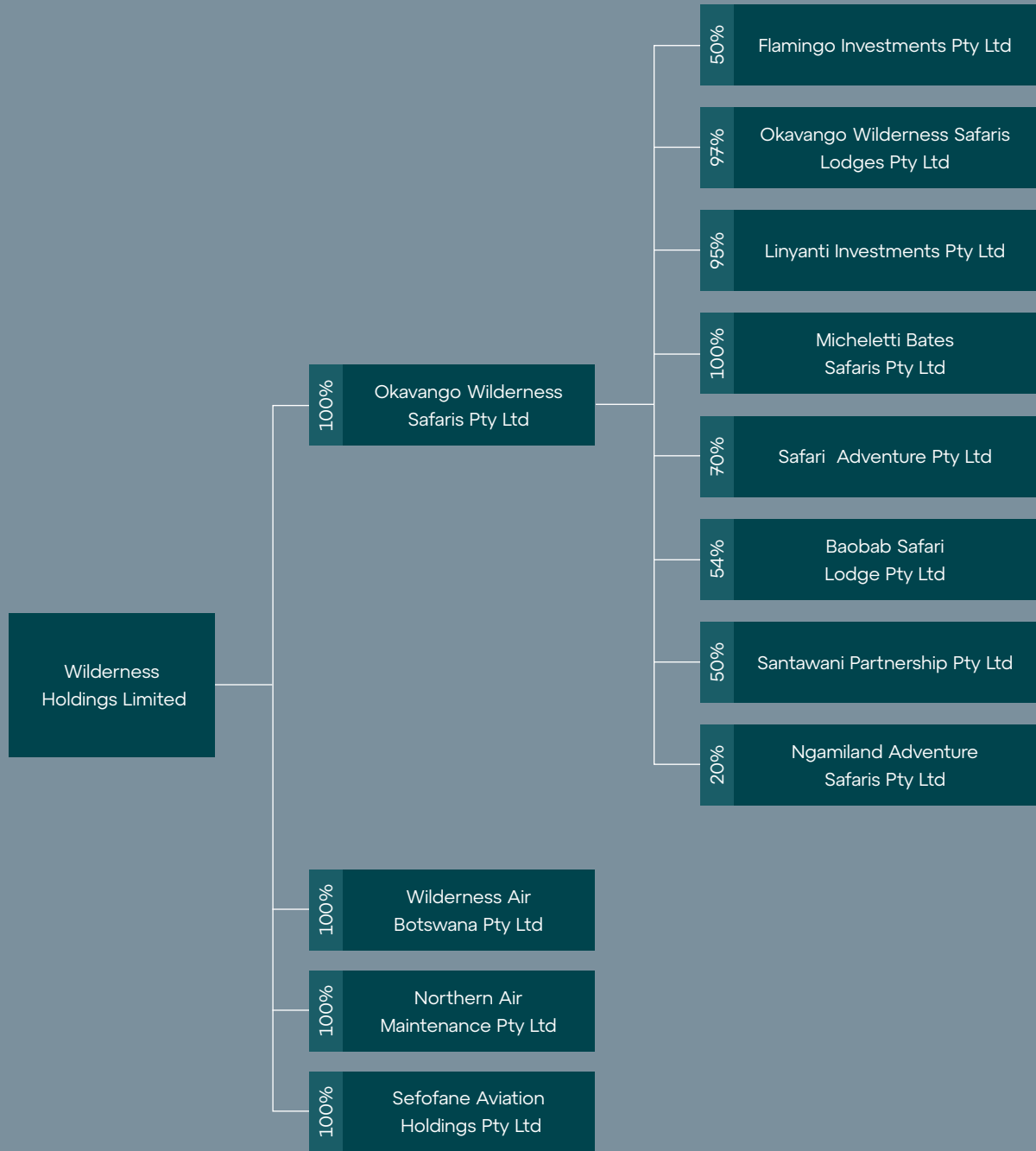
Wilderness Botswana is run through a network of Botswana-registered companies, of which Okavango Wilderness Safaris Pty Ltd (OWS) is the main operating entity.



Wilderness has evolved into a specialist luxury hospitality and conservation business.

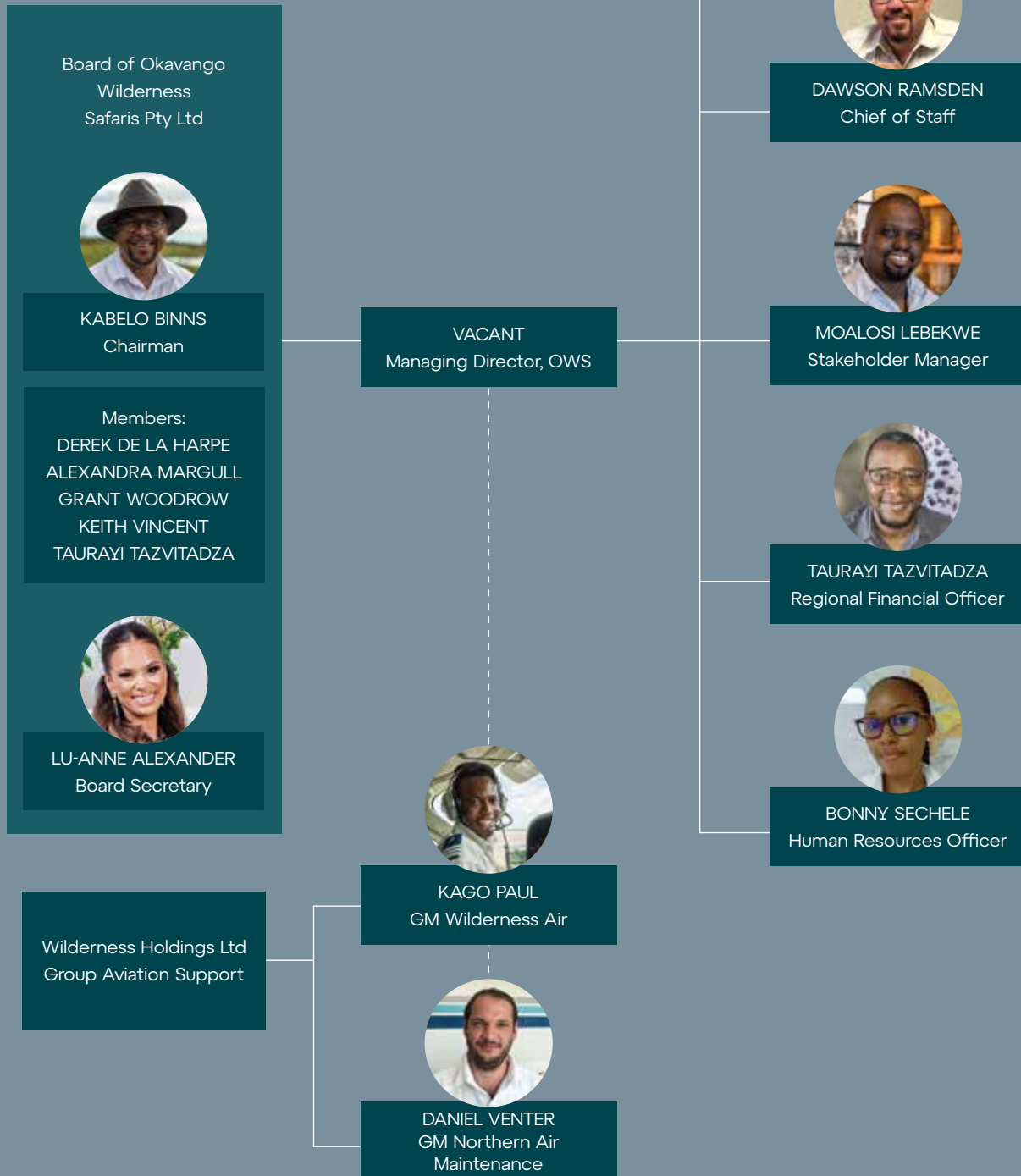
BOTSWANA BUSINESS STRUCTURE

The business is run through a network of Botswana-registered companies, of which Okavango Wilderness Safaris Pty Ltd (OWS) is the main operating entity.



THE LEADERSHIP STRUCTURE

Note that six out of the ten leaders of the business shown are Batswana.





IMPACTS ON THE ECONOMY OF BOTSWANA

Wilderness Botswana has many positive impacts on Botswana’s economy and on Government revenue. Some of the more important indicators of these impacts are discussed in this section.

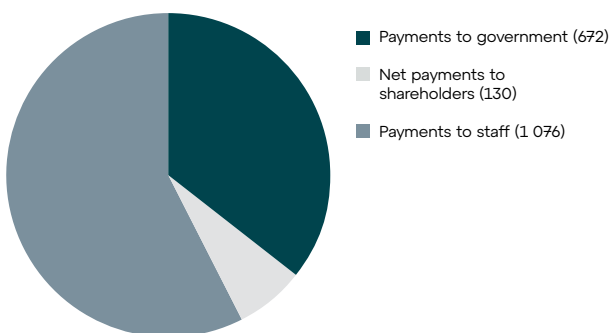
Firstly, Wilderness pays Government for taxes and licenses of various kinds, leases on state land and resource royalties. These have totalled P672 million over the last 10 years, peaking at P97 million in the last year alone. Over the same period, shareholders have been paid dividends amounting to P259 million, but had to contribute loans of P129 million during Covid to support the business, meaning that they

have yielded a net return of just P130 million. This means that Government has been paid P5.16 for every P1.00 netted by shareholders over the last 10 years.

Research conducted by the independent Centre for Applied Research in respect of the 2018 financial year calculated that these payments to Government by Wilderness Botswana amounted to 0.5% of total Government revenues. The impact of Covid can be seen from the fact that payments to Government during FY21 slumped to just short of P4 million, down from P94 million the previous year.

Further to this, it should be recognised that the majority of Wilderness’ business in Botswana is sold to foreigners, with the result the the majority of revenues are in hard foreign currencies. These contribute to the fact that tourism is Botswana’s second largest generator of foreign currency.

Figure 3
Payments to stakeholders 2014 to 2023
BWP millions

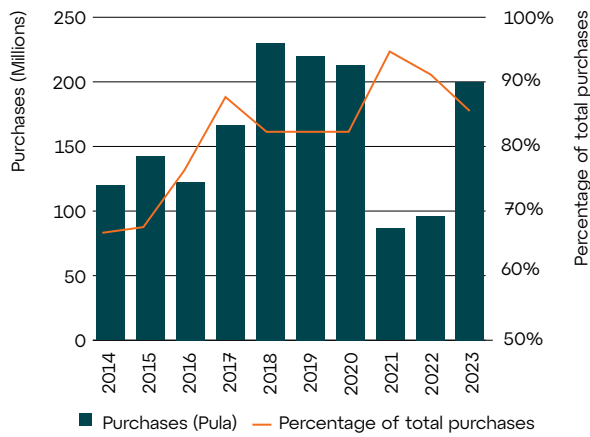


Salaries paid to staff are also an important contributor to the economy and are dealt with below.

Wilderness also makes significant purchases of goods and services from suppliers in Botswana. These have amounted to P1.6 billion over the last 10 years, having peaked at more than P200 million per annum on three occasions. We now purchase more than 85% by value of our goods and services from



Figure 4
Purchases of goods and services from local suppliers



local suppliers, up from just 64% in FY14. Needless to say, all of these suppliers employ staff, pay taxes, etc, adding to the multiplier effects down the value chain (Figure 4).

The levels of investment in Botswana by the group are best illustrated by figure 5 which shows capital expenditure in Botswana over the 10 year period. These have totalled P638 million, having peaked at P176 million in 2018, due to the investment in redevelopment of Mombo, plus aircraft purchases. A notable growth space arises from the fact that Wilderness travel shops in Botswana and elsewhere also make sales to third party products in Botswana (i.e., we sell bednights to camps and hotels owned by competitors). Over the last ten years, these sales have been worth P1.8 billion, having peaked at more than P311 during the last financial year.

It is worth noting that many of these sales are made to our competitors and that we are major suppliers of business to companies such as Great Plains Conservation, Natural Selections, Sanctuary, Chobe Holdings (Desert and Delta, Ker and Downey), Machaba, Mashatu, &Beyond, Belmond and Kwando.

Figure 5
Capital expenditure

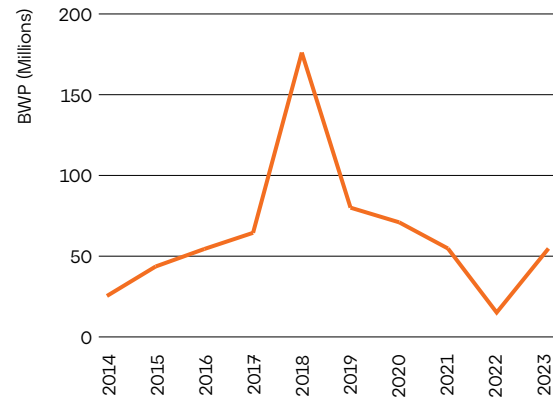
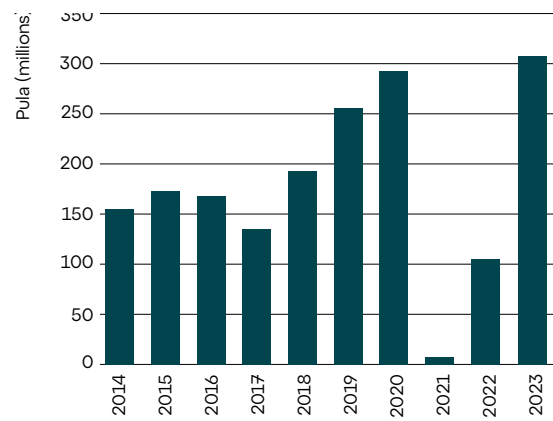


Figure 6
Wilderness sales to third party product in Botswana



IMPACTS ON CONSERVATION AND COMMUNITIES

Our business operates in remote, rural areas, on land set aside for conservation by Government and/or communities. These areas have few sustainable economic alternatives, and the communities also suffer from limited access to education, health care and basic utilities. These factors lead to heavy reliance on the environment and can be threats to biodiversity conservation. But these areas, and the people living in and around them, are the foundations of our business and so our Impact Strategy is designed and implemented in an effort to provide promising opportunities and address key threats to biodiversity.





THREE PILLARS TO OUR IMPACT STRATEGY



EMPOWERMENT

Our business creates value for wilderness and wildlife. Employment and small business support and integration reduce reliance on natural resources;



EDUCATION

Improved education increases economic opportunity, family resilience and support for conservation;



PROTECTION

Human-wildlife co-existence and wildlife security programmes protect people from wildlife and wildlife from people.





*“Without the
wilderness, there
is no Wilderness”*

IMPACTS OF COVID ON WILDERNESS BOTSWANA

Although the 2020 Covid-19 pandemic is now behind us, it had such significant impacts on the business that it would be remiss not to briefly touch on the subject in this report. As has been shown above, the main impact was in the lack of visitors resulting from border closures and cancellation of international flights. These resulted in the sales of Wilderness Botswana slumping in FYs 2021 and 2022 to 5% and 24% respectively of pre-Covid levels. No business can survive such dramatic reductions in incoming funds and so it was necessary for management to embark on a survival strategy aimed at preserving cash. The main elements of this strategy were:

- Deferring or cancelling all non-essential capital expenditure;
- Implementing significant cost-cutting measures across the business. In the first year of the pandemic we were able to cut costs by 53%. Sadly, these cost savings were in large part achieved by reducing staff salaries (our biggest single cost) and these pay cuts remained in force, at varying levels, for two full years. Needless to say, this was very hard on our people;
- Negotiating with bankers to restructure debt facilities;
- Securing funding support from shareholders;
- Development of protocols and processes to minimise health risks to guests and staff once it became possible to start hosting the few tourists who were willing and able to travel.

Wilderness Botswana was fortunate to receive the support of staff, suppliers, shareholders and bankers during this difficult time. But reactions to the pandemic were not all defensive. The Group embarked upon aggressive efforts to re-engineer itself, particularly in regard to channels to the market, and these will stand the business in good stead into the future. The result is a more robust, diversified organisation, albeit one with reduced cash reserves and increased debt. FY2023 has been a much better year, although occupancy rates were more than 15% down on those enjoyed pre-Covid. Global supply chain constraints, as well

as Botswana's restrictions on imports of certain fresh produce, the growing cost of fuel and other inflationary pressures are weighing on the recovery. These, of course, were exacerbated by looming prospects for a global recession.

The very serious impacts that the pandemic had on Wilderness Botswana and the industry are dramatically illustrated by many of the charts and graphs presented in this report, which show serious disruptions in financial years 20/2021 and 21/2022.

Sales of Wilderness Botswana slumped in FYs 2021 and 2022 to 5% and 24% respectively of pre-Covid levels.

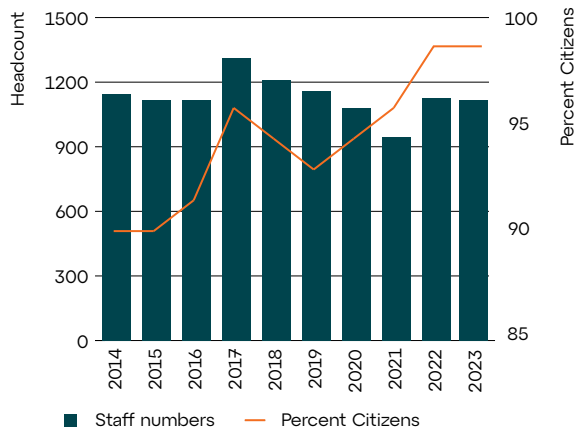




EMPOWERMENT

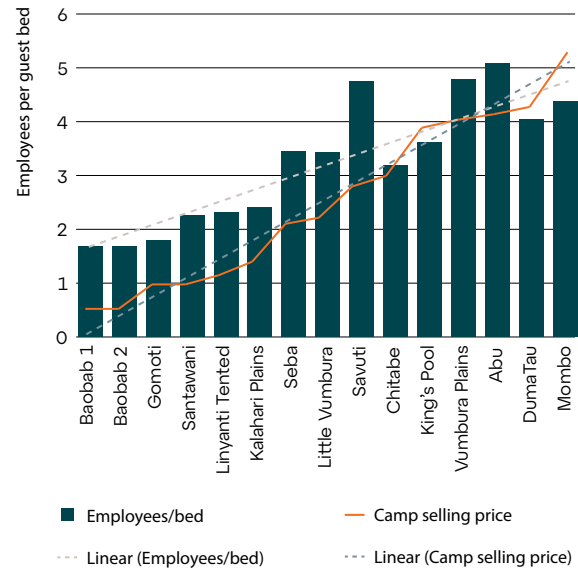
The Wilderness Group employs more than 1 100 people in Botswana. Of these, 96% are citizens. This localisation of staff employment has been growing steadily over the years, as illustrated by figure 7. Research conducted in our business some years ago indicated that each employee supports an average of eight dependents.

Figure 7
Headcount and localisation



One of the major economic advantages of our business is how employment-intensive it is. Over the last 10 years, Wilderness Botswana has employed an average of 3.4 staff members per guest bed. This very high employment ratio is needed to provide the standards of service expected by guests visiting high-end lodges such as ours. This is illustrated by figure 8 which shows a strong correlation between the price charged for stays in the camps (which determines the standard of service expected), and the number of staff employed per guest bed: the higher the price charged, the more staff are needed to meet the required service standard. This reality has important implications for any suggestion that Botswana’s tourism model should be changed to one focussed on lower prices and higher volumes of visitors (which could also have negative environmental consequences).

Figure 8
Relationship between camp selling price and number of staff employed

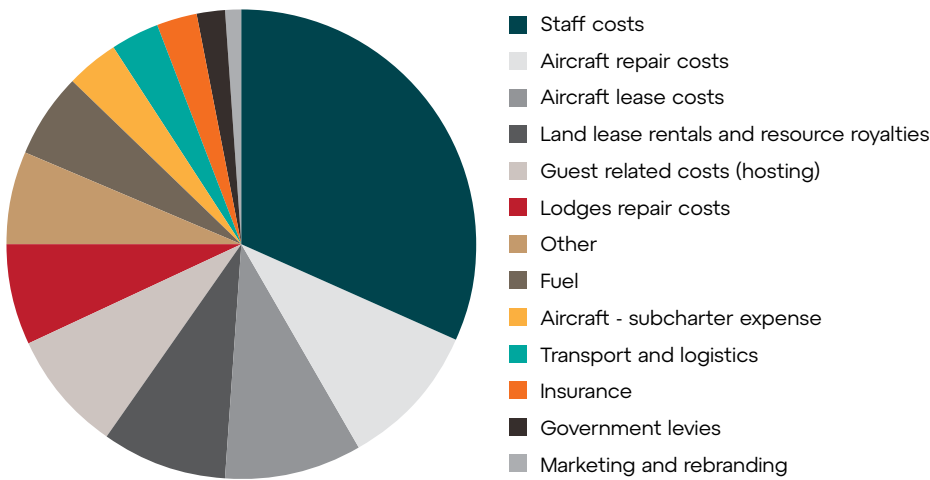


Employment of such large numbers of staff means payment of significant salary bills. Over the last 10 years, Wilderness Botswana has paid its staff just over P1 billion. It is interesting to note that payments made to staff are equivalent to P8.27 for every P1 paid to shareholders (net of incoming shareholder loans). Much of this cash has circulated in local economies, resulting in economic multiplier effects primarily in the Ngami and Chobe areas. Of course, such salary bills have also resulted in significant payroll tax revenue to Government: P12 million in FY23 and a total of BW92 million over the last 10 years, plus a further P5.7 million in training levies.

It is helpful to see these staff costs in the context of the overall costs incurred by Wilderness Botswana. These are illustrated by figure 9 which shows that staff costs are the largest line item by a wide margin (32% of total). Aircraft repair costs amount to a further 10%, and lease rentals and royalties and guest hosting costs are the next largest costs at about 8% to 9% each. These four line items constitute 68% of the costs of Wilderness Business with all remaining costs making up the 32% balance.



Figure 9
Major expenses of Wilderness Botswana



The training provided to these staff contributes to and empowers them and is a focus of our Educate impact pillar, discussed below.

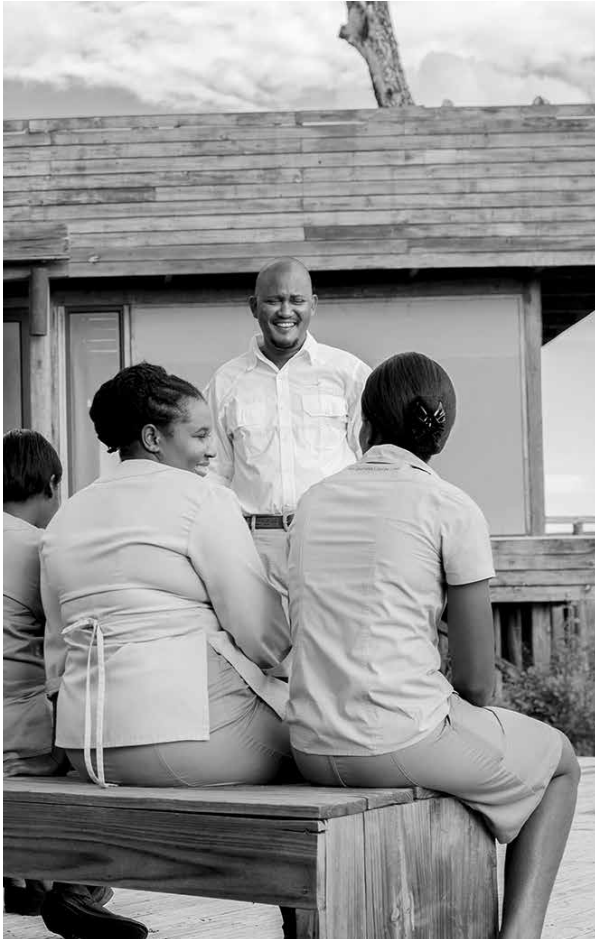
A further P167 million was paid over the same 10-year period to the staff employed in these concessions (P22 million in FY 2023).

Another important contribution to empowerment is made in the form of payments to communities for the use of their concessions (figure 10), which funds are used for the development and upliftment of these communities. These currently amount to nearly P8 million per annum (not including the community share of resource royalties paid in respect of their concessions: we have no insight as to the disposition of those funds). Over the last 10 years, these payments have totalled P63 million. Note that these payments did not decline much during Covid, due to the largely fixed nature of those lease commitments.

In addition to the business and employment relationships with our staff and communities, we and our guests and other partners also make various philanthropic contributions to the communities with which we work. The most important of these are in the field of education, which is the subject of its own 'Impact pillar', discussed in the next section. But many others are also made, depending on the needs of the communities and the funding available.

Figure 10
Payments to communities for concessions





One of the most recent and notable of these contributions was in the form of food relief distributed to needy members of local communities most badly effected by the impacts of the pandemic on the economy. As tourism is one of the industries most badly impacted, our communities really struggled. Using funds donated by the Wilderness Group Chairman's personal foundation, as well as other valued supporters, we used our logistical base and staff resources to purchase and distribute more than 9 000 food parcels, totalling nearly 350 tonnes.

The cost of this food was P3.7 million but this cost does not include the in-kind contributions of staff time and transport, storage etc. These distributions were made in accordance with the wishes of community leadership. It is estimated that this support reached nearly 37 000 people, mainly across northern Botswana.

Wilderness Botswana has also purchased a small farm at Shorobe. Once the transfer formalities have been completed, this farm will be used to grow fresh produce to be used for guests and staff in our camps. This will serve as a training ground for local farmers and reduce reliance on imported foodstuffs, as well as the 'food-miles' associated with transporting produce over long distances.

Wilderness Botswana has also been assisting vulnerable farmers in seven villages: Mokgacha, Gunotsoga, Eretsha, Beetsha, Gudigwa, Shokomoka & Sankoyo. This assistance has been aimed at increasing food security and reducing human-wildlife conflict. Our assistance has taken the form of ploughing, de-stumping and seed distribution to the cluster farms in these areas. Community boreholes have also been drilled for five villages as part of this same process.

It is estimated that this support reached nearly 37 000 people, mainly across northern Botswana.





Ensure conservation through support to education, particularly on environmental matters, as well as leadership development, for rural children.

EDUCATION

There are two main arms to the Educate pillar:

- Children in the Wilderness, and;
- Training given to our own staff.

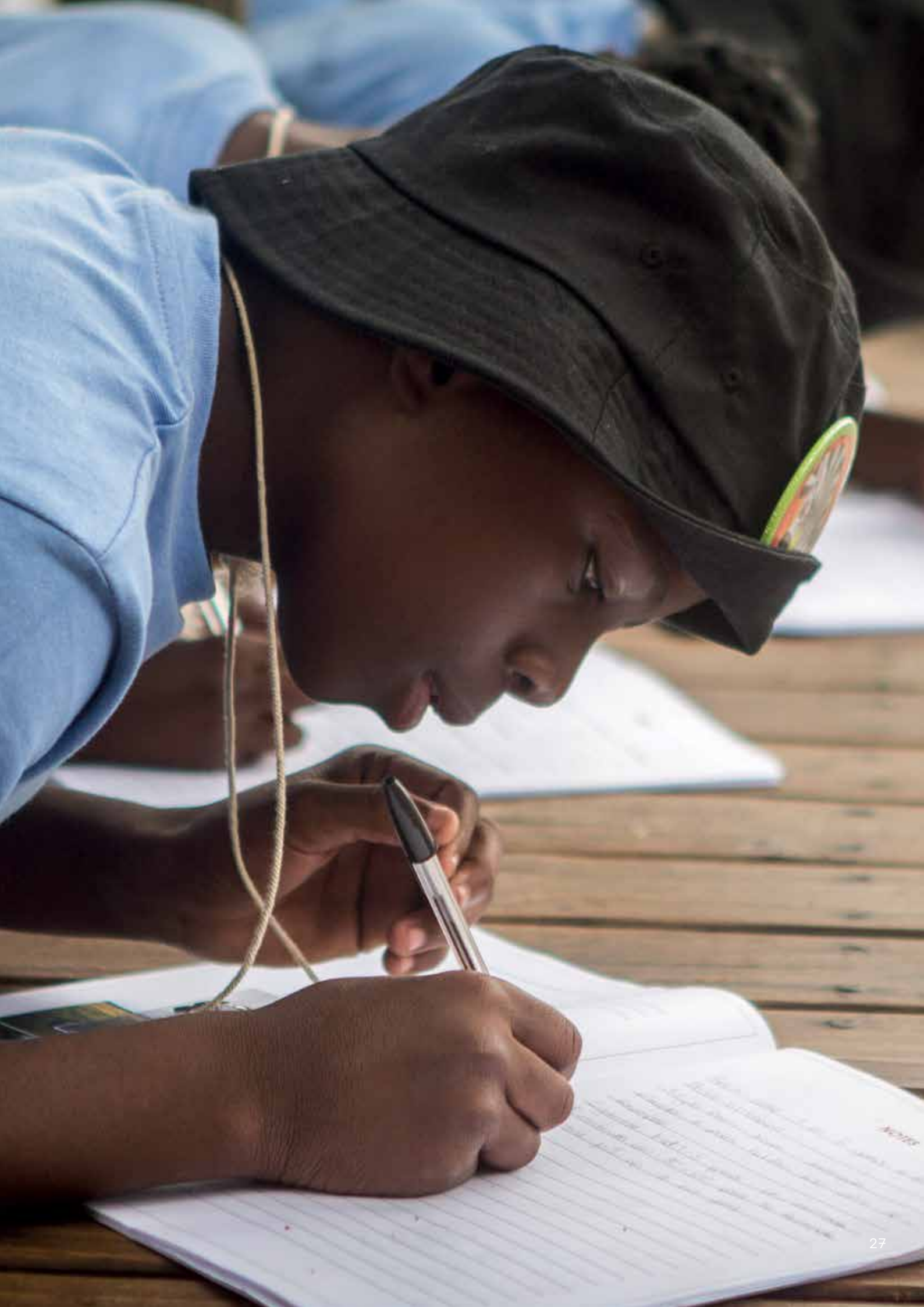
CHILDREN IN THE WILDERNESS

Children in the Wilderness (CITW) is Wilderness' environmental and life skills education programme. It aims to ensure conservation through support to education, particularly on environmental matters, as well as leadership development, for rural children. The programme focuses on children in school or recent school-leavers. It thus addresses the next generation of decision-makers, inspiring them to care for their natural heritage and to become the custodians of these areas in the future. For more information on the CITW programme elements presented below, please see www.childreninthewilderness.com.

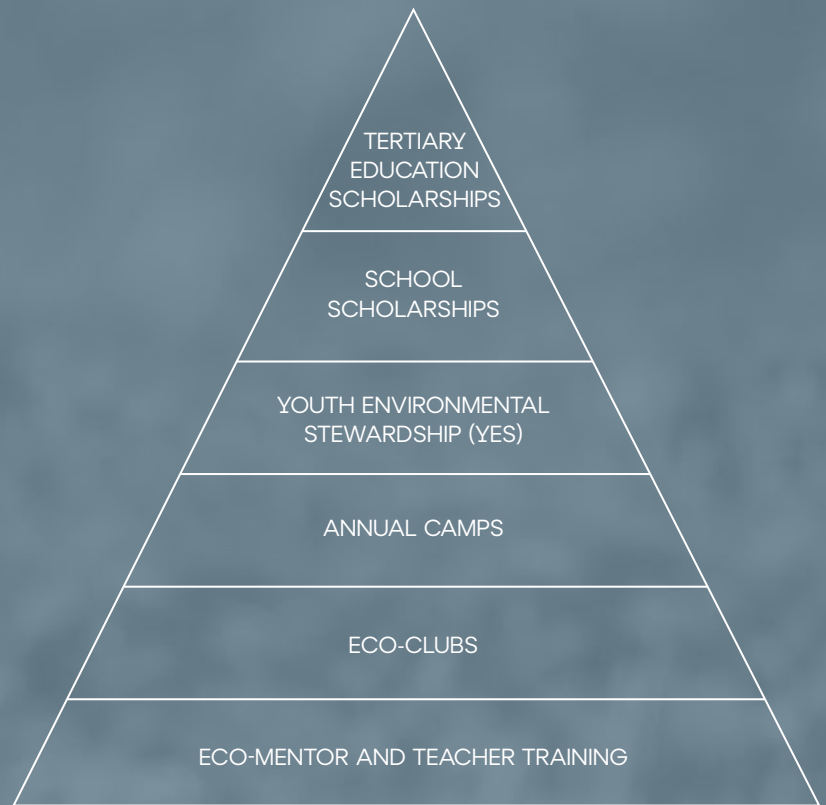
Children in the Wilderness (CITW) is implemented through an independent non-profit organisation founded and now supported by Wilderness. This support is provided through in-kind as well as monetary support:

- All subscriptions to the Wilderness Members' Club are donated to CITW;
- CITW staff salaries are funded by Wilderness, which also provides office space for CITW staff, logistical and administrative support, etc;
- Wilderness closes its camps to paying guests and hosts the children attending Eco-Club camps;
- Additional funds for CITW are raised through a variety of mechanisms including guest donations and support through various other grants, including from the Wilderness Wildlife Trust and other partners.





CITW PROGRAMME STRUCTURE



Initially, the programme was based on the annual camps conducted in our camps. But this focus was subsequently changed to the Eco-Clubs, which enable us to reach a much larger number of children, as illustrated by figures 11 and 12 (below). The programme has been running for 20 years and has reached large numbers of children, a total of 2 100 attending annual camps and nearly 2 700 participating in Eco-Clubs (over the just seven years since this innovation was introduced).

Other support to education is also provided. For example, Wilderness recently signed a MOU with Okavango Sub-District Council to support Eretsha School. This exciting programme will see the construction of much needed school infrastructure to support the growing number of students enrolling at the school. This project will be a major facelift for the school, which will see the construction of an additional two-classroom block, as well as two new four-cubicle ablution blocks with water, the installation of water reticulation and fencing at the school. Eretsha Primary School has an enrolment of over 200 children. Currently the school has one block of two classrooms, and a few buildings loaned to the school by the Okavango Community Trust (OCT). The planned construction of the two classrooms, ablution facilities for boys and girls, and the fencing and running water will ensure that the children enjoy a conducive and enabling educational environment that will lead to academic excellence.

Figure 11
CITW annual statistics

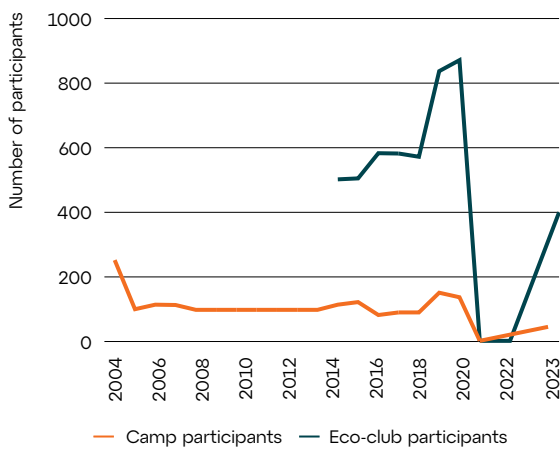
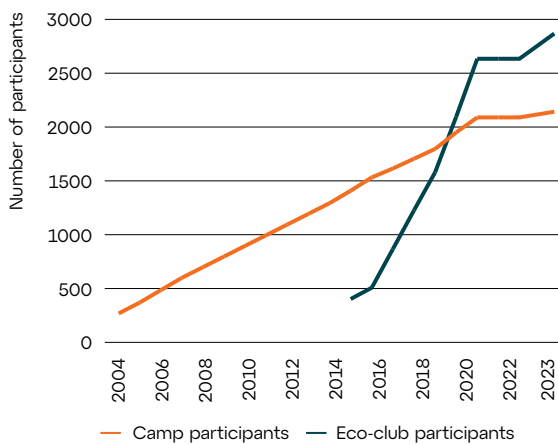


Figure 12
CITW cumulative statistics



STAFF TRAINING

Wilderness has since 2015 delivered BQA-accredited courses through its in-house training facilities. The Wilderness training programs are aligned to the national qualification framework of BQA but soft skills that lead to further leadership potential are also developed. The business continues to train all its employees to keep its service standards at the highest level. This is essential to remain competitive. The facility trains hundreds of citizen staff annually on seven accredited courses. Between 2017 and 2022 we have trained 1 434 senior and junior staff on accredited BQA courses.

For the core of the business, which is camp management, staff involved in junior, middle and senior operational roles undergo annual training in the following fields:

- Hospitality (housekeeping, waiters, bartender) – this is on-going refresher done month in, month out;
- Lodge management trainees, which have annual intakes;
- Professional guides, also with annual intakes;
- Lodge department supervisors, levels One & Two;
- Lodge anchors;
- Chefs.

There are four phases in the Wilderness Trainee programs for (guides & management):

- Recruitment and selection;
- Interviews;
- On-boarding;
- Training has four sub-divisions:
 - Theory training (classroom, demonstration)
 - Practical training (attachment, on-the-job)
 - Assessment (theory and practical)
 - Appointments

After initial training, junior staff such as housekeeping, front of house and back of house receive regular year-round training. Training needs analysis is done through guest feedback, formal appraisals, service and standards audits and skills audits. This is an ongoing cycle.

Leadership development programs are run for executive management through internationally recognized institutes. Wilderness also has a Training Programme named Dinaledi. The Dinaledi programme is a fast-track talent development programme aimed at identifying employees with potential or who are currently rising stars in the business. The programme aims to empower thorough necessary skills development via a combination of courses, internal mentoring by senior leaders, trade exchanges and exposure to the various departments within the business to ensure rounding. This programme is open to all employees. We currently have six employees registered for the Dinaledi programme.

Wilderness Air and Northern Air Maintenance also have significant staff development programmes. These are delivered both internally and externally to ensure that employees are well developed and up to date with aviation regulations. Although the Wilderness Air training division is not yet accredited, there are internal learning programmes that are offered to employees and the business is working towards accreditation of the training facility.

Wilderness Air has acquired a state-of-the-art flight simulator that will be operational by September 2023. This will be installed in Maun and used to further develop the flying skills of pilots of Wilderness and other similar companies in Botswana and elsewhere. This facility will be the first of its kind in Botswana, and only the second of its kind in southern Africa. To date, all companies have had to make use of a sole simulator in Johannesburg.



The business continues to train all its employees to keep its service standards at the highest level.





PROTECTION

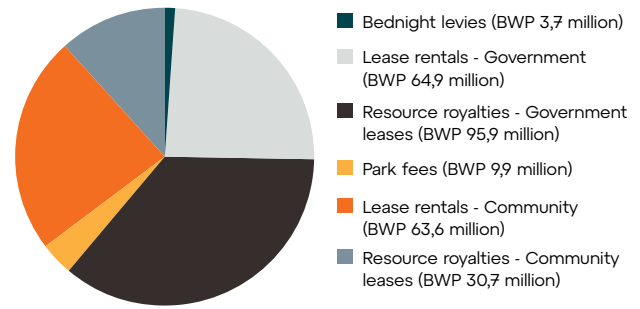
The Protect pillar of our Impact strategy is predicated on the reality that the quality of our tourism products, and the sustainability and prosperity of our business, are dependent upon the quality of the habitats and wildlife resources upon which they depend. Anything that we do that undermines the quality of these resources, undermines our business. Conversely, anything that we do that enhances these resources, improves our business: so we have a clear incentive to protect these resources. We do this through three main mechanisms:

- Paying a fair rental and royalty for the use of our concessions and the wildlife resources thereon;
- Group Environmental Management Systems (GEMS);
- Conservation and research interventions intended to improve the quality of the ecosystems.

CONCESSION AND OTHER PAYMENTS

The single most important contribution that Wilderness makes to conservation (and development) arises from the payments that we make to our community and Government landlords for the use of their land and concessions, and the wildlife living in those concessions. These payments typically take the form of a flat rental for the land, plus a resource royalty calculated at an agreed percentage of the turnover generated in that concession by our business. This dual

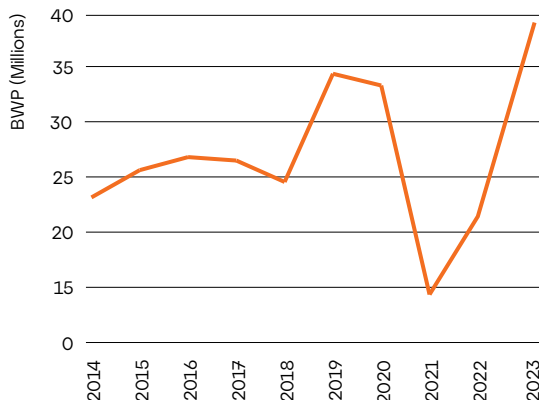
Figure 14
Analysis of concession payments 2013 to 2022



mechanism guarantees the landlord a minimum payment, regardless of what happens to the business, but also gives the lessor a meaningful stake in the success or failure of the business. Other mechanisms, such as park entry fees, are also paid by our guests visiting these areas. The scale and the quantum of these payments is illustrated by figures 13 and 14 (which include the payments to communities detailed in the previous section).

Over the last 10 years, Wilderness and our guests have paid Government agencies and communities a total of P269 million for the use of our concessions. These payments totalled P38.5 million in FY23 alone. Even at the height of Covid, we continued to live up to our lease commitments and payments in those years were in excess of P14 million p.a.

Figure 13
Concession payments



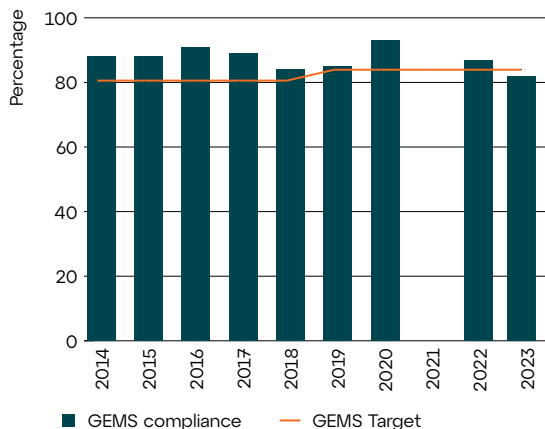
GROUP ENVIRONMENTAL MANAGEMENT SYSTEMS (GEMS)

The purpose of our GEMS is to minimise any negative impacts on the environment that might arise from our operations, since these would undermine the quality of our products and ultimately harm the business. We established Group Environmental Minimum Standards (GEMS) for our camps in order to attain and maintain the high standards that differentiate us from our competitors. The GEMS provide a structured framework by which our camps are developed, operated and, if required, ultimately decommissioned.

Camp management and operations staff, as well as contractors employed during new builds and refurbishments, are required to use the GEMS as an operating guide and the minimum standard. The GEMS are updated regularly to ensure that we are utilising the latest suitable and sustainable technologies and adhering to best practice.

In order to maintain the environmental integrity of our camps, we evaluate their performance against the GEMS bi-annually. These assessments allow us to measure our camps according to the same standards and help direct our efforts in instances where camps are not performing as they should. When first established in 2012, a five-year goal of 80% compliance was set. This was achieved in the specified time and we then created a new mid-term goal of 85% GEMS compliance in all camps. Our performance against these targets over the last 10 years is shown by figure 15.

Figure 15
GEMS scores for camps



The gap shown for 2021 is the result of the pandemic which resulted in most camps being closed. It also meant that Impact staff were not able to visit the camps to perform the assessments. We are pleased with the results of these assessments and will continue to ensure that these are done comprehensively and to the highest standards.

Two aspects of our GEMS warrant specific focus:

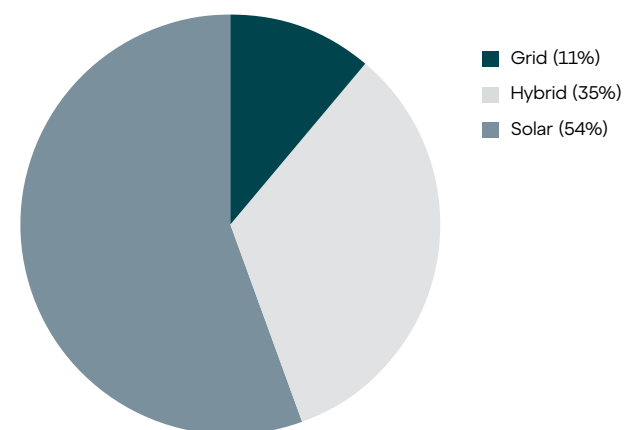
- Energy use and carbon emissions;
- Use of bottled water.

These are addressed in the following sections.

ENERGY USE AND CARBON EMISSIONS

Wilderness Botswana has been focussing on improving energy efficiency, and reducing carbon emissions, for more than a decade. This is reflected in significant investment in solar power systems such that 9 camps (53% of the total) are now wholly solar powered, with generators only used as backup (see figures 16 and 17). A further six camps (35% by number) are powered by hybrid battery systems which are charged either by solar power or generators, with the remaining two being on the national grid.

Figure 16
Camp power systems



Following these solar power investments and the resultant reductions in emissions from camp generators, the major emitters in Wilderness Botswana are aircraft (54%), vehicles (21%) and camp generators (17%) (figure 18).



Figure 17

Installed solar generation capacity

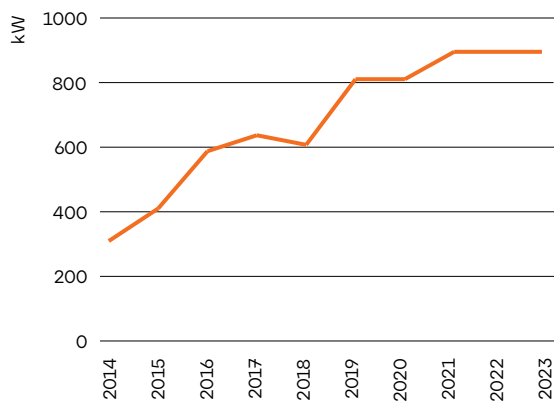
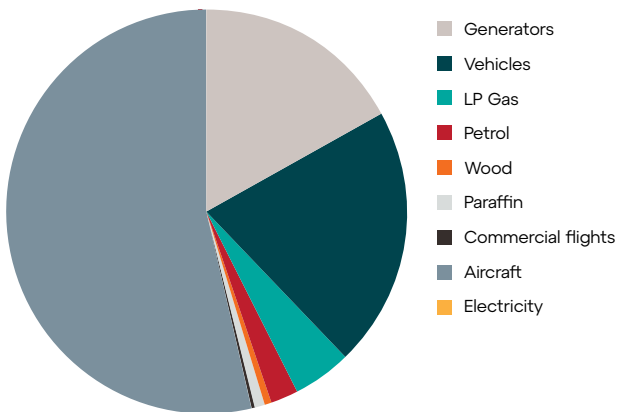


Figure 18

Analysis of CO₂ emissions in FY20



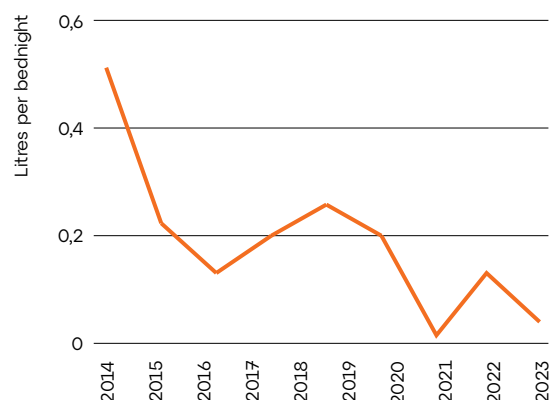
There have not yet been advances in the development of battery powered aircraft to provide commercially practical solutions and there is little we can do about their emissions until that occurs, other than minimising the number of flights and distances flown (given the cost of flying, we have a strong commercial incentive to do so.) However, there have in recent years been significant advances in battery powered vehicles and it is a matter of a few years before battery powered game drive vehicles will be a reality. At the present time, such vehicles are too expensive and insufficiently practical for widespread use but we are watching this space closely and currently, in cooperation with our trade partners Natural Habitat Adventures, experimenting with a prototype. This prototype is presently illustrating the practical difficulties associated with such vehicles in our applications although progress has recently been made in addressing some of these constraints.

USE OF BOTTLED WATER

This is another area in which we have made great progress in recent years. Historically, guests expected to be given bottled water and this resulted in large amounts being trucked into camps with resultant significant costs, carbon emissions in the production and transport of the bottles and plastic waste. In response, reverse osmosis filters were installed in all camps and guests actively discouraged from using bottled water. This is reflected in the significant reductions in use of bottled water shown in figure 19.

Figure 19

Bottled water consumption

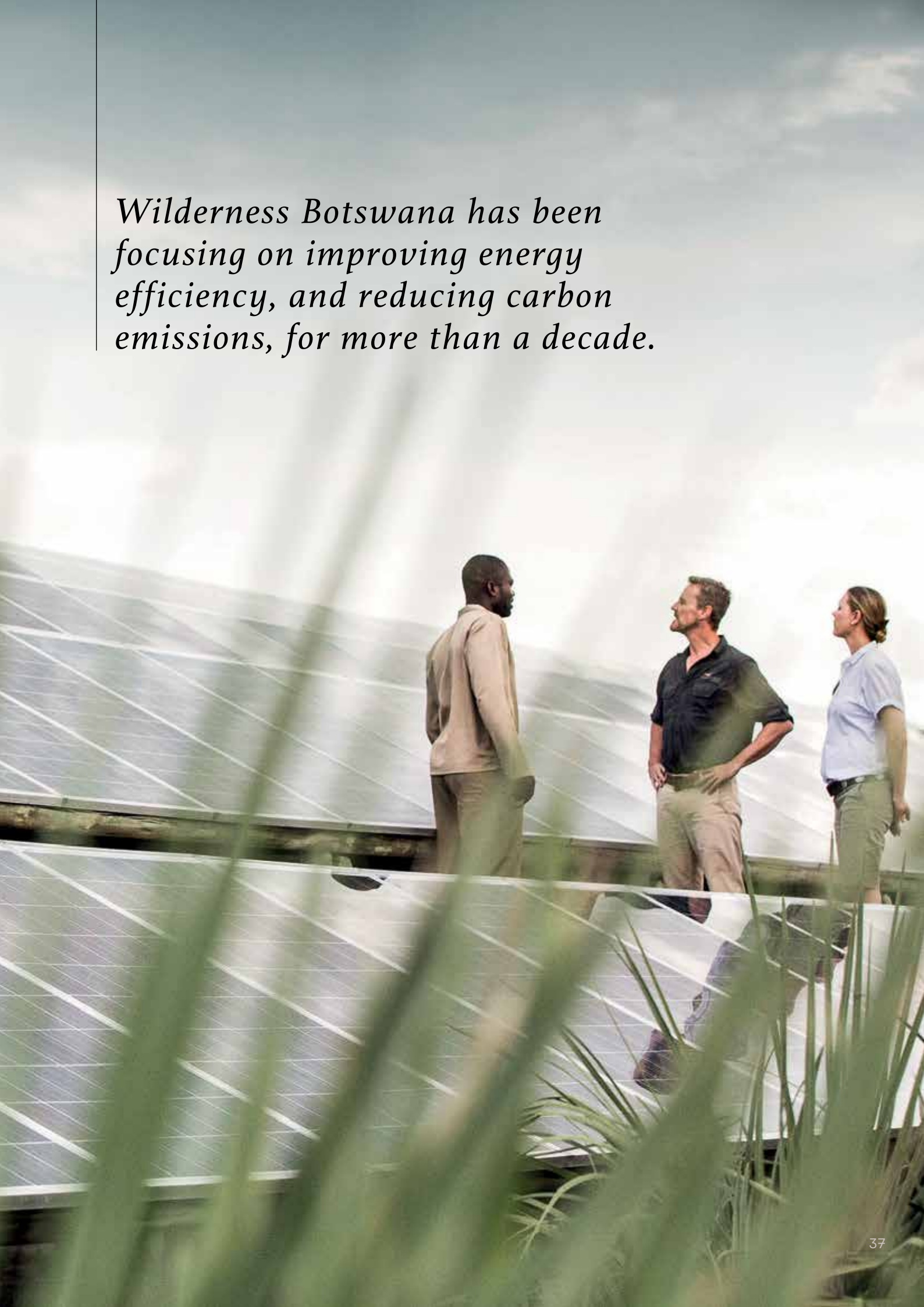




| WILDERNESS BOTSWANA



Wilderness Botswana has been focusing on improving energy efficiency, and reducing carbon emissions, for more than a decade.





WILDERNESS BOTSWANA





BIODIVERSITY INTERVENTIONS

In addition to the payments made for use of concessions and wildlife, we and our guests also make contributions to various conservation initiatives. These sadly were forced to come to a halt as a result of the pandemic and the flow of funds from the business and guests will only commence once the operations and profits return to normal.

Pre-Covid, the most significant contributions over several years were in respect of rhino introductions into the Moremi Game Reserve. Back in 2001, at the request of Government, we supported the Department of Wildlife and National Parks to make the first introductions of white rhino. This was followed in 2003 by the first introductions of small numbers of black rhino. In 2014/15, following significant discussions between the Governments of Botswana and South Africa (and subsequently also Zimbabwe) we were pleased to assist with a significantly increased reintroduction effort, with black rhino being flown into Moremi by the Botswana Defence Force.

Wilderness provided significant funding support by mobilising donations from guests, as well as logistical support and staff time (two to three people for multi-year commitments). Because of the wide range of in-kind commitments made, it is difficult to attach a value to this support but we estimate it to have been in the region of P30 million. Once the animals were released from holding bomas into the reserve, we provided teams who monitored the animals for a number of years and also reported any untoward matters to the DWNP and BDF. Sadly, these negative reports grew in number as the poaching of these animals escalated and culminated in Government's decision to move the remaining animals to other locations. This was a very sad outcome but we remain proud of the huge role Wilderness played in the initial introductions and subsequent monitoring and the massive resources that we were able to mobilise in support of Government.

GOVERNANCE AND COMPLIANCE

Wilderness Botswana is the largest component of the Wilderness Holdings Group of nearly 60 companies. As Wilderness Holdings is a Public Interest Entity, subject to the oversight and scrutiny of the Botswana Accountancy Oversight Authority, it is governed in accordance with all applicable regulations and guidance. Specifically, the business is governed in accordance with the recommendations of the King Code of Corporate Governance (also known as King III).

Wilderness Holdings' governance processes and financial reporting have been reviewed by the Botswana Accountancy Oversight Authority and we are one of the few Public Interest Entities that are considered to be compliant.

The financial statements of all companies across the Wilderness Group are audited annually by independent auditors, currently mainly PwC but formerly mainly Deloitte & Touche. All operating companies have received clean audit opinions.

All tax affairs are conducted scrupulously in accordance with the legislation and all taxes are paid up to date. All relevant returns have been submitted. Clean, current Tax Clearance Certificates are held for nine out of the 14 active Botswana companies. Tax clearance certificates are being sought for the remaining six companies with assistance from BURS as some of the delays are due to discrepancies resulting from the recent system upgrade at BURS.

The board of Wilderness Botswana's main operating company, Okavango Wilderness Safaris Pty Ltd, is chaired by an Independent Non Executive Botswana Chairman, Mr Kabelo N Binns.





WILDERNESS BOTSWANA AND THE SUSTAINABLE DEVELOPMENT GOALS



End poverty in all its forms everywhere

Wilderness employs approximately 1 100 people. Many of these are employed in remote rural areas where there are few other economic activities and employment alternatives. Our research also shows that each employee supports an average of nearly eight family members, which means that our activities are directly impacting the lives of nearly 9 000 people. Salaries paid to these staff improve their lives and also circulate in local economies, creating multiplier effects.

In addition, concession and other fees paid to community partners are for development or social support activities in these areas, or even distributed directly to community members. As mentioned above, this occurs in poor rural areas that have few economic alternatives.

We are also committed to incorporating rural and community businesses into our supply chain and thus ensure that a larger proportion of our value chain is created locally. Much more can be achieved in this regard.



End hunger, achieve food security and improved nutrition and promote sustainable agriculture

The poverty reduction measures outlined under SDG 1 make a material contribution to improving community livelihoods and eliminating any malnutrition in the regions in which we operate.

All staff working in camps are supplied with nutritionally balanced meals for the duration of their stay/s in camps.

A number of nutrition programmes and vegetable garden projects have been implemented and supported, either through Children in the Wilderness or the community outreach programmes.

Nearly 350 tonnes of food aid was distributed to needy communities during the pandemic, benefitting more than 36 000 people.



Ensure healthy lives and promote well-being for all at all ages

Paramedics have been stationed in each of our major concessions to manage preventative health and wellness care and manage health incidents.

Preventative health care and well-being programmes for our staff are operated. In particular, we continue with efforts to educate staff about the dangers of HIV/AIDS and avoiding infection. For those staff that are infected, we support their efforts to obtain anti-retrovirals and to manage their health.

We also work to identify any injury and or health risks existing in the workplace, eliminate or mitigate these as far as possible, and educate staff as to any residual risks.

A number of initiatives of community development programmes, as well as Children in the Wilderness, work to improve awareness and health in the community areas in which we operate.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Comprehensive training programmes are in place for staff at all levels, and all facets, of the organisation.

Children in the Wilderness, working through Eco-Clubs, CITW camps, Youth Environmental Stewardship and scholarship programmes all address education and learning opportunities for our neighbour communities.



Achieve gender equality and empower all women and girls

Discrimination of any kind, including gender discrimination, is forbidden in the Group.

Adult Eco-Clubs, operated under the auspices of Children in the Wilderness, have worked to empower women through promoting gender equality and creating opportunities to diversify livelihoods.



WILDERNESS BOTSWANA AND THE SUSTAINABLE DEVELOPMENT GOALS



Ensure availability and sustainable management of water and sanitation for all

All guests and staff are provided safe drinking water. Above-ground sewage treatment plants exist in all camps operated in locations where contamination of ground and/or surface water is a risk. All staff housing incorporates suitable ablutions for staff. Water-saving technologies are employed. Our very presence in the Okavango delta, a wetland of international significance, and the profile that we and other tourism operators bring to this area, highlights its importance and contributes to its maintenance and conservation. A number of boreholes and toilet facilities have been provided under the *aegis* of Children in the Wilderness and/or community outreach/development activities.



Ensure access to affordable, reliable, sustainable and modern energy for all

Energy-saving technologies are employed in camps and offices. Most of our camps employ renewable energy of various kinds to provide power for operations.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

The Wilderness business model is all about sustainable tourism and employment creation, in remote rural areas where few alternative economic activities are possible. By operating a successful business, we are able to empower local communities and help to conserve Botswana's wilderness areas for future generations to enjoy. We actively work to improve the quality of the ecosystems and the wildlife populations based upon them, since this improves our business. Conversely, any activities that undermine ecosystems also undermine our business and so we actively work to prevent this. Our employment is labour-intensive and provides opportunities to unskilled workers coming from poor rural communities.



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

The building technologies employed in our camps are low-impact, using sustainable materials to the maximum extent possible, and can be completely removed without a trace after camp closure, should that occur. Our camp site rehabilitation processes have in the past been recognised by industry awards. Our camps are built and operated in accordance with Group Environmental Minimum Standards developed to ensure that any negative impacts on the environment are prevented and minimised. Camp performance against these standards is evaluated on a bi-annual basis and remedial action taken in the event of camps that do not meet the necessary standards.



Reduce inequality within and among countries

A large proportion of our staff come from poor rural communities and the income they derive from employment, as well as the payments made to communities as landlords and/or partners, constitute material contributions to the rural economies. Our employment and outreach activities are non-discriminatory.





Ensure sustainable consumption and production patterns

The whole rationale for our business is to be sustainable, and this is ensured through our Impact Strategy. As noted under SDG 9, our Group Environmental Management Systems were developed and are implemented to ensure the ongoing sustainability of our operations. Bi-annual reviews assess ongoing compliance with these standards and remedial action is taken where required. No hazardous chemicals are used in our operations and all solid and liquid wastes are appropriately managed and disposed of. Waste is minimised and separated for recycling where opportunities exist. Use of bottled water is actively discouraged through the provision of alternatives and the setting of targets for reduction. We have also embarked upon a 'War on Plastic'. We have shared our Group Environmental Minimum Standards with our competitors and collaborate with them in our impact endeavours. Children in the Wilderness Eco-Clubs and camps, as well as Eco-Mentor training, include lessons on climate change, waste management, recycling and sustainable consumption and production.



Take urgent action to combat climate change and its impacts

The business has focussed on reducing power consumption and invested heavily in renewable energy. It is now trialling an electric game drive vehicle as this is the next likely area for reduction of emissions.



Conserve and sustainably use the oceans, seas and marine resources for sustainable development

We operate in a sensitive aquatic system, the Okavango delta, and actively work to ensure our operations do not impact negatively on it. At the same time, our presence and operations highlight this area and its potential and importance, providing resources for its conservation and management and thus contributing to its maintenance and conservation. Above-ground sewage treatment plants are employed in instances where contamination of ground and/or surface water is a risk. Our operations actively engage in, and support, research activities intended to better understand and to conserve these systems.



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

We operate in a number of formal and informal protected or wilderness areas and actively work to ensure our operations do not impact negatively on them. At the same time, our presence and operations highlight these areas and their potential and importance, providing resources for their conservation and management and thus contributing to their maintenance and conservation. We have worked to re-establish locally extinct populations into their former ranges where possible. Our operations result in equitable sharing of benefits from use of these areas with local communities. Support to anti-poaching operations by Government is provided when requested. Our community outreach and Children in the Wilderness programmes aim to educate local communities, especially children, on the importance of their wilderness areas and to reduce unsustainable uses of them.



Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

The Group has numerous partnerships of various kinds with governments, NGOs, community organisations, donors, academic institutions and other businesses: all with the aim of collaborating and leveraging respective strengths to ensure sustainable development.





HOW CAN YOU HELP?

If you would like to donate to assist with **Wilderness Zimbabwe's impact activities**, please follow the link below:
empowersafrica.org/partners/wilderness-wildlife-trust/

For donations specific to our **Children in the Wilderness** programme, please follow this link:
empowersafrica.org/partners/children-in-the-wilderness/

AWARDS

Wilderness Botswana receives many awards and accolades recognising the quality and sustainability of our camps and our business. The awards won by the Botswana business are too numerous to all be listed here. Instead, we note what we consider the most important awards won in recent years, with emphasis on those received over the last five years:

- Wilderness Vumbura recognised in Condé Nast Traveler's 2023 Hot List (May 2023)
- Wilderness DumaTau listed in the Top Eco-Friendly Suites category in Elite Traveler's World's Finest Top 100 Suites (January 2023) Wilderness Mombo and Wilderness Little Mombo won 2022 Condé Nast Traveler Readers' Choice Award;
- Wilderness Mombo and Wilderness Little Mombo were listed as one of the world's top Resorts in West and Central Africa in the US Condé Nast Traveler's Readers' Choice Awards;
- Wilderness DumaTau won 2022 National Geographic Hotel Award, winning the 'Good Egg' category – most sustainable hotel award;
- Wilderness Vumbura Plains listed on AFAR's 2022 Stay List: The World's Best New Hotels, US magazine, AFAR's annual curated collection of new and renovated hotels that prioritise socially responsible, community centred, and environmentally sensitive operations;
- Wilderness DumaTau listed in 2022 in the Condé Nast Traveler Hot List as one of the Best New Hotels in the World;
- Wilderness DumaTau included in the Travel + Leisure 2022 It List of the Best New Hotels in the World, 2022. This is this leading travel publication's annual roundup of the hottest new hotel openings globally, as selected by the editorial team;
- Wilderness Mombo and Wilderness Little Mombo won 2021 Condé Nast Traveller Readers' Choice Award. Wilderness Mombo and Wilderness Little Mombo were listed as one of the Top 12 Resorts in Africa;
- Wilderness DumaTau honoured as a 2021 Architectural Digest Great Design Hotel Award winner;
- Jao listed in Town & Country's Best New Hotels in the World for the 2020 Hotel Awards;
- Jao listed in the UK Condé Nast Traveller's 2020 Hot List of the Best New Hotels in the World. Jao was the only property from Botswana to make this prestigious listing;
- Wilderness Little Mombo was named 2020 Fodor's Finest Travel Hotel Awards winner in the Best Hotels in Africa category of the 100 Most Incredible Hotels in the World list;
- Wilderness Mombo won the SBID (Society of British International Design) Awards in the Hotel Bedroom and Suites Design category (2018);
- Wilderness Mombo and Wilderness Vumbura Plains were listed in the Top Resorts in Africa category in the US Condé Nast Traveler 2018 Readers' Choice Awards. Wilderness Vumbura made the Top 10, with its listing at number 8;
- Wilderness won the 2018 National Energy Globe Award, Botswana;
- In the PWC/Business Botswana Best Published Corporate Reports and Accounts Competition, Wilderness won the award for the best Corporate Social Responsibility programmes for six consecutive years between 2014 and 2019.







WILDERNESS
BOTSWANA

Discover Earth's Ultimate, Untamed Places