

2024

NSRI INTEGRATED
ANNUAL REPORT



NATIONAL
SEA RESCUE
INSTITUTE

The National Sea Rescue Institute (NSRI) is a registered non-profit organisation that is committed to drowning prevention and is focused on saving lives, changing lives and creating futures for those threatened by drowning in South Africa.

We are unique in South Africa as the only non-profit organisation focusing exclusively on safeguarding lives and livelihoods in South African waters through education, prevention, and rescue operations. We envision a nation where drowning incidents are minimised, ensuring the safety of all.

The NSRI strives to innovate, constantly evolve, and extend our water safety initiatives through empowerment and visibility. Our volunteers are on call 24/7 and we are reliant on donations and sponsorships.



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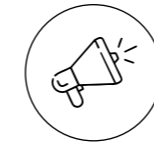
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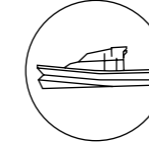
The National Sea Rescue Institute ("NSRI" or "the organisation") is a non-profit organisation (No. 1967/013618/08) registered with the South African Department of Social Development as a Non-Profit Organisation.

Iconography used in this report

Our strategic pillars



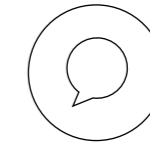
Advocacy and prevention



Quality rescue services



Quality corporate governance, management



Marketing and communication



Fundraising

The resources we use and impact



More information is available on our website (www.nsri.org.za)



For more information refer to the page number(s) indicated.

Supplementary information

The integrated report is part of, and should be read in conjunction with, a suite of reports available online on our website.



About this report

The directors of the NSRI are pleased to present the Integrated Annual Report for 2024. This report aims to provide our stakeholders, primarily donors and sponsors with a view of the value we have created, preserved or eroded this year.

This report sincerely attempts to tell our story and describe our progress in achieving our vision of a water-safe nation and delivering on our strategy.



Why we report

To enhance transparency

Demonstrates accountability to stakeholders by providing a clear overview of financial, operational and social impacts.

To build trust

Strengthens donor and stakeholder confidence through consistent, detailed reporting of outcomes and resource use.

To showcase impact

Highlights achievements, aligning them with the organisation's mission and strategic objectives.

To support funding

Attracts and retains donors and partners by showcasing responsible governance and impactful initiatives.

To encourage reflection and improvement

Provides an opportunity for internal evaluation, fostering learning and strategy refinement.

To align with best practices

Meets growing expectations for transparency and integrated reporting, improving credibility and standing within the sector.

Scope and boundary

Our Integrated Annual Report includes the financial and non-financial performance for NSRI's core operations, including all rescue stations and associated activities, from 1 January 2024 to 31 December 2024 (the financial year).



Integrated reporting boundary

How we create value

78 | Our value creation model

29 | Our strategy

169 | Good governance

66 | Value created through our business activities

External factors influencing value creation

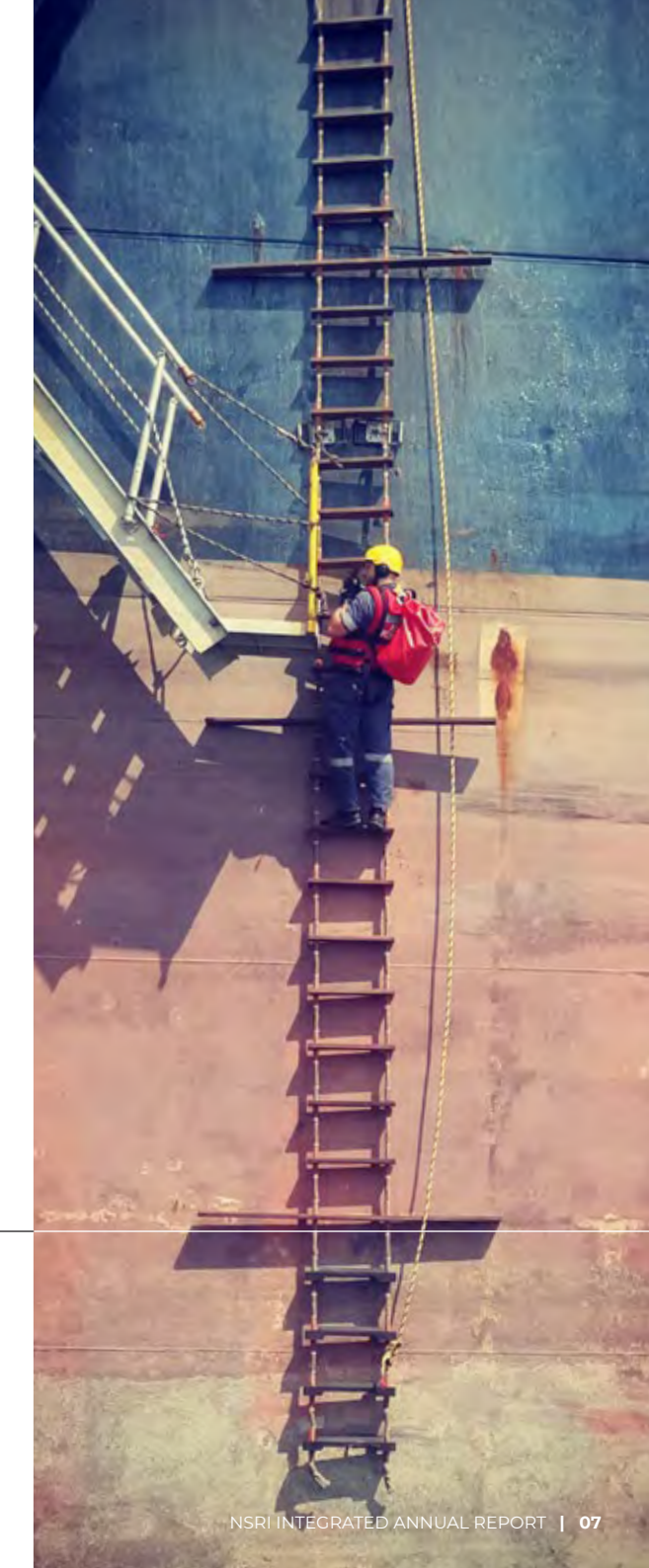
31 | The context in which we operate

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44 | Our stakeholders' needs and expectations

Financial reporting boundary

National Sea Rescue Institute of South Africa NPC



Selecting information to include in this report

When selecting information for this report, we seek to convey the essence of NSRI and its evolution.

We have selected topics that provide readers with a broad overview of our operations, insights into our strategy, funding base, key risks and opportunities, and notable successes and challenges.

Stakeholders who want to know more can contact the NSRI directly or visit our website for further details.

Integrated thinking and materiality

Determining materiality is a crucial step in selecting the information relevant to this report. Each year, we adhere to a process that identifies the issues likely to substantially impact NSRI's capacity to fulfil its mandate of saving lives. These matters are also deemed material for their long-term impact, encompassing the short term (one year), medium term (three to five years), and long term (ten years).

The process we followed this year included

Identifying

We considered the risks and opportunities arising from our operating context and stakeholder engagement process to determine which matters are most important to the NSRI's value creation over the short, medium and long term.

Evaluating

All components of our organisational structure identify and assess these critical matters, including the Board; volunteers participating in the AGM; and station commanders engaging in consultations and conferences with key stakeholders. Their valuable insights contribute to our comprehensive understanding of these material issues and guide our strategic decision-making processes.

Our strategy is structured to reflect the relationship between the various elements involved in achieving stakeholder goals.

Ranking



The Board was fully involved in selecting the material matters to be addressed in the report.

Guidelines and frameworks

To prepare this report, we have applied the reporting principles and guidelines provided by:

The International Financial Reporting Standards (IFRS) guidelines for small and medium-sized enterprises.

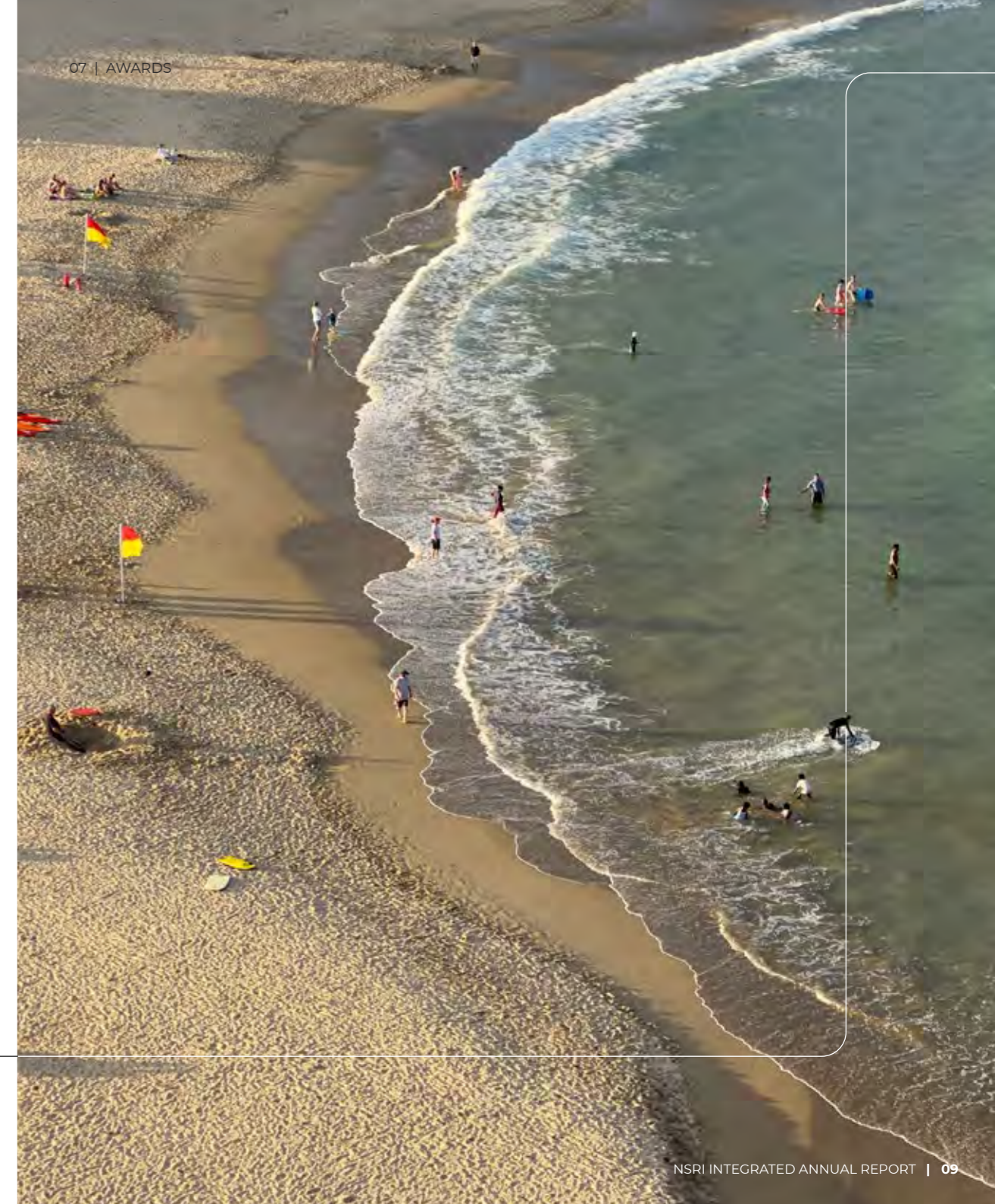
The King IV™ Report on Corporate Governance for South Africa 2016 (King IV).

The supplement for non-profit organisations, included in King IV.

The International Financial Reporting Standards (IFRS) Foundation Integrated Reporting Framework (2021).

We are also proud to have been recognised for our quality of communication and reporting in past years by The Chartered Governance Institute of South Africa. We have been awarded multiple awards for previous Integrated Annual Reports in the NPO category.

Please refer to our website for a list of awards we have received in recent years.



Ensuring the integrity of our reporting

Management prepared and verified the information in this report with oversight from the Board and the Audit, Risk and Compliance Committee.

A few data points from previous years have been revised in this Integrated Report as updated information has become available or improvements in data collection methodologies have facilitated more precise reporting. These adjustments have been made to enhance the information's accuracy, integrity and comparability.

Assurances regarding our business practices, governance and financial information are provided through compliance with audits and oversight from various regulatory organisations.

Assurance

Our independent auditors, Cecil Kilpin & Co., have audited our financial information in accordance with the required standards. Furthermore, while balancing cost efficiency with transparency, we have not sought further independent verification for our Integrated Report; however, the report and internal metrics have been thoroughly verified internally. Executive management, our Audit, Risk and Compliance Committee, and our Board have assured themselves that all material aspects of NSRI have been covered comprehensively.

Further assurances of our business practices are provided by oversight from various regulatory organisations.

Board responsibility

The Board of Directors of the NSRI (the Board) acknowledges its responsibility to ensure the integrity of this report. The Board believes that the 2024 report has been prepared in accordance with the Integrated Reporting frameworks, addresses all material matters, and provides an accurate and balanced overview of the organisation and its prospects. All financial information has been extracted from the audited financial statements.

The Board approved the 2024 Integrated Report for publication on the 16th of May 2025.

How this report is structured

This report begins with our vision and purpose and explains how we strategically tailor our business activities to utilise resources (the 6 capitals) to achieve impacts.

The following model outlines this flow and facilitates navigation throughout the document.

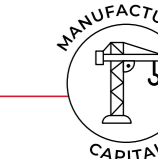
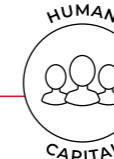
This report includes qualitative and quantitative information, supplemented by case studies that illustrate performance outcomes and demonstrate how the NSRI creates value across its activities.

Why we exist

Our vision
A water-safe nation.

Our purpose
Saving lives, changing lives, creating futures.

Resources and relationships (Our 6 Capitals)

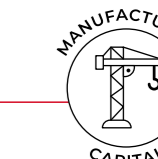
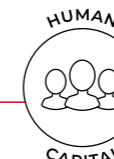


Our strategy and value creation

Business activities



Performance (of our capitals)



Our impact



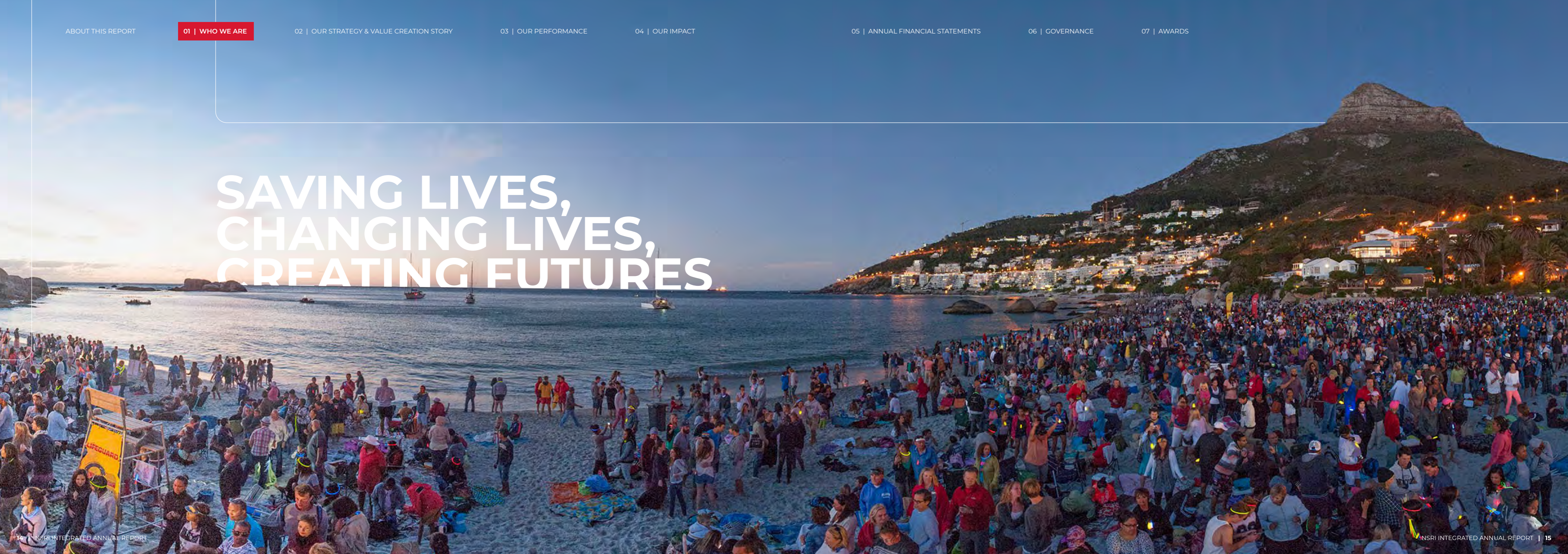
Our sustainability position





WHO WE ARE

SAVING LIVES, CHANGING LIVES, CREATING FUTURES



The NSRI at a glance

The NSRI is a registered non-profit, public benefit organisation committed to preserving life and livelihoods on and around South African waters through education, drowning prevention and rescue. We are volunteer-led, and our purpose is to save lives, change lives, and create futures in all our communities. Our collective vision is a water-safe South Africa.

Our volunteers are on call 24/7, and we are reliant on donations and sponsorships.



Why the NSRI exists

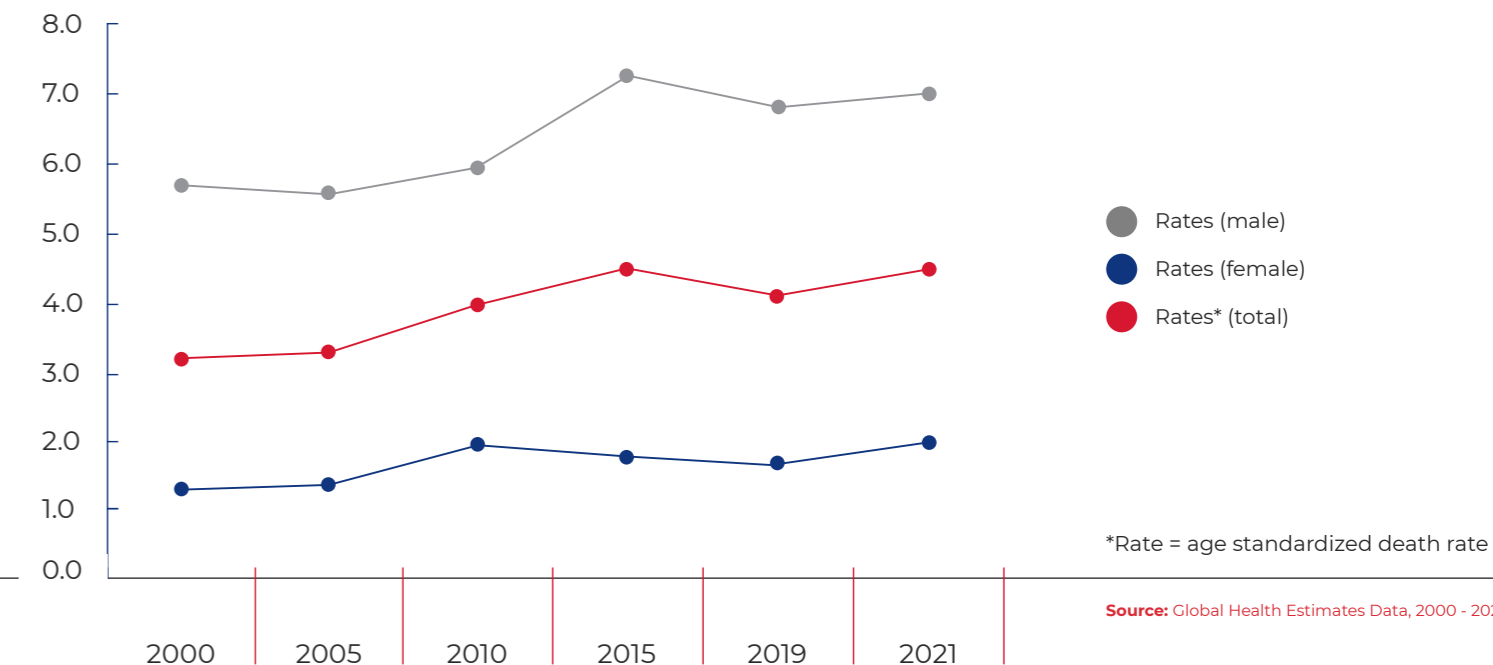
According to the World Health Organisation's (WHO) Global Status Report on Drowning Prevention 2024, South Africa recorded an estimated drowning death rate of 4.4 per 100 000 population. While this is marginally lower than the African regional average of 5.6 per 100 000, it still reflects a significant national challenge. The report estimates that 2 700 people lost their lives to drowning in South Africa in 2021.

Moreover, global research suggests that non-fatal drownings may occur up to ten times more frequently than fatal drownings, yet data on these incidents is scarce within the South African context. This lack of data masks a substantial societal and economic burden. From a financial perspective, the WHO's Hidden Depths – The Global Investment Case for Drowning Prevention states that for every dollar invested in prevention, nine dollars in costs can be avoided – a cost-benefit

ratio of 9:1. The potential global savings from drowning prevention are estimated at up to \$400 billion.

The NSRI is unique as the only non-profit organisation exclusively dedicated to safeguarding lives and livelihoods in and around South African waters through education, prevention, and rescue operations. In fulfilling this mandate, we continue to innovate, evolve, and strengthen our impact through collaborative and data-informed approaches.

Rate of drowning deaths over time



How we operate

Our organisational structure

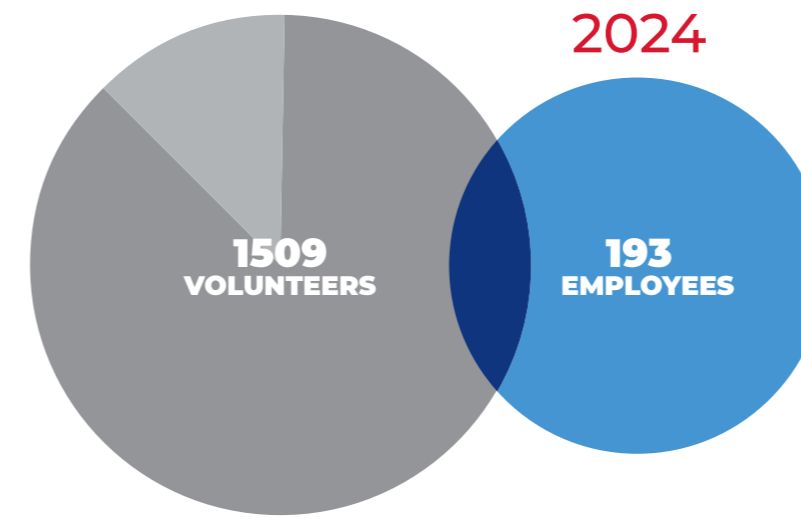
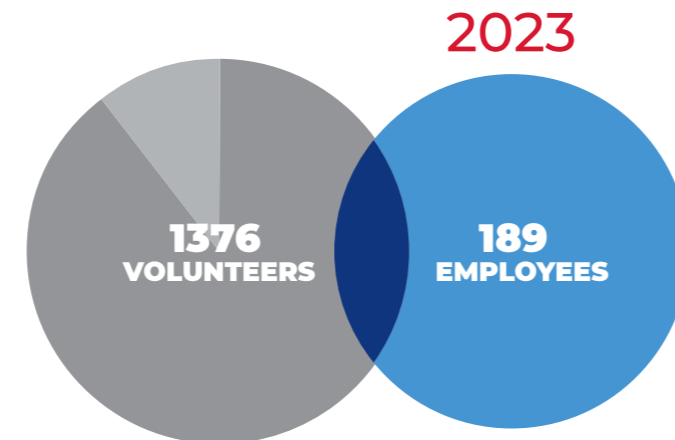
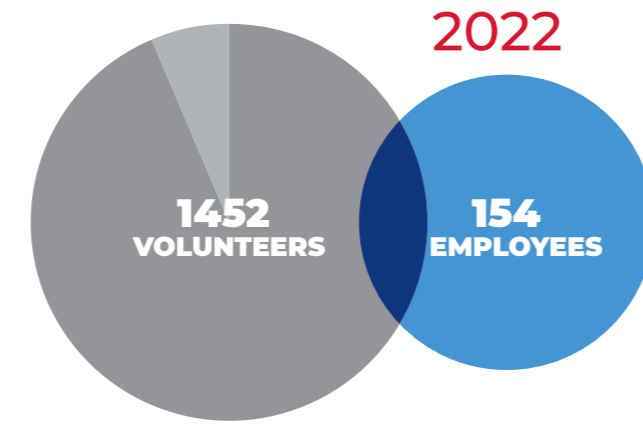
The NSRI is owned by its volunteer members, with governance and oversight provided through the Annual General Meeting (AGM). At the AGM, members elect governance representatives and vote on resolutions that steer the organisation's strategic direction and operational integrity.

Read our governance report for detailed information.

We operate through a synergistic model that merges the dedication and agility of volunteers with the professionalism and consistency of employed staff. This integrated approach enables us to maintain both rapid responsiveness in emergencies and sustainable delivery of prevention programmes across the nation.

Infographic figures:
Our dual volunteer-employee operational model.

169



Volunteer-led services

Voluntary emergency rescue response and community prevention programmes.

Employee-enabled support

Full-time staff who support and enable volunteer operations. Logistical coordination, administration, fundraising, seasonal lifeguarding, public education and internal training.

What drives us

To successfully execute our strategy (page 29) while creating and preserving value for our stakeholders, we are driven by:

Our purpose

Saving lives, changing lives, and creating futures.

As a model of governance and integrity, the NSRI provides a benchmark to society: we do things honestly and sincerely with the requisite compassion in the context of our service

We are investing funds, time and effort in making sure we become relevant to all 63 million South Africans and that everybody can identify our brand wherever they are, and whatever they do, inland and at the coast.

Our mission

Preserving life and livelihoods on and around South African waters through education, drowning prevention and rescue.

We are more than a rescue service. We educate communities, strive to innovate, and constantly evolve and extend our water safety initiatives through empowerment and visibility.

Our vision

A water-safe nation.

We are the only non-profit organisation in South Africa that focuses exclusively on preventing drowning through education, skills development, advocacy, and proactive and responsive rescue services.

Our values

LIFE | We value life in all its forms and commit to caring for, protecting, and nurturing it.

TRUST | The result of consistent accountability, trust is something we share with our community, and it is something we must earn every day.

DIGNITY | We work to educate and empower people and communities with the knowledge and skills necessary to keep them safe around water.

LEADERSHIP | True leaders don't think about themselves; they think first and always of those they have been tasked to serve and care for.

INCLUSIVITY | We welcome all people who believe in building better communities and listen carefully to ensure we are always evolving in the best ways to serve them.

COMMUNITY | We are more than just a family; we are a diverse community growing bigger every day, and we nurture the powerful bonds that hold us together.

How are we funded

The NSRI relies on donor funding to finance its operational activities and capital projects.

Our ability to sustain and expand our impact is underpinned by a diverse

and resilient fundraising model, ensuring that we are not reliant on a small number of major donors or any single category of funding.

This approach safeguards our financial

stability, spreads risk, and strengthens our long-term sustainability. In 2024, we received support from 190 873 individuals and corporations, with 100 115 active donations made during the reporting period.

We raise funds from a variety of sources and through multiple channels

A performance marketing model drives our individual donor appeals, retail online sales, as well as two society lottery schemes: the monthly giving cash prize scheme and the car competition scheme.

We use a number of different channels, including direct telephone, email, social media and face-to-face platforms.

Of significance is the growth of direct online donations.

The NSRI adheres to the National Lotteries framework in securing compliance for our fundraising competitions.

We also place importance on engaging with donors and supporters across our footprint of stations and local communities.

Business to business fundraising focuses on engagements and partnerships with corporates, institutions, trusts, foundations, government departments and private philanthropists.

Relationship management and personal interactions are key in this approach. We seek relevance by targeting industry sectors and partners best aligned to our common cause, including the shipping, tourism and fishing industries.

The NSRI adheres to the National Lotteries framework in applying for donations to fund major capital projects.

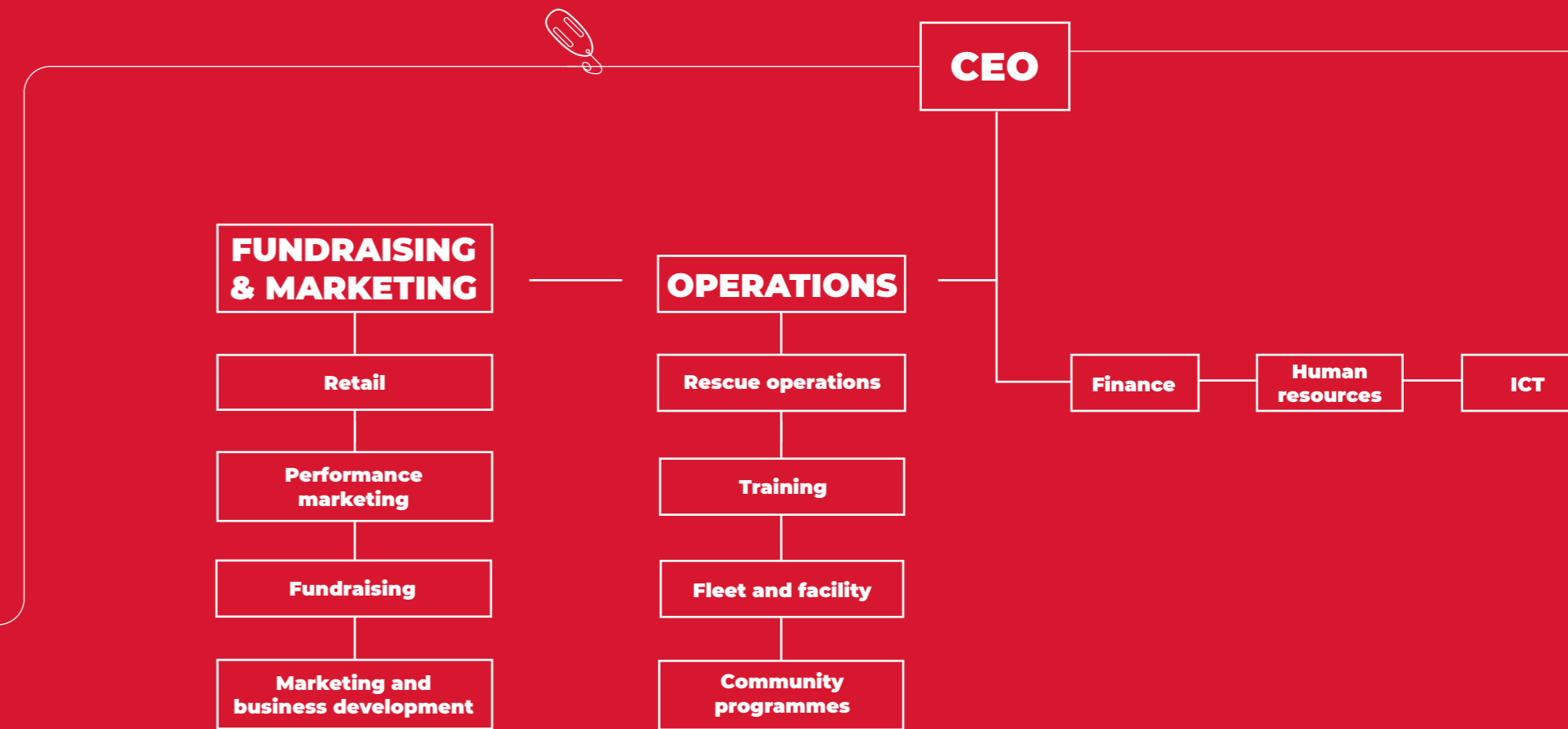
Service level agreements are forged with municipalities, government entities and institutions for services like lifeguarding and training.

Our approach here is to deliver service excellence in the provision of innovative or regular programmes (like water safety training for the fishing industry).



Our service structure

Our organisational structure centres on the Operations Directorate, which delivers a range of services, bolstered by robust fundraising, marketing and corporate services. At the end of 2024, the structure was refined to strengthen integration, enhance efficiency and improve accountability throughout the organisation.



Operations

The Operations Directorate is responsible for service delivery. Through a coordinated and integrated approach, the directorate drives the delivery of rescue services, lifeguarding, prevention programmes, training, community engagement and the sustainable management of our fleet and facilities. Each service area is critical in building safer communities and maintaining the NSRI's operational readiness across South Africa's waters.

Our services

Rescue Services

Highly-trained NSRI volunteers operate from 59 rescue bases around South Africa, responding to emergencies across ocean, coastal, inland, and flood environments. Each rescue base is designed to house the appropriate rescue assets, and serves as a centre for volunteer training, operational readiness, and social connection.

Lifeguarding

The NSRI provides seasonal lifeguarding services under municipal contracts across South Africa. We recruit lifeguards from local communities, train them to high professional standards, equip them with quality rescue equipment, and back them up with strong operational management from our operations team.

Community programmes

Prevention is a fundamental aspect of the organisation's mission. Our Community Programmes empower individuals and communities with the knowledge and skills to:

- Prevent exposure to water-related risks.
- Respond effectively in emergencies and enable self-rescue.

Activities include public awareness campaigns, school education initiatives, and community training sessions aimed at positively influencing water safety behaviours.

Training

The NSRI provides vital training and skills development to our volunteers, staff, and the public through a combination of open-access platforms and community engagement.

Volunteers undergo training and assessment in seamanship, rescue operations, medical response, administration, technical skills, and fundraising to ensure operational excellence and readiness. Our Bravo Bravo e-learning platform offers comprehensive skipper training, extending learning opportunities beyond formal classroom settings and making training more accessible to broader communities.

The Fleet and Facility Management department is core to our operations and ensures that all buildings, vessels and vehicles are conceptualised, designed and maintained according to operational specifications. Ongoing maintenance and upgrades ensure that our physical assets remain mission-ready and fit-for-purpose, supporting rescue operations and community outreach activities.

Fundraising and marketing

Our core mandate is threefold:

- Grow sustainable revenue through an increasingly diverse and loyal donor base, ensuring long-term financial resilience.
- Build and protect the NSRI brand, strengthening our relevance and reputation among beneficiaries, donors, stakeholders and the broader public.
- Expand the reach of public safety messaging, supporting and enhancing our prevention activities to reduce drowning risks across South Africa.

Fundraising is the lifeblood of the organisation and is managed in a structured manner to facilitate scale and sustainability in income generation. We value diversity in our income

streams and the longevity of donor relationships. Database management is a core competency that underpins our fundraising strategies through direct donor engagement and effective compliance. Our two flagship fundraising competitions are conducted via a Call Centre, alongside two Face-to-Face fundraising teams that travel extensively to highlight our needs and engage with communities and members of the public right across the country. Our guest speakers and retail outlets offer additional touchpoints and channels for engagement with a variety of stakeholders and partners.

The NSRI's marketing and communications team plays a vital role in enabling fundraising efforts by raising awareness among stakeholders across a range of media platforms. Effective marketing is fundamental to securing critical funding, cultivating direct fundraising opportunities, and building and maintaining donor networks.

The team fulfils an essential role in telling the full NSRI story – positioning the organisation effectively amongst affected communities, beneficiaries, donors, and leadership groups across South Africa. The alignment between our programmes, marketing efforts, and communications activities strengthens and amplifies the NSRI

brand internally and externally. The protection of donor data is a key accountability within the fundraising and marketing function, supported by the ICT division and overseen by the CEO in their capacity as the organisation's Information Officer under POPIA regulations.

Corporate services

Corporate Services underpin operational success by providing essential internal support functions that enable the NSRI to operate effectively and sustainably:

Human resource management:

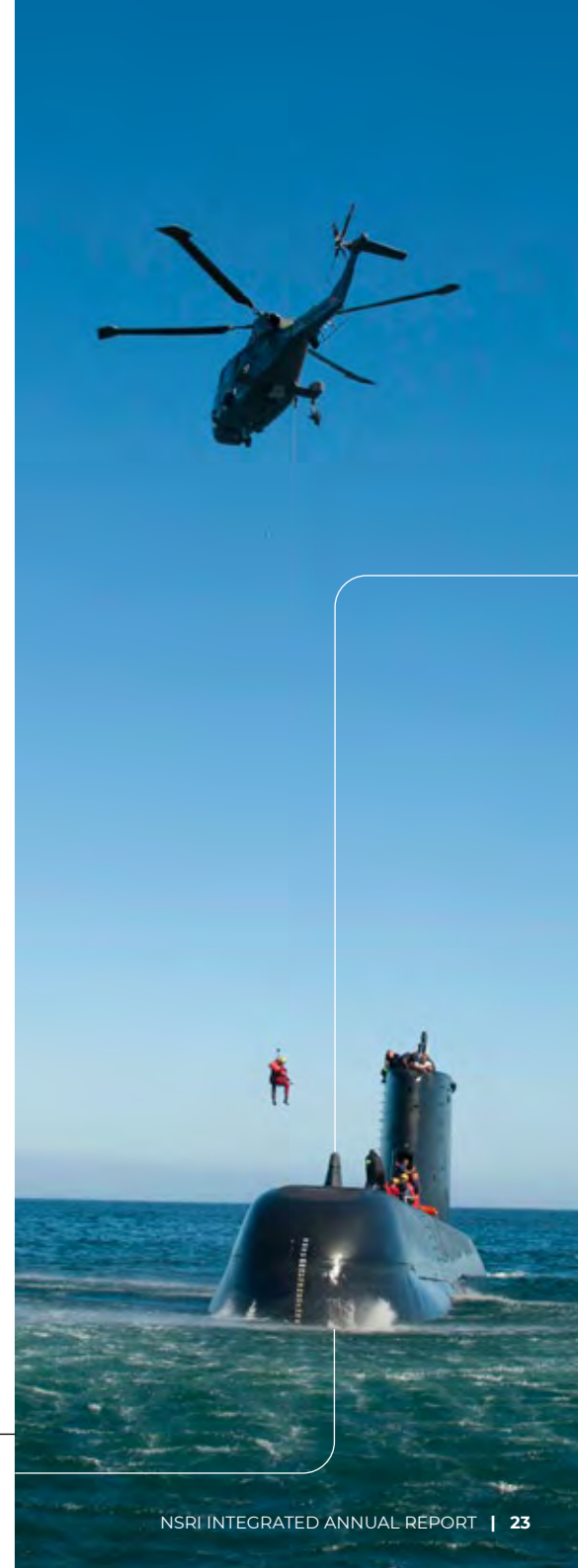
Recruiting skilled professionals and volunteers, promoting fair HR practices, supporting organisational growth, and building long-term capacity.

Financial stewardship:

Maintaining prudent financial management, ensuring compliance with audit and regulatory requirements, and promoting transparent financial reporting.

ICT systems:

Delivering secure, modern digital infrastructure and communication platforms that drive operational efficiency and data security.



Where we operate

We operate in all nine South African provinces, and our Head Office and Volunteer Support Centre is in Cape Town.

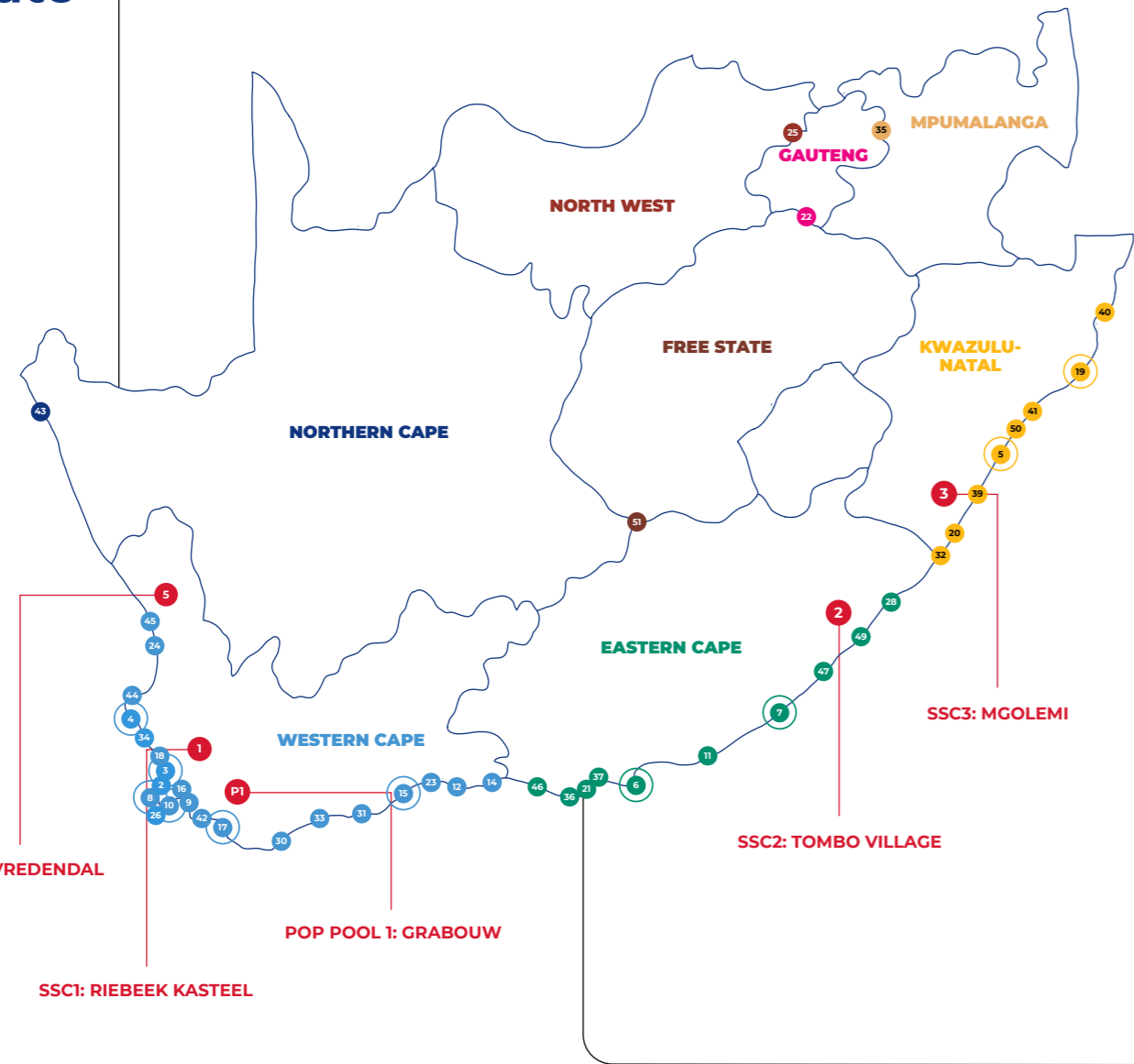
Class 1 stations

NORTHERN CAPE

Port Nolloth

WESTERN CAPE

- 45 Strandfontein (West Coast)
- 24 Lamberts Bay
- 44 St Helena Bay (satellite)
- 4 Mykonos
- 34 Yzerfontein
- 18 Melkbosstrand
- 2 Bakoven
- 3 Table Bay
- 8 Hout Bay
- 26 Kommetjie
- 10 Simon's Town
- 16 Strandfontein Muizenbera to Monwabisi (Satellites)
- 9 Gordon's Bay Strand (Satellite)
- 17 Hermanus
- 42 Kleinmond
- 30 Agulhas
- 33 Witsand (Satellite)
- 15 Mossel Bay
- 23 Wilderness Sedgefield
- Herolds Bay (Satellites)
- 31 Still Bay
- 12 Knysna
- 14 Plettenberg Bay



NORTH WEST

25 Hartbeespoort Dam

GAUTENG

22 Vaal Dam

FREE STATE

27 Gariep Dam

MPUMALANGA

35 Witbank Dam

KWAZULU-NATAL

- 32 Port Edward
- 20 Shelly Beach
- 39 Rocky Bay
- 5 Durban
- 50 Umhlanga
- 41 Balito
- 19 Richards Bay
- 40 St Lucia
- Cape Vidal (Satellite)

EASTERN CAPE

- 46 Storms River
- 36 Oyster Bay
- 21 St Francis Bay
- 37 Jeffreys Bay
- 6 Qgebertha Noordhoek (Satellite)
- 11 Port Alfred
- Kenton-on-Sea (Satellite)
- 7 East London
- 47 Kei Mouth (Aux)
- 49 Mdumbi (Aux)
- 28 Port St Johns

What differentiates us

The NSRI's work establishes us as leaders in water-related rescue and public safety, particularly in tackling drowning incidents.

Volunteer-driven model

More than 1,500 trained preventative and rescue volunteers, available 24/7, deliver rescue services, water safety education, survival swimming and training programmes with dedication and skill.

National reach, local impact

Operating from 59 rescue stations across coastlines, dams and rivers, we serve both urban and rural communities, tailoring services to meet local needs. Our national footprint is complemented by the invaluable local knowledge of embedded volunteers.

Water safety education for children

We prioritise reaching children in under-resourced areas with free water safety lessons and survival swimming skills.

Donor-funded operations

Every rescue, lesson, and innovation is made possible through the generosity of individuals, corporate sponsors, and partners who believe in building a water-safe nation.

Lifeguarding services

Our professional NSRI lifeguards are trained to high standards, equipped with advanced communications and first aid tools, and supported by a layered management system and backup from NSRI stations and drowning prevention instructors.

Leadership and innovation

The NSRI leads with professionalism, purpose, and excellence. Our innovations are recognised globally, and our teams are trusted locally to drive awareness, shape behaviour and influence water safety and drowning prevention agendas.

Supporting tourism, shipping and fishing industries

Medevac services remain a crucial NSRI role, providing life-saving rescues from passenger liners, commercial vessels and medical assistance to seafarers at sea, supporting the tourism, global shipping, and local fishing industries.

Pink Rescue Buoys (PRBs)

Our uniquely positioned and highly visible Pink Rescue Buoys (PRBs) have been instrumental in saving many lives and raising awareness. The PRBs are recognised as leading public rescue equipment. They have won international awards and been deployed in several countries.

Survival Swimming Centres

Our innovative Survival Swimming Centres, built from converted shipping containers, provide accessible, structured lessons that teach critical water survival skills to children in rural communities who are most at risk of drowning.

Championing transformation

We invest in transformation by recruiting and training volunteers from local communities, with 98.76% of our work primarily benefiting black beneficiaries.

Accessible technology

Free tools like the SafeTRX app and the BravoBravo e-learning platform extend the reach of our safety education, empowering the public, boaters, and skippers across South Africa.

Supporting conservation efforts

We protect and rescue marine wildlife, including whales, dolphins, turtles, and seabirds. The NSRI engages in whale disentanglement, turtle rehabilitation, and advocacy against water pollution.

Message from the chairperson



JONATHAN VELLOZA
CHAIRPERSON

Once again, it is time to reflect on another busy and successful year for the NSRI. Over the past year, our organisation has continued to grow and evolve, and I am genuinely pleased with the progress that has been made.

The past year also witnessed a significant shift in the leadership team at the NSRI. Towards the end of the year, we bid farewell to two long-standing, hardworking, and loyal executive team members. Dr Cleeve Robertson and Mark Hughes retired after making profound and enduring contributions to our esteemed organisation.

I wish to express my gratitude for their tremendous contributions over many decades and wish them much happiness and good health in retirement. Both gentlemen have left an indelible mark on Sea Rescue, and the organisation is better off having had them.

With every change comes new beginnings, and I am delighted to welcome Mike Vonk as our new CEO. Mike joins us with over a decade of experience as a CEO, but more

importantly, he comes to Sea Rescue's executive team having been a long-standing volunteer at Station 23 in Wilderness, where he most recently served as station commander.

This blend of knowledge, skills and experience will benefit us greatly in the coming years. I would also like to express my gratitude to Cleeve and Mike for the smooth transition between CEOs. The process went seamlessly, thanks to their hard work and dedication to an orderly handover. We scarcely felt the change of guard.

Once again, 2024 was a busy year for us. Our volunteers have been working hard, saving lives, changing lives, and creating futures. Our crews undertook 1 096 rescue operations and saved 1,629 people, while the training of young South Africans in Survival Swimming increased by a commendable 42% compared to 2023.

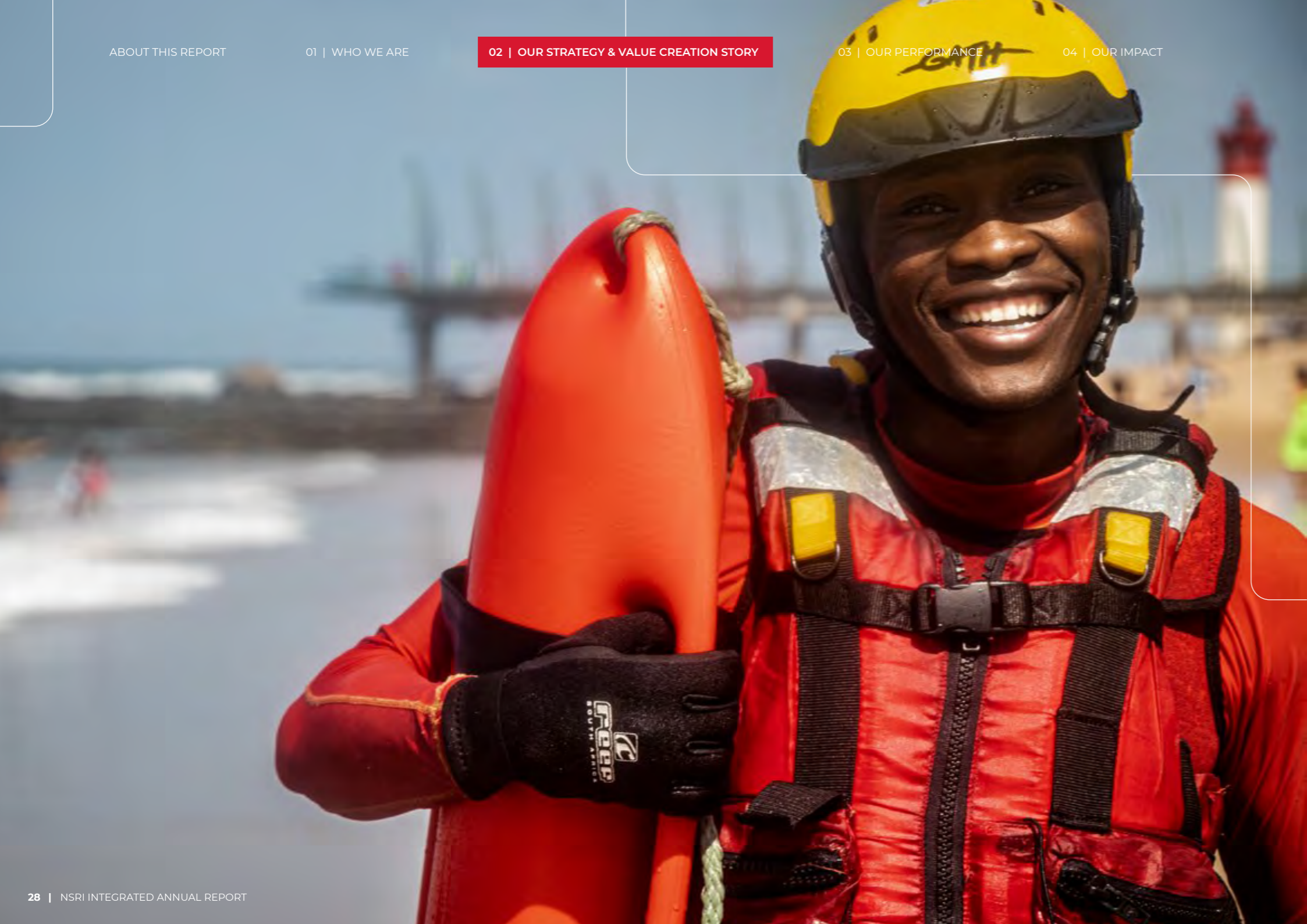
We continued to invest in our future, spending significant amounts on training our volunteers, upgrading rescue equipment and facilities, and enhancing our ability to train people in

Survival Swimming. The footprint and efficacy of our Pink Rescue Buoys continue to grow, now with a total of 206 lives saved attributed to the use of this public rescue equipment. Our volunteers also helped rescue 72 animals this year. None of this could have been achieved without the generous support of our vast base of donors. To each one of you, we thank you from the bottom of our hearts. Your generosity is what enables us to make a difference.












Our Director of Rescue Services, Brett Ayres, talks about the NSRI's "intangible magic." For me, the intangible magic is about the people who make the NSRI the fantastic organisation it is - our volunteers!

I remain in awe of the time, energy and commitment this group of people shows to the people of South Africa. Thank you all for the fantastic work that you do. I remain incredibly proud of you all, and it is an honour to serve you.

I wish our NSRI community a safe, healthy and prosperous 2025.



OUR STRATEGY & VALUE CREATION STORY

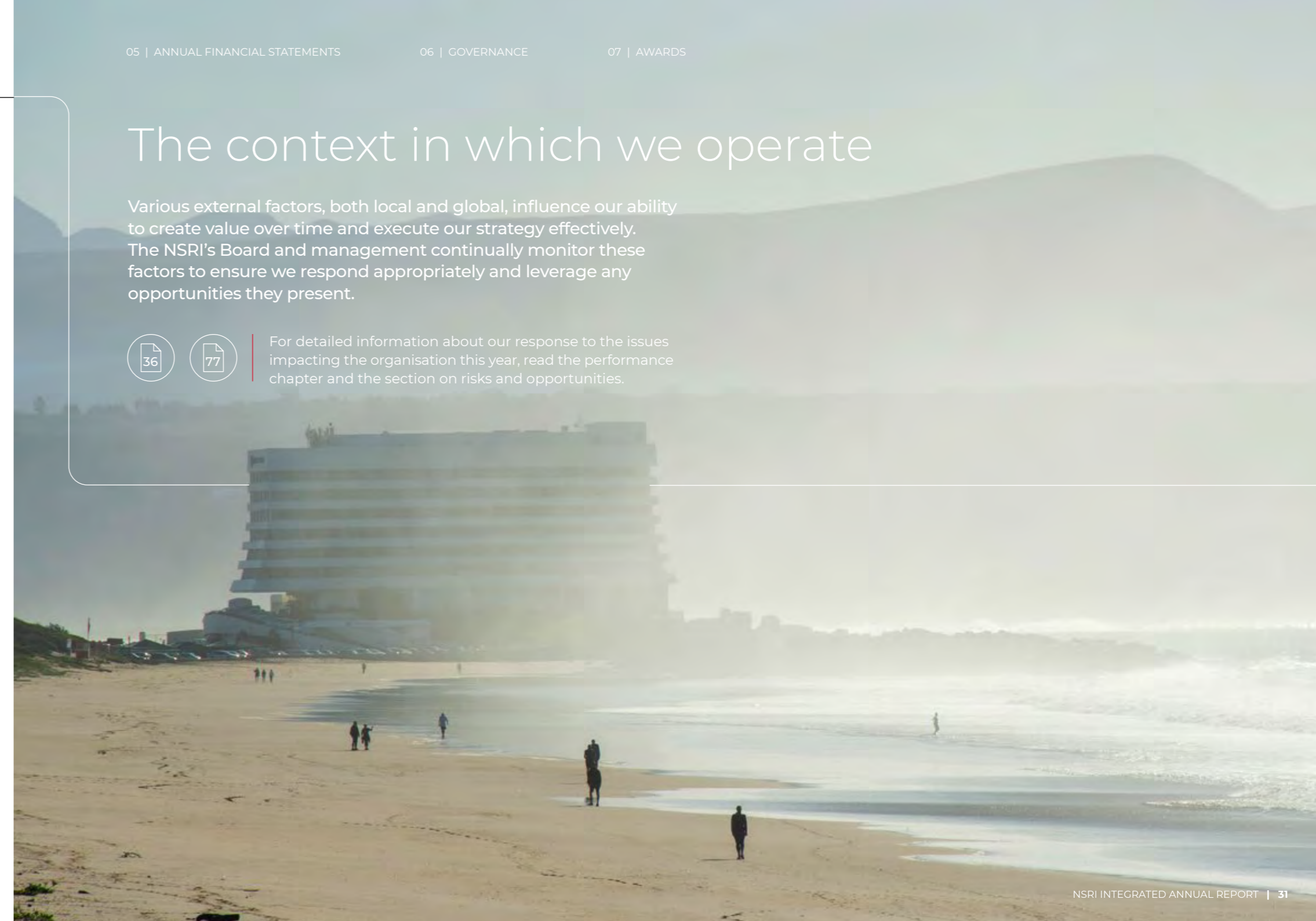
<p>Creating a sustainable, impact-driven organisation</p>	<p>Protecting lives and empowering communities</p>	
<p>Financial stability is essential to our continued operations.</p>  <p>FINANCIAL CAPITAL</p> <p>To achieve this, we diversify our fundraising strategies, secure donor contributions, and build long-term sponsorships.</p>  <p>HUMAN CAPITAL</p> <p>Our volunteers are the backbone of the NSRI. We actively recruit, train and support skilled volunteers, ensuring they are fully equipped to deliver life-saving services across South Africa. Their dedication enables us to extend our reach and impact within communities.</p>  <p>MANUFACTURED CAPITAL</p> <p>Operational efficiency remains a key priority. We continually invest in rescue stations, equipment, and digital innovations to maximise our response capacity.</p>	<p>Drowning prevention is at the heart of our mission to save lives. We educate communities and schools on water safety, survival swimming and emergency preparedness to empower individuals with life-saving knowledge and skills. We deploy highly trained crews to respond to distress calls at sea, on beaches and in inland waters. Every second counts, and our crews are prepared to act immediately to prevent loss of life. Public safety infrastructure is vital to our ability to save lives. We install and maintain Pink Rescue Buoys, provide professional lifeguarding services and deploy beach safety cameras to enhance safety in high-risk areas.</p>	
<p>The value we create for the NSRI and our stakeholders</p>		
 <p>Donors and supporters By demonstrating measurable impact through our rescue operations and water safety initiatives, we build trust with our donors and sponsors. In turn, their funds enable us to continue operating.</p>	 <p>Volunteers and employees Our volunteers and employees receive extensive training and skills development opportunities. We prioritise their safety and well-being, ensuring they operate in a secure environment while recognising their invaluable contributions.</p>	
 <p>Communities Communities play an active role by volunteering, while we equip scholars and adults with essential water safety knowledge and survival skills. Through proactive education and training, we work to reduce drowning incidents and empower local communities to take an active role in preventing water-related emergencies.</p>	<p>Government and regulatory bodies We collaborate with national, provincial and local government authorities to strengthen emergency response networks, ensure regulatory compliance and enhance public safety policies related to drowning prevention and maritime rescue.</p>	
 <p>Partners and suppliers We actively engage with our suppliers—from contract negotiation through to delivery—and are grateful to receive discounted or pro bono support thanks to their positive association with our brand and mission.</p>	 <p>Conservation bodies We collaborate closely with conservation organisations. Through shared resources and joint operations, we contribute to the protection of marine wildlife while ensuring the safety of both humans and animals.</p>	
<p>Industry sectors We provide safety and emergency response services to tourism, shipping, recreational sports, fishing and event industries. We engage directly with businesses and associations to improve safety measures and receive feedback on our services.</p>	<p>Emergency services We coordinate closely with other emergency response agencies, participating in multi-agency rescues, conferences and recognition events. This collaboration ensures effective incident management and maximises our collective impact on public safety.</p>	
 <p>The media The media are key partners in amplifying our work and sharing our stories. Media owners, editors and platform partners provide us with valuable subsidised and free exposure across all channels, from online to print and broadcast.</p>	 <p>MARKETING AND COMMUNICATION</p>  <p>TECHNOLOGY</p>	

The context in which we operate

Various external factors, both local and global, influence our ability to create value over time and execute our strategy effectively. The NSRI's Board and management continually monitor these factors to ensure we respond appropriately and leverage any opportunities they present.



For detailed information about our response to the issues impacting the organisation this year, read the performance chapter and the section on risks and opportunities.



Trends and issues impacting the NSRI

Economic environment

South Africa has recovered its pre-pandemic GDP, with a modest improvement in employment levels. By the end of 2024, the economy had added just over 250 000 jobs, reflecting a slight expansion despite ongoing economic challenges. Inequality remains among the highest in the world, and poverty was an estimated 63% in 2024 based on the upper-middle-income country poverty line.

South Africa recorded a 1.1% economic growth in 2024.

These trends have prompted growing social demands for government support, which could put the sustainability of public finances at risk if they are to be met.

Social environment

The Eastern Cape and KwaZulu-Natal (KZN) provinces face the greatest challenges due to their high prevalence of rivers and water crossings. The school environment has frequently been in the spotlight from drowning, while workplaces in many occupations involve work around water. The stories of drowning inform the strategies for intervention. Many are fundamental within the context of society.

School children are a 'captured' population, providing education and skills development opportunities.

Children and adults must often cross rivers to go to school or work, and we must provide solutions to improve safety. Child supervision on beaches, swimming pools and near water is an ongoing challenge to advocate for. Additionally, alcohol and water don't mix in the context of drowning, and we have a responsibility to influence and change societal norms to diminish alcohol use around water.

How this affects the NSRI

Slow economic growth affects our ability to raise funding and influences both our workforce and operational activities.

How we respond

- Ensuring that our operations contribute positively to the micro-economies where we operate.
- Diversifying and expanding our donor base to ensure sustainability.
- Ensuring impact and earning supporter respect every day.
- Focusing on operational excellence and cost efficiencies.

How this affects the NSRI

Drowning incidents occur widely, particularly inland on rivers and dams, making intervention complex. The primary difference in outcomes is often the presence, or absence of services like ours. We aim to ensure water safety is taught to 1 million children each year.

How we respond

- Advocating for increased water safety and survival swimming skills within the formal education system.
- Driving a water safety culture and systems to ensure child safety.
- Evolving a water safety culture and getting employers to buy into this for the workplace.
- Discouraging alcohol use around water bodies.

Natural environment

Climate science clearly shows that extreme weather presents significant societal and economic challenges.

The implications are that extreme weather events will increase, and we must deal with the consequences. For us as the NSRI, this means threats to coastal assets and rescues happening under more austere conditions, requiring planning to mitigate these challenges, which comes at a cost. The KwaZulu-Natal (KZN) floods of 2022, along with other frequent flooding events, illustrate the growing challenges we face because of climate change.

Water is and will continue to be a scarce resource. Desalination will become more prevalent, and water harvesting and 'off-grid' solutions will likely become more commonplace.

Satellite communication will become more pervasive.

Africa's hydrocarbon peak usage is predicted to be in 2040, and the NSRI will probably remain diesel and petrol-dependent for energy in the medium term.

How this affects the NSRI

We are a conservation-minded organisation and care about the natural environment. Our activities must synchronise with the environment and respond with preventative and responsive strategies to mitigate the effects of climate change. We have a role to play as a neutral advocate and have a unique role to play due to our high public trust and national viewpoint.

How we respond

To reduce our environmental impact, we have implemented initiatives aimed at lowering our water and energy consumption, including:

- Increasing the number of solar panels at the NSRI Volunteer Support Centre building.
- Installing LED lighting at rescue bases.
- Installing water systems that harvest rainwater at all our facilities.
- Solar, wind and other renewable energies will continue to evolve and accelerate, and we will be pragmatic in our adoption of these technologies as they evolve and become more reliable and ubiquitous.



Trends and issues impacting the NSRI

Services environment

As temperatures rise, more people are using water for recreational purposes.

Communities are increasingly having to cross rivers to access both work and school.

Many occupations are specifically near, on or over water.

Commercial activities related to water, fishing, shipping, and tourism continue to increase.

How this affects the NSRI

Rescue operations remain at the core of our service offering.

How we respond

- Our Pink Rescue Buoys are available on public beaches and some rivers and dams as public rescue equipment.
- Our beach safety cameras will be expanded in 2025.
- The NSRI's SafeTRX App allows personal watercraft users to be tracked and, in an emergency, to call for help quickly, giving their exact position.
- Improved technology in craft, navigation and communication.
- Survival Swimming Centres are used to teach children swimming skills at their schools.

Technology environment

Rapid technological advancement continues to redefine how we take advantage of technology in our mission. The NSRI constantly monitors these macro-level shifts. The most important technology trends influencing our environment:

- Artificial intelligence and advanced analytics.
- Ubiquitous satellite connectivity.
- Cybersecurity and data privacy.
- Advancements in FinTech and payment technologies.

How this affects the NSRI

Significant opportunities to further improve and sustain our fundraising efforts.

Potential to enhance prevention and search & rescue with predictive modelling.

Low-Earth-Orbit (LEO) satellite connectivity will transform ship to ship and ship to shore communications with profound effects on all aspects of our operations and the communities we serve.

We must stay ever vigilant to mitigate the ongoing risk of cyber crime.

How we respond

- Investing in key architectural enablers such as our advanced data platform, CRM, marketing automation and payments technologies.
- Investing in our people and partnering with leading technology providers.
- Ongoing technical investments, monitoring and education to mitigate cyber crime.
- Participation and advocacy to drive regulatory bodies to allow LEO solutions and providers in South Africa.

Our risks and opportunities

The NSRI is dedicated to a structured and transparent approach to risk management, aligned with the King IV Code of Governance Principles and leading best practices in governance. The Board, via the Audit, Risk and Compliance Committee, exercises comprehensive oversight of the NSRI's risk management framework, ensuring that risks are identified, assessed and effectively managed to support the organisation's strategic objectives.

Our top 10 risks



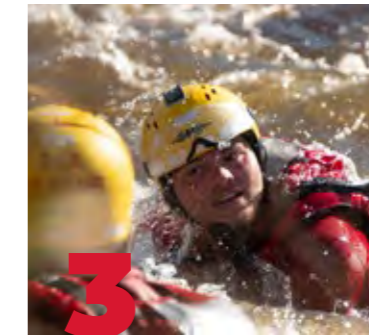
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Equipment, vehicle and vessel maintenance failure



2

Global political and economic instability



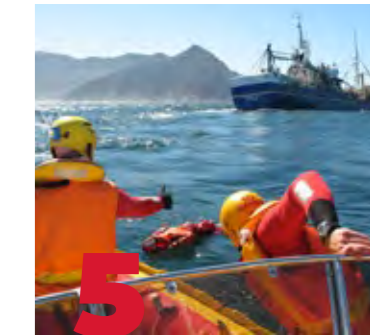
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Volunteer and employee safety and injury



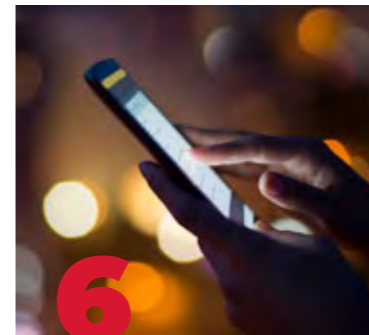
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Volunteer recruitment and retention



5

Increased maritime traffic



6

POPIA compliance and regulatory risks



7

Cyberattack and loss of ICT capacity



8

Brand reputation and public perception



9

Confidentiality and data breach (donor details)



10

Public liability and litigation risks

1 Equipment, vehicle and vessel maintenance failure

Impact on the NSRI

Reduced operational capacity, inability to fulfil rescue missions and increased risk to volunteer safety.

How we treat this risk

- Regular maintenance, investment in quality assets and equipment, and pre / post launch checks.

Risk ranking trend compared to 2023

Unchanged.

Related material matters

- Sustainable fleet.
- Infrastructure and equipment
- Volunteer and workforce sustainability.

2 Global political and economic instability

Impact on the NSRI

Market volatility affecting investment returns and increased competition in the non-profit sector for limited funding.

How we treat this risk

- Diversify Endowment Trust investments to reduce market exposure.
- Strengthen local fundraising efforts and build resilient donor relationships.

Risk ranking trend compared to 2023

Increase.

Related material matters

- Sustained revenue.
- Financial stability.



3 Volunteer and employee safety and injury

Impact on the NSRI

Risk of injury or fatality among volunteers and employees.

How we treat this risk

- Safety culture, strict adherence to safety protocols, critical incident / near- miss debrief, safety bulletins and training.
- Comprehensive personal accident insurance.

Risk ranking trend compared to 2023

Unchanged.

Related material matters

- Volunteer and workforce sustainability.



4 Volunteer recruitment and retention

Impact on the NSRI

Inability to meet operational requirements in certain locations.

How we treat this risk

- Targeted recruitment and training strategies, focus on organisational culture, volunteer incentives.

Risk ranking trend compared to 2023

Unchanged.

Related material matters

- Volunteer and workforce sustainability.



5 Increased maritime traffic

Impact on the NSRI

Increase in MEDEVAC operations and rescue complexity, with a heightened risk of mass casualty events.

How we treat this risk

- Enhanced capacity for Class 1 stations to improve maritime safety coordination and training.
- Mass casualty preparedness plan.

Risk ranking trend compared to 2023

Increase.

Related material matters

- Volunteer and workforce sustainability.
- Sustainable fleet, infrastructure and equipment.

6 POPIA compliance and regulatory risks

Impact on the NSRI

Regulatory changes may impact call centre operations, with the potential for fines, reputational damage and loss of fundraising revenue in the event of non-compliance.

How we treat this risk

- Secure donor databases, training and SOPs for staff.
- Enhanced consent procedures.

Risk ranking trend compared to 2023

Increase.

Related material matters

- Sustained revenue and financial stability.
- Governance, compliance and risk management.
- Strengthening national relevance and public trust.

7 Cyberattack and loss of ICT capacity

Impact on the NSRI

Loss of ICT capacity resulting from a malicious cyberattack, impacting operations and fundraising activities.

How we treat this risk

- Multi-layered cybersecurity framework.
- Staff training.
- Business continuity planning.

Risk ranking trend compared to 2023

Unchanged.

Related material matters

- Sustained revenue and financial stability.
- Information and Communication Technology.

8 Brand reputation and public perception

Impact on the NSRI

Negative publicity, misinformation, loss of donor funding, or ineffective crisis management.

How we treat this risk

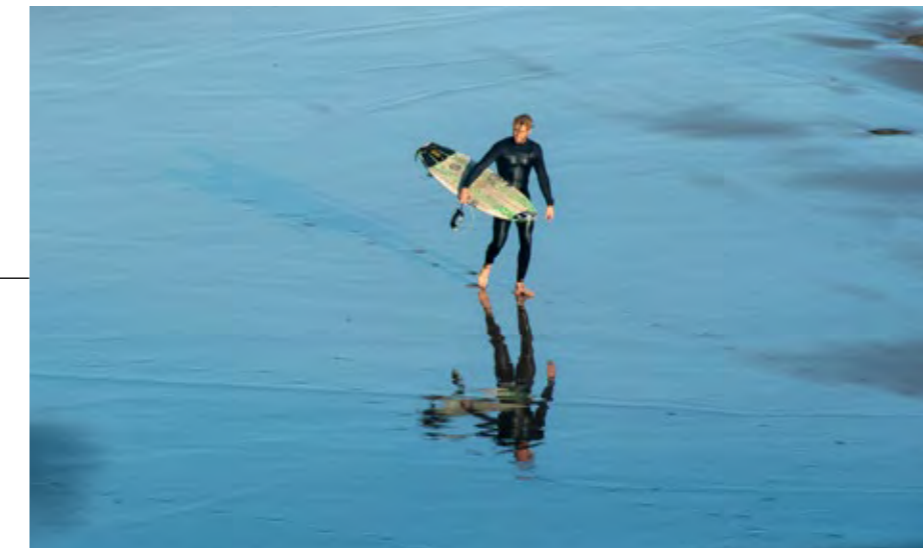
- Training of staff / volunteers on brand and reputation management, crisis communication strategy and social media engagement.

Risk ranking trend compared to 2023

Unchanged.

Related material matters

- Strengthening national relevance and public trust.
- Sustained revenue and financial stability.



9 Confidentiality and data breach (donor details)

Impact on the NSRI

Unauthorised access to donor or volunteer information, resulting in reputational damage and loss of stakeholder trust.

How we treat this risk

- Implement Payment Card Industry Data Security Standards (PCI DSS).
- Strengthen cybersecurity measures, penetration testing.
- Breach response protocols.

Risk ranking trend compared to 2023

Unchanged.

Related material matters

- Sustaining revenue and financial stability.
- Leveraging Information and Communication Technology.
- Strengthening national relevance and public trust.
- Ensuring high standards of governance, compliance and risk management.

10 Public liability and litigation risks

Impact on the NSRI

Legal action arising from rescue operations, volunteer safety incidents, or interactions with the public.

How we treat this risk

- Strict adherence to safety protocols, extensive training, comprehensive insurance coverage and legal risk strategies.

Risk ranking trend compared to 2023

Unchanged.

Related material matters

- Sustaining revenue and financial stability.
- Securing the long-term base of volunteers and the workforce.

Organisational opportunities

The NSRI continuously identifies and evaluates opportunities to extend our impact, deepen community engagement, and ensure long-term organisational sustainability. Guided by our strategic pillars and with an awareness of the evolving external environment, we have identified several key opportunities that position us to create lasting value for our stakeholders and the communities we serve.



1. Advocacy and prevention

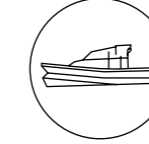
Building trust, collaboration, and community resilience.

Scaling public safety education:

Expand drowning prevention, water safety, and survival swimming programmes into schools, youth camps, industries operating near water, and vulnerable communities.

Growing volunteer involvement in prevention work:

Recruit and train volunteers specifically for public education, Pink Rescue Buoy custodianship, and community resilience roles.



2. Quality rescue services

Preparing for the future.

Geographic Expansion:

Broaden our operational footprint into underserved coastal, riverine and inland flood-prone areas, strengthening South Africa's national disaster resilience network.

Expansion of lifeguard services:

Build on our existing lifeguard operations to extend services to more municipalities, promote public safety and deepen engagement with youth and vulnerable populations.



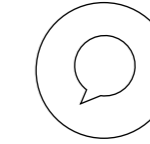
3. Quality corporate governance, management and administration

Strengthening organisational sustainability.

Automation and AI: Invest in digital platforms, automation tools, and AI solutions to enhance communication, operations, donor management, training delivery, and overall organisational efficiency.

Transformation acceleration:

Advance diversity and inclusion across employed staff and volunteer structures to support national transformation objectives and strengthen the NSRI's relevance and resilience.



4. Marketing and communication

Growing reputation and stakeholder engagement.

Volunteer brand re-imagining:

Broaden public perception of the NSRI beyond "rescue at sea" to highlight roles in inland search and rescue, community education and prevention initiatives.

Strategic communications leadership:

Leverage NSRI's trusted brand to lead national conversations on water safety, humanising our impact through rescue and survivor storytelling.



5. Fundraising

Developing sustainable funding solutions.

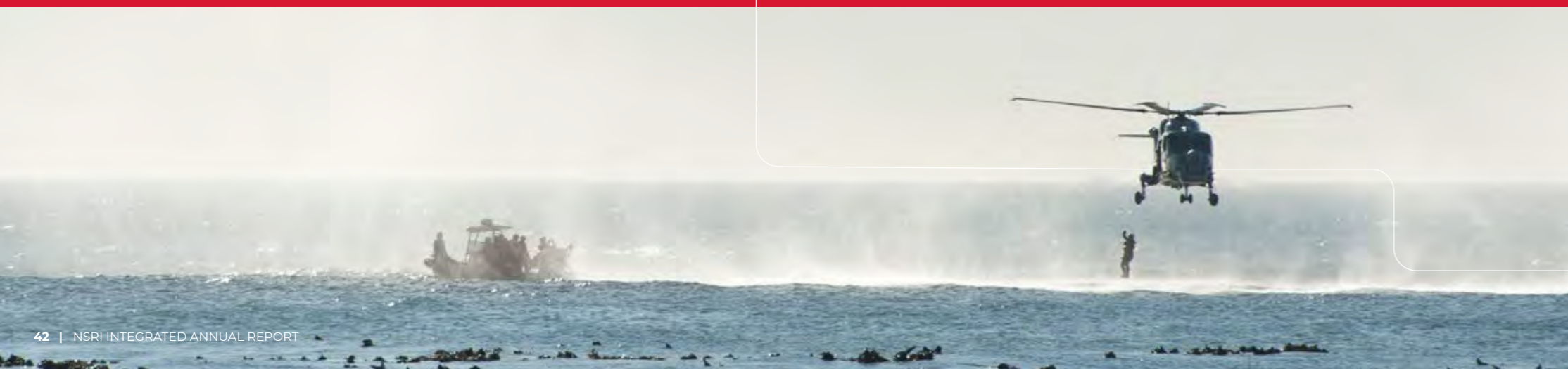
Government collaboration:

Expand partnerships with municipal, provincial, and national authorities to strengthen legitimacy, support joint public safety initiatives, and unlock new funding opportunities.

International fundraising:

Leverage offshore philanthropies, expatriate networks, and global maritime safety organisations to open new donor markets and diversify revenue streams.

By systematically pursuing these strategic opportunities, the NSRI aims to maximise its contribution to public safety, community resilience and environmental stewardship while enhancing its financial and operational sustainability.



Our stakeholders' needs and expectations

Effective and transparent stakeholder engagement is essential to our mission of saving lives and building safer communities. By incorporating stakeholder engagement into every stage of our value-creation process, we ensure that our operations, rescue services and educational initiatives remain relevant, impactful, and sustainable.

As a non-profit organisation serving an entire nation, we recognise that stakeholder engagement is both a crucial input and a valuable result of our social and financial capital value creation.

Our approach to engagement

Engaging with our diverse stakeholders enables us to respond to their needs while strengthening the partnerships that underpin our work. Through open dialogue and strong stakeholder relationships, we ensure that our services are shaped by the interests and needs of those we serve.

Our stakeholders

Donors and supporters

Our donors and supporters are vital to our sustainability. In 2024, we recorded 190 873 unique donors and supporters, with 100 115 making financial contributions during the year. We rely on their interest and advocacy as much as their donations to maintain our work.

We value those we already know and who know us, yet we also understand the challenge of reaching far wider groups where our services are relevant but not well known - inland and rural communities, as well as the youth, are two examples.

The direct personal fundraiser / donor relationship is critical, with some relationships ongoing over many years. Often donors recognise our fundraiser's voice, having spoken to the same fundraiser year after year.

How we engage

Direct personalised contact (telephone, in-person, email, social media, online).

Fundraisers call donors daily, meet with organisations and arrange events.

PR Guest speakers present to schools, associations, retirement homes and organisations to advocate our work.

Share stories via the NSRI magazine, newsletters, social media and at events.

Station volunteers engage with local donors, present at community structures, and participate in community events. Stations hold open days for the public to visit, experience rescue operations, and facilitate access for under resourced sectors of society.

Their needs and expectations

- Transparent reporting of how funding is used.
- Accurate and timeous reports on rescues.
- Information related to water safety.
- User friendly and secure payment and communication channels.

Related material matters

Sustaining revenue and financial stability.

Related risks

- Brand reputation and public perception.
- Confidentiality and data breach

Related strategic pillar



Value created



Quality of relationship

Strong.

Volunteers and employees

How we engage

Our workforce includes 193 highly committed employees who work alongside 1,509 volunteers, providing essential support, technical expertise, and specialised services.

Many employees are also volunteers, which helps preserve the committed and fast-response culture critical to our work.

As the organisation grows, maintaining this culture whilst also broadening the profile and skills of our people creates an exciting opportunity ahead of us.

Structured and informal occasions allow volunteers nationwide to interact with Board members, executives, management, and support staff. NSRI executives visit each volunteer station annually, with managers visiting even more frequently.

Volunteers have specialist interest groups like the Technology Committee to stay informed about the latest AI and rescue innovations and opportunities. Regular team meetings and cross-station exercises ensure operational consistency and regional coordination. Operational managers regularly visit bases and engage with volunteers.

Their needs and expectations

Regular engagement and communication – Volunteers and employees need ongoing interaction with operational managers and leadership to feel connected, supported and aligned with the organisation's goals.

Training and development – Volunteers and employees require structured training, skill development and continuous learning opportunities to maintain high standards of service.

Recognition and appreciation – Volunteers and employees need to be recognised for their efforts and contributions, particularly keeping in mind that many employees are also volunteers.

Support and well-being – Volunteers and employees may require organisational support for both physical and mental well-being, as they operate in demanding and sometimes stressful environments.

A positive organisational culture – As the organisation grows, maintaining a strong culture while expanding diversity and skills is an exciting opportunity. Volunteers and employees benefit from an inclusive, collaborative and purpose-driven work environment.

Effective internal communication – Ensuring that internal messaging, operational updates and performance feedback are clear and accessible helps volunteers and employees stay informed and engaged.

Opportunities for career growth and leadership development – The NSRI aims to broaden the profile and skills of its people, meaning that career progression and leadership pathways are important needs.

Related material matters

Securing the long-term base of volunteers and the workforce.

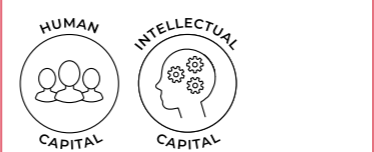
Related risks

- Volunteer and employee safety and injury.
- Volunteer recruitment and retention.

Related strategic pillar



Value created



Quality of relationship

Strong.

Communities

How we engage

Communities contribute to the NSRI through volunteering, while we give back by providing rescue services, water safety education, and public awareness initiatives. NSRI rescue bases serve as community hubs, providing emergency services, training and safety information.

In some areas, NSRI's role extends beyond rescues, filling gaps left by absent emergency or civic services.

We are involved in community projects, lead public education campaigns and provide content on social media platforms.

We provide the South African public with access to information and training (see page 103 [Social and Relational Capital section]).

The NSRI conducts extensive public and face-to-face engagements as part of its efforts to drive drowning prevention programmes – from Water Safety Education and Pink Rescue Buys to Survival Swimming lessons.

Our PR Guest speakers serve as ambassadors presenting at local schools, community events, retirement homes and associations to position our work.

Their needs and expectations

Access to rescue services – Communities rely on NSRI volunteers who play a crucial role in servicing local areas and providing emergency response in water-related incidents.

Water safety education – Schools and communities need structured programmes to educate children and adults about water safety, drowning prevention and survival swimming skills.

Emergency preparedness and awareness – Communities benefit from clear and accessible information on emergency contacts, rescue procedures and local water safety measures.

Infrastructure and accessibility – Some communities may lack the necessary infrastructure (e.g. swimming facilities or lifeguarded beaches) to support water safety initiatives, making NSRI's outreach crucial.

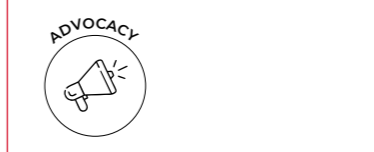
Related material matters

Strengthening national relevance and public trust.

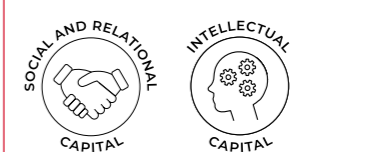
Related risks

Public liability and litigation.

Related strategic pillar



Value created



Quality of relationship

Good.

Government and regulatory bodies	How we engage
<p>We collaborate with national, provincial, and local government authorities to strengthen emergency response networks, maintain regulatory compliance, and enhance public safety policies related to drowning prevention and maritime rescue.</p> <p>The NSRI sits on the South African Search and Rescue Organisation (SASAR) Executive Committee and provides direct input to the Department of Transport (DoT) through this Committee.</p> <p>We advocate for resources from the DoT and National Lottery Commission.</p>	<p>The NSRI is represented on national and provincial bodies, participates in tenders for services such as lifeguarding, and negotiates and engages directly with government and regulatory bodies.</p> <p>The SASAR Committee provides the opportunity to communicate with national representatives of rescue agencies.</p> <p>We engage at the provincial government level and at the Disaster Management Committee level.</p> <p>We engage with local government at a municipality level around drowning prevention and lifeguarding opportunities and services.</p> <p>We submit annual applications to the National Lottery Commission for competition compliance – and we apply for NLC funding in their funding cycles and categories.</p>

Their needs and expectations

<p>Government relies on the NSRI to provide effective maritime rescue services and increasingly requires these services inland in the face of increased flooding.</p> <p>Our active participation in the relevant government bodies and committees is key e.g. SASAR.</p>	<p>Municipalities need Drowning Prevention services and education support to facilitate water safety awareness.</p> <p>Provincial governments, especially in Disaster Management, rely on the NSRI as part of a repertoire of first responder services.</p>
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Related material matters	Related risks	Related strategic pillar	Value created	Quality of relationship
<ul style="list-style-type: none"> Strengthening national relevance and public trust ensuring high standards of governance, compliance and risk management. Sustaining fleet, infrastructure and equipment. 	<ul style="list-style-type: none"> Global political and economic instability. Increased maritime traffic around South African coastline. 			<p>Good.</p>

Industry	How we engage
<p>We provide critical safety and emergency response services to industry sectors such as tourism, shipping, recreational sports, fishing, and events.</p> <p>Increased shipping around the SA coast has led to an escalation of medevacs especially around PE, Richards Bay, Cape Town and Durban which are major shipping ports of call.</p> <p>As tourism grows and the number of tourist shipping increases, we have also seen growth in medical evacuations of passengers at sea, as well as increased interest from hotel groups for water safety programs at their locations (e.g. lifeguarding and PRB deployment).</p>	<p>We communicate directly with businesses in each sector, individually or through associations, to raise awareness and get feedback on our service experience.</p> <p>We provide active services and support.</p> <p>We are improving our collaboration and marketing visibility with various sectors to raise awareness of our services and support.</p>

Their needs and expectations

<p>Access to rescue services – Industries and groups rely on the NSRI for emergency response in water-related incidents.</p> <p>Water safety tools and education – Structured programmes provide education and awareness for employees in various sectors (e.g. fishing industry) or visitors (e.g. tourism sector).</p>	<p>Emergency preparedness and awareness – Clear and accessible information on emergency contacts, rescue procedures and local water safety measures are key tools to support industry groups.</p> <p>Infrastructure and accessibility – Some industries may lack the necessary infrastructure to support water safety initiatives, which the NSRI can support.</p>
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Related material matters	Related risks	Related strategic pillar	Value created	Quality of relationship
<ul style="list-style-type: none"> Strengthening national relevance and public trust. Equipment, vehicle and vessel maintenance failure. 	<p>Increased maritime traffic.</p>			<p>Good.</p>

Partners and suppliers	How we engage
<p>We engage continuously with suppliers and service providers, from initial contract negotiation through to the delivery and supply of goods and services.</p> <p>Positive association with our brand and cause enables us to benefit from discounted or pro bono services, which we are deeply grateful for. For example, pro bono legal services are provided, courier fees are borne for us (by DHL) and boat building is discounted.</p>	<p>One-to-one communication and negotiation.</p> <p>Regular meetings and relationship building engagements.</p> <p>Where applicable we provide tax certificates and B-BBEE compliance certification.</p> <p>We acknowledge our partners where possible in our communications.</p>

Their needs and expectations

Cash flow management remains a critical consideration for the NSRI, particularly in relation to large capital projects such as rescue vessels and base construction. We actively explore staged payment plans to align with our financial planning and long-term sustainability. Equally, we remain mindful of our partners' and suppliers' cash flow requirements to support their operational stability and long-term viability.

Our B-BBEE status is increasingly important, particularly in the context of contracting with local government. This is especially relevant given the significant expansion of NSRI Lifeguarding services through municipal partnerships.

Related material matters	Related risks	Related strategic pillar	Value created	Quality of relationship
Sustaining revenue and financial stability.	Brand reputation and public perception.		 	Strong.

Emergency services	How we engage
<p>We participate in industry conferences, cooperate and collaborate with other emergency service partners during rescues, and recognise their contribution in joint operations.</p> <p>We work closely with other emergency agencies to ensure the coordination of incidents for our stakeholders' benefit.</p> <p>NSRI's EOC receives and activates emergency response for a variety of incidents - including fire and crime – 24/7.</p>	<p>Participate in conferences.</p> <p>Cooperate and collaborate on rescues.</p> <p>Give recognition for involvement in rescues through mentions in our communications.</p>

Their needs and expectations

Interservice relationships between the NSRI, ambulance services, police, disaster management, and other emergency partners are vital to the continuity and efficiency of emergency response and the overall chain of survival. Significant effort is invested in building and maintaining these relationships at a local level to ensure effective coordination and mutual support.

Related material matters	Related risks	Related strategic pillar	Value created	Quality of relationship
Strengthening national relevance and public trust.	Brand reputation and public perception.	 		Strong.

The media

How we engage

The media are essential partners in raising awareness of our work and sharing our stories with the public.

South Africa's media owners, editors and platform partners provide us with valuable subsidised and free exposure in all channels, from online to print and broadcast.

Normally outside our affordability, such exposure provides valuable public service messaging.

We are hugely grateful to the support received from the SA media.

Distribute media releases around rescues and campaigns.

Share the Sea Rescue magazine and newsletters.

Provide content on social media channels and websites.

Direct relationships with journalists, influencers and media owners around advertising impacts and results.

Participate in interview opportunities.

Their needs and expectations

The stories around the NSRI are abundant, real time and newsworthy; they cross a multitude of interest groups creating interest at personal, local and national levels.

Journalists are always interested in the NSRI. We work carefully with them to balance sensationalism with the human and personal impacts of rescue incidents.

The media appreciates the notifications we provide around weather warnings and water safety to complement their weather reporting.

Media owners provide free advertising space and wish to be acknowledged for that service, which we do. They are also interested in demonstrating the value and impact of their media in terms of audience reach and results.

Related material matters	Related risks	Related strategic pillar	Value created	Quality of relationship
Sustaining revenue and financial stability.	Brand reputation and public perception.			Good.



Material matters

Material matters are issues that substantially impact the NSRI's ability to fulfil its mandate of saving lives through primary initiatives such as water safety education, skills development and advocacy, as well as secondary prevention efforts involving rescue services.

1. Sustaining revenue and financial stability

Why it matters

Ensures NSRI's financial stability and ability to fund operations to continue providing life-saving rescue services and prevention activities.

How we manage this matter

We have been able to diversify our income streams and grow income levels in different categories despite the tough economic context, through targeted fundraising initiatives and enhancement of our operating model.

We sustain our funding sources through ongoing donor engagement and regular stakeholder feedback.

We implement strict financial oversight, and cost management strategies.

Related risks

Equipment, vehicle and vessel maintenance failure.

Related strategic pillar



Capitals impacted



2. Securing the long-term base of volunteers and the workforce

Why it matters

Maintain operational effectiveness and ensure the sustainability of rescue services.

Bring the brand to life through our people and leadership.

How we manage this matter

We actively recruit, train, and support volunteers and employees through structured engagement programs, advanced training, and leadership development.

We promote volunteer and employee well-being by fostering a culture of safety and psychological resilience.

We position the NSRI as an employer of choice and a brand that people are proud to be associated with.

Related risks

Volunteer recruitment & retention.
Volunteer and employee safety and injury.

Related strategic pillar



Capitals impacted



3. Sustaining fleet, infrastructure and equipment

Why it matters

Modern, well-maintained rescue vessels, vehicles, equipment, and operational bases are essential to ensure the NSRI's high state of readiness and ability to respond effectively to emergencies.

How we manage this matter

We invest in a fleet renewal strategy, maintain and upgrade operational bases, and implement sustainable infrastructure initiatives to enhance operational efficiency and long-term resilience.

We are exploring and advocating for alternative, reliable communications infrastructure to ensure uninterrupted emergency communications, addressing coverage challenges and the reliability issues of cellular and VHF networks, particularly during loadshedding.

Related risks

Volunteer and employee safety and injury.

Related strategic pillar



Capitals impacted



4. Leveraging Information and Communication Technology

Why it matters

Leveraging technology is critical to ensure the long-term sustainability of services and to improve operational efficiencies, enable Volunteers, sustain fundraising and improve overall service delivery.

How we manage this matter

Implement and expand a fit-for-purpose IT operating model which ensures ongoing, sustainable management of IT infrastructure and systems and provides the necessary capability to deliver new technology solutions which enable the business strategy.

Implement and evolve a modern technology architecture that is both reliable and future proof, taking advantage of the opportunities presented by continued advancements in technology. We ensure fit-for-purpose IT governance that incorporates industry best practices while addressing the unique operational needs of the NSRI.

Related risks

Cyber-attack and loss of ICT capacity.

Related strategic pillar



Capitals impacted



5. Ensuring high standards of governance, compliance and risk management

Why it matters

Ensures transparency, accountability, and regulatory compliance, which are necessary to maintain donor confidence and public trust.

How we manage this matter

We maintain robust governance structures and processes, ensuring that our Board of Directors provide strategic oversight and ethical leadership, aligned with King IV and proactively address risks.

We engage with industry bodies to remain abreast of developments and issues.

Related risks

Brand reputation and public perception.

Related strategic pillar



Capitals impacted



6. Enabling climate resilience

Why it matters

Climate change is impacting maritime safety and the nature of our rescue operations through increasing the frequency and severity of extreme weather events, including flooding and storm surges.

How we manage this matter

We are training our rescue crew for flood & swift-water response, proactive monitoring of weather alerts and response preparedness.

We are investing in climate-resilient buildings, equipment and environmentally sustainable technologies.

We are building public awareness to encourage cooperative engagement and foster strategic partnerships.

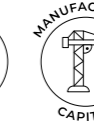
Related risks

Volunteer and employee safety and injury.

Related strategic pillar



Capitals impacted



7. Strengthening national relevance and public trust

Why it matters

Earning the trust and support of all South Africans is essential to strengthening our community engagement, securing sustainable funding and enhancing the NSRI's ability to advocate for water safety policies and influence public behaviour.

How we manage this matter

We are expanding our education efforts to reach more communities through strategic partnerships with national and local authorities, Higher Education Institutions (HEIs) and industry, while extending the geographic coverage of our rescue services.

We actively report on our impact and share success stories to build trust and demonstrate accountability.

Related risks

Brand reputation and public perception.

Related strategic pillar



Capitals impacted



NSRI St Lucia en route to their satellite station at Cape Vidal.

CEO's message

Effective and transparent stakeholder engagement is essential to our mission of saving lives and building safer communities. By incorporating stakeholder engagement into every stage of our value-creation process, we ensure that our operations, rescue services and educational initiatives remain relevant, impactful and sustainable.

As a non-profit organisation serving an entire nation, we recognise that stakeholder engagement is both a crucial input and a valuable result of our social and financial capital value creation.



MICHAEL VONK
CHIEF EXECUTIVE OFFICER

Quality rescue services

Our volunteers are the heart of the NSRI. In 2024, we responded to a wide range of operations - from dramatic rescues along the Wild Coast and commercial fishing vessel emergencies, search missions for missing divers and to many drownings in progress. Flood-related emergencies have again placed increased demand on stations, reinforcing the growing impact of climate change on our operations.

These successes are a testament to the professionalism and dedication of our teams, supported by rigorous training provided by station crews and our Volunteer Support Centre (VSC). This relentless focus on training ensures that our Coxswains and crew maintain the highest standards of competence.

To support our crews, we invested in operational excellence through upgrades at Witbank, Ballito and Gqeberha stations, the addition of a new Offshore Rescue Craft (ORC) at Gqeberha, and the roll-out of new JetRIBs, vehicles and support technologies. The launch of our new volunteer portal will reduce administrative burdens and improve operational readiness.

We continue to work closely with Government, private sector and non-profit emergency services, reinforcing our role as a trusted national response partner.

Advocacy and prevention

Our volunteer crews witness firsthand the human cost of drowning. These experiences strengthen our commitment to prevention. In 2024, nearly one million children were reached through our water safety education initiatives. New partnerships with corporations and volunteers facilitated pilot programmes focused on innovative, cost-effective models to broaden this reach.

A significant highlight was achieving the milestone of 200 lives saved through our Pink Rescue Buoy programme - a strong testament to the effectiveness of targeted interventions.

Marketing and communication

We made significant progress in increasing our visibility and strengthening the relevance of our work across South Africa. By sharing impactful stories and engaging campaigns, we strengthened public

trust and expanded our reach to new audiences.

Our targeted marketing and digital communication strategies are now integral to building national awareness and encouraging active participation in water safety.

Fundraising

Thanks to the generosity of our supporters, the NSRI achieved a strong fundraising performance in 2024.

Despite challenging economic conditions, we have sustained our ability to attract donations from a wide support base over the past year.

Flagship competitions, retail ventures and diversified fundraising channels improved our financial stability. While telephone fundraising remains central, we are expanding into social and direct channels to meet donor preferences and comply with evolving regulations. The rollout of advanced CRM systems will enhance donor engagement and operational efficiency.

Our revitalised retail business achieved over double the previous year's income,

showcasing this channel's potential. Combined with targeted marketing and digital campaigns, these efforts position us for financial stability and sustained growth.

Quality corporate governance, management and administration

The year 2024 marked a period of leadership transition. We bid farewell to four executive directors, including outgoing CEO Dr Cleeve Robertson and Capital Projects Director Mark Hughes, who have made exceptional contributions to the NSRI.

Dr Robertson's global recognition - through the IMRF People's Choice Award and the Vladimir Maksimov Lifetime Achievement Award - honours his visionary leadership in developing NSRI's focus on drowning prevention.

Strong leadership remains embedded at every level of the NSRI. Our Volunteer Support Centre, and most notably our Station Commanders, exemplify servant leadership, ensuring our communities are safer every day.

Looking ahead

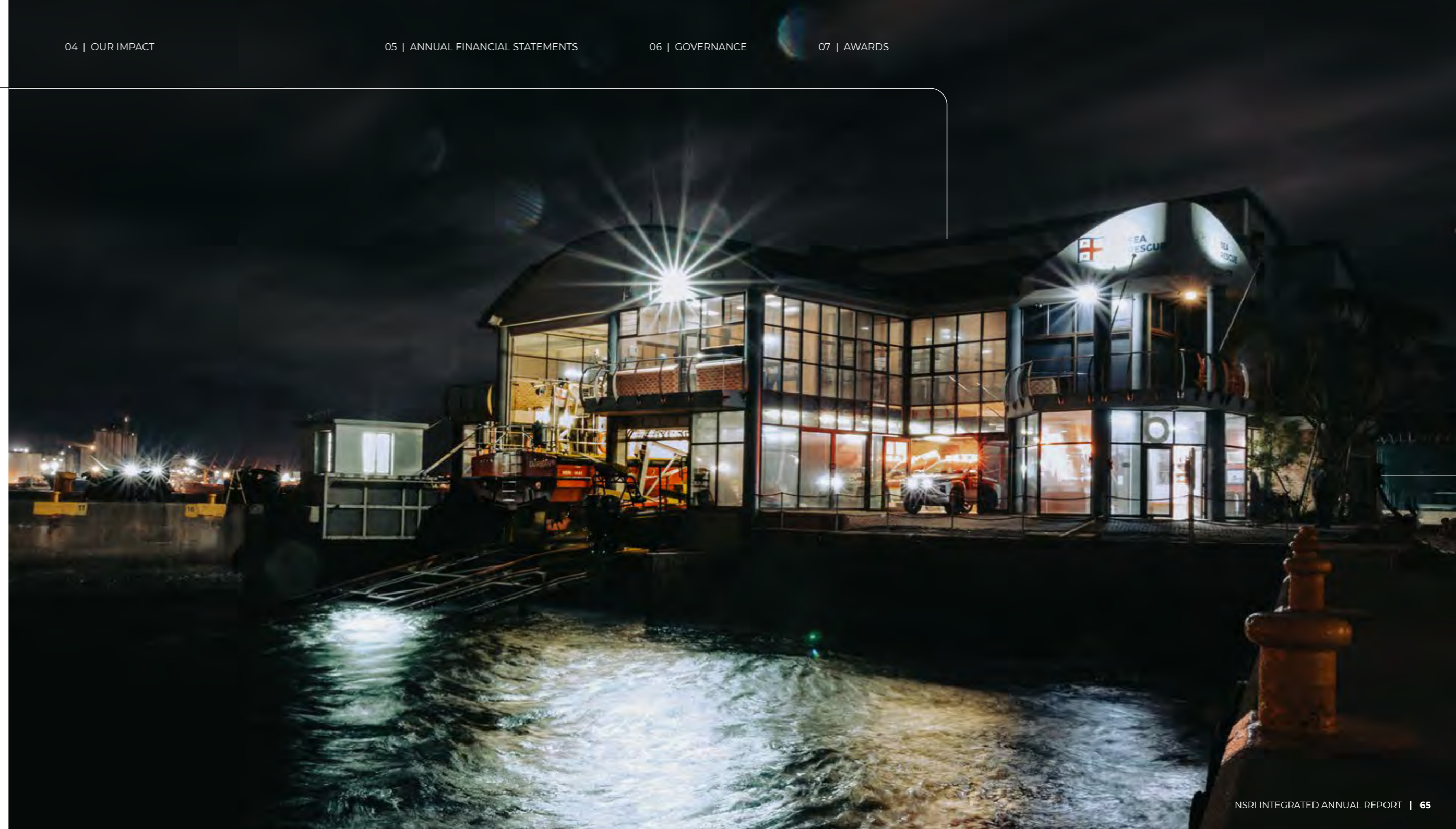
As we enter 2025, our focus is on consolidating recent achievements and driving further impactful change.

We are committed to:

- Finalising an integrated operations structure to improve collaboration and efficiency.
- Strengthening regional support and addressing station training needs.
- Continuing innovation in technology, data utilisation and preventative initiatives.
- Completing the ORC project with the construction of vessels for Mykonos and Hout Bay.
- Prioritise community engagement initiatives and drowning prevention programmes, strengthening our connection with the public and enhancing awareness of water safety
- Leadership development and succession planning will remain central to sustaining our mission.

The NSRI's remarkable achievements are the result of the dedication and selflessness of our people - volunteers, staff, donors and partners.

Thank you for your continued support and trust in the NSRI. Together, we will achieve even greater milestones in the years ahead, continuing to save lives and building safer communities across South Africa.



Our business activities

The NSRI's vision, mission and purpose necessitate a commitment to excellence. Saving lives and livelihoods is both intricate and challenging within South Africa's social context and physical environment.

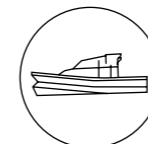
Our strategy is implemented through our core business activities, supported by six focus areas within our five-year rolling strategy plan (page 70). Reviewed annually, this plan outlines what we aim to achieve through deliberate, progressive phases, recognising that building a successful organisation and service requires time, focus and continual improvement. Each step is carefully planned to ensure that the people, processes and technology required for success are delivered to the highest standards, while ensuring our strategy remains responsive to our operating environment and the risks we face.



Our business activities



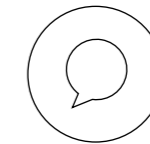
Advocacy and prevention



Quality rescue services



Quality corporate governance, management



Marketing and communication



Fundraising

What we aim to achieve

Reduction in fatal drowning incidents.

Ensuring emergency access.

Quality infrastructure and technology.

Effective marketing and communication to positively influence donor, public, staff and volunteer behaviour.

Effective and efficient fundraising.

Sector collaboration, partnerships and cohesion by being constructive, persistent and consistent.

Rescue swimmer and surf rescue technician development.

Transformation, diversity and inclusivity.

Human capital and management capacity.

Effective executive and institutional management.

Effective information communication technology systems.

Improve access to services by increasing geographic footprint of bases.

Developing leadership to achieve objectives.

Training and development to meet service demands.

Personal safety.

A critical component of our strategy is upskilling our volunteers and employees, ensuring they have the required qualifications, experience, competence, and professionalism while fostering a culture of passion and enthusiasm.

Technology and innovation are also fundamental to achieving operational excellence. We deploy technology to support the competence of our volunteers and employees, always operating within a culture that prioritises crew safety above all else. Our processes are designed for efficiency, safety, effectiveness and control. These provide a structured baseline through guidelines and procedures, ensuring continuity and consistency while allowing flexibility and innovation in exceptional circumstances.

Our approach to engagement

Engaging with our diverse stakeholders enables us to respond to their needs while strengthening the partnerships that underpin our work. Through open dialogue and strong stakeholder relationships, we ensure that our services are shaped by the interests and needs of those we serve.



Strategic trade-offs and resource allocation

To successfully execute our strategy, we draw on the full range of Capitals at our disposal — financial, human, intellectual, natural, manufactured, and social and relational capital. This is described in detail in our value creation model (page 29) and integrated into our five-year strategy plan (page 70). Effectively allocating these resources requires balancing our organisation’s immediate operational needs with our long-term strategic goals. Key trade-offs in our strategic decision-making for resource allocation include:

Using our financial capital to enhance our intellectual capital and manufactured capital

Trade-off: Balancing investment in new rescue technologies and equipment versus maintaining and upgrading existing assets.

Impact: Investing in new technologies can enhance rescue capabilities but may strain the budget for maintaining current assets.

Using our limited human capital strategically

Trade-off: Prioritising high-risk areas for rescue operations versus ensuring comprehensive coverage across all regions.

Impact: Focusing on high-risk areas can improve efficiency and effectiveness but may leave other regions underserved.

Strengthening our human and intellectual capital

Trade-off: Allocating resources to advanced training for current volunteers versus recruiting and training new volunteers.

Impact: Advanced training can improve the skill set of existing volunteers but may limit the ability to expand the volunteer base.

Investing in our social and relational capital

Trade-off: Investing in public education and awareness programmes versus direct rescue operations.

Impact: Community programmes can reduce the need for rescues in the long term but may divert resources from immediate rescue needs.

Protecting and preserving natural capital

Trade-off: Implementing environmentally sustainable practices versus the potential increase in operational costs.

Impact: Sustainable practices can enhance the organisation's reputation and long-term viability but may require a higher investment of financial capital.

Securing our financial capital and maintaining our social and relational capital

Trade-off: Securing long-term funding through partnerships versus maintaining independence and avoiding potential conflicts of interest.

Impact: Partnerships can provide essential funding but may come with conditions that influence strategic decisions.

Our five-year (2023 to 2027) rolling strategy plan aligned to the six capitals

Creating and preserving value - and preventing its depletion - is central to how we operate. Our five-year rolling strategy plan enables us to monitor and track our performance across the six capitals affected or transformed by our activities and outputs.



FINANCIAL CAPITAL

Developing sustainable funding solutions

Maintaining a diversified fundraising strategy in an ever-changing environment - anchored in fresh thinking, innovation and technology - remains critical to the NSRI's sustainability.

How we achieve this

Diversifying fundraising streams to ensure a healthy balance between individual and institutional funding.

Protecting our performance marketing model through intelligent lead generation, donor relations and data management.

Monetising social and digital media by expanding our online fundraising and monetising platforms like YouTube.

Implementing a revitalised international fundraising focus.

Building strong corporate and institutional relationships for long-term funding.

Extending face-to-face fundraising across stations and volunteer fundraising communities.

Establishing effective partnerships and networks for collaborative fundraising.

Valuing donations in kind and service.

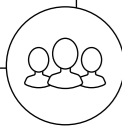
Key organisational metrics to track our performance

Revenue contributions from different funding sources.

Number of donors and supporters.

Overall impact on resources





HUMAN CAPITAL

Preparing for the future

We care deeply about the health, well-being, engagement, motivation, competence, and potential of our people - both volunteers and employees. This applies equally to our volunteers and employees. We are committed to preserving and growing this human capital through meaningful work, skills development, support structures and recognition of service.

How we achieve this

Growing and sustaining our volunteer base: We continue to strengthen our traditional rescue volunteer model while expanding opportunities in preventative roles such as Survival Swimming instruction, monitoring Pink Rescue Buoys, and operating remote beach safety cameras - broadening the ways in which volunteers can support our mission.

a permanent employment model to enable year-round deployment, supported by cross-skilling that spans coastal and inland operations.

Prioritising well-being: Through our partnership with Life Healthcare, we offer accessible wellness support, which is widely valued by those who have used it.

Lifeguarding as a pathway to employment: While the volunteerism remains central to our organisation, we address the intensity of lifeguarding shifts by employing lifeguards on short-term contracts. We are exploring

Modernising and enabling our people: We continue to improve the agility of our services through enhanced training, technology adoption, and a revitalised organisational culture. Structured onboarding, leadership

development, and targeted culture initiatives are being used to foster a sense of belonging aligned with our mission.

Enhancing cohesion across functions: We continue to work on strengthening collaboration between departments to ensure a unified and responsive internal culture that supports both operational excellence and service delivery.

Strengthening support functions: Investments in ICT, HR and finance systems are stabilising our core operations and enabling greater

efficiency and consistency across the organisation.

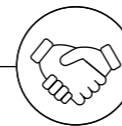
Driving authentic transformation: We are committed to meaningful transformation through promoting equality, diversity, and gender equity. While we've made meaningful gains in employee diversity and leadership representation, we continue to prioritise inclusive recruitment and retention strategies that build a workforce reflective of South Africa's diverse communities - across race, gender and background.

Valuing donations in kind and service.

Key organisational metrics to track our performance

Payroll expenditure, volunteer and employee demographics, utilisation of Life Healthcare programme, training statistics, volunteer and staff injuries.

Overall impact on resources



SOCIAL AND RELATIONAL CAPITAL

Building trust, collaboration and community resilience

Our social and relational capital underpins the NSRI's ability to deliver on its mission. It reflects the strength of the trust, goodwill and cooperation we hold with our volunteers, donors, sponsors, partners, government and the public. Through these relationships, we sustain our operations, expand our reach, influence public behaviour, foster trust and build safer communities.

How we achieve this

Expanding inclusive volunteerism beyond rescue to include roles in fundraising, Pink Rescue Buoy custodianship, survival swimming and water safety education.

activate swimming pools, beaches and community facilities for public benefit.

Investing in youth development, especially among underrepresented communities, creating a future pipeline of skilled, community-based rescuers and educators.

Forming partnerships with municipalities and local authorities to access and

Growing public trust through targeted awareness campaigns and national visibility initiatives that support our water safety mission.

Strengthening corporate and donor relationships through transparency, impact reporting, and innovative engagement campaigns.

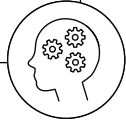
Collaborating with emergency services and government stakeholders to coordinate life saving efforts and advocate for systemic safety improvements.

Key organisational metrics to track our performance

Volunteer engagement, donor and sponsor retention, partnership growth, and community trust reflected through participation, support, and impact.

Overall impact on resources





INTELLECTUAL CAPITAL

Innovate towards safety

We drive innovation across South Africa to create a water-safe nation.

How we achieve this

Leveraging the commercialisation potential of our intellectual property, including innovations like SafeTRX, Lifeguarding model, Survival Swimming Centres, Pink Rescue Buoys, equipment, vessels and training platforms.

reliable expert in drowning prevention and rescue.

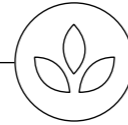
Realising value from the completion and operationalisation of the e-commerce solution in the fundraising centre.

Conducting research to further establish the NSRI as a credible and

Key organisational metrics to track our performance

Media coverage, SafeTRX subscriptions, Training impact, number of beach safety cameras, Pink Rescue Buoys, lives saved and volunteer portal reach.

Overall impact on resources



NATURAL CAPITAL

Championing environmental stewardship

We are committed to minimising the environmental impact of our operations while championing environmental stewardship through collaboration and NSRI-specific interventions.

How we achieve this

Invest in alternative energy and water conservation solutions to promote sustainability and reduce environmental impact. Advocacy of environmental conservation concerning water pollution and the protection of marine animals and mammals. Fostering and strengthening relationships with Government and other environmental agencies, such as the Department of Forestry, Fisheries and the Environment (DFFE), the South African Weather Services (SAWS), the South African

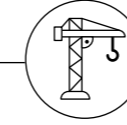
Whale Disentanglement Network (SAWDN), the Seabird Rescue Centre (SANCCOB), South African National (SAN) Parks, Isimangaliso and Ezemvelo KZN Wildlife.

We will continue to consolidate and reinforce our conservation messaging and activities through initiatives such as whale disentanglement; seal, turtle, seabird and dolphin rescue.

Key organisational metrics to track our performance

Animals rescued, water and electricity consumption, JetRIBs built.

Overall impact on resources



MANUFACTURED CAPITAL

Building the future

We focus on developing best-in-class capital investments to support operational excellence and save lives. In the future, our capital projects will require agility and a commitment to quality execution and maintenance.

How we achieve this

Facilitating the construction of new rescue vessels as required by expansion or replacement programmes.

Maintaining existing fit-for-purpose rescue bases and vessels designed for future service.

Creating new facilities in locations as identified by operational requirements, either by construction, acquisition or long-term leases.

Improving and implementing the modular Survival Swimming Centres, emphasising decentralised ownership and maintenance.

Key organisational metrics to track our performance

Number of rescue bases, rescue vessels, vehicles, Survival Swimming Centres.

Overall impact on resources

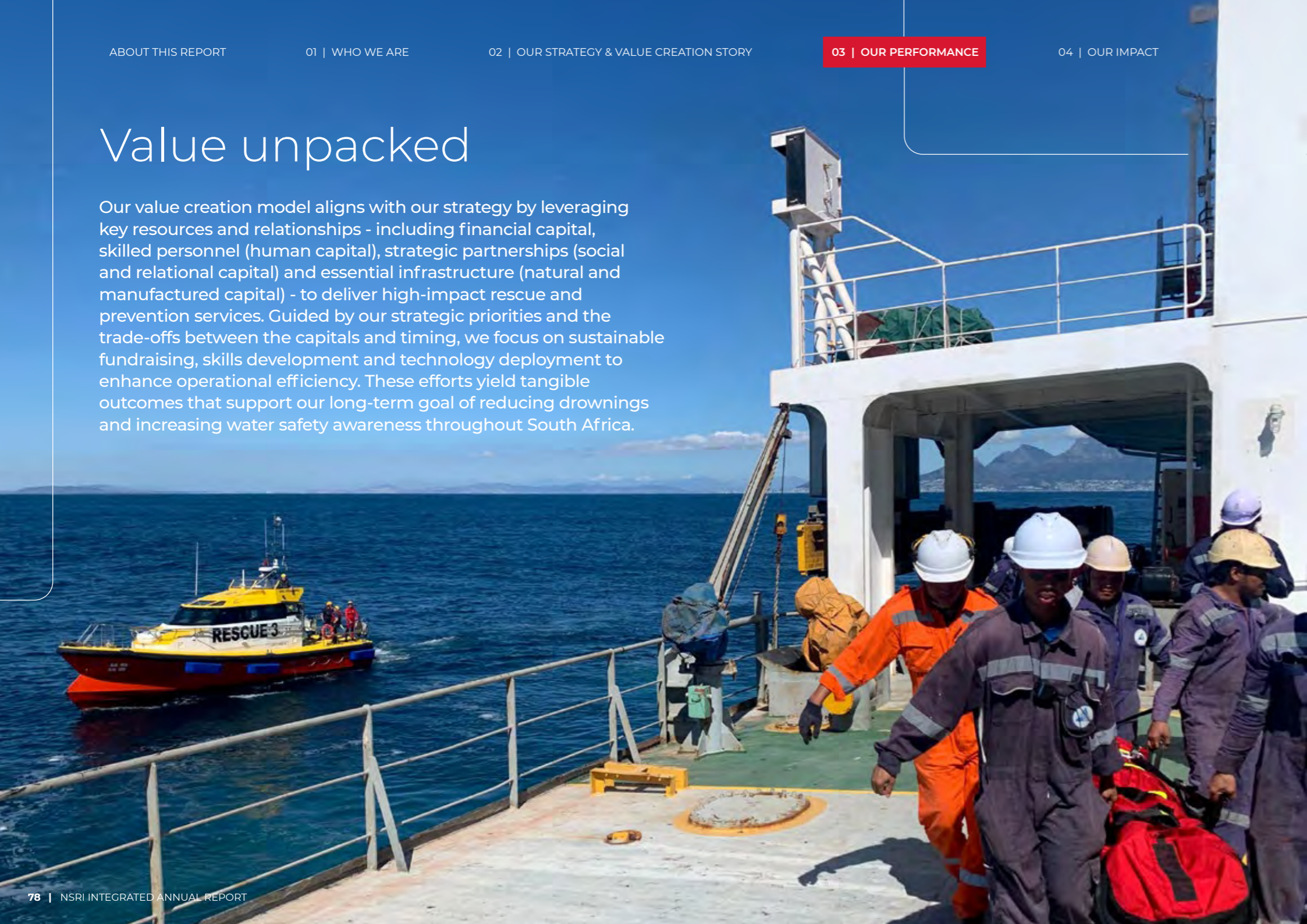




OUR PERFORMANCE

Value unpacked

Our value creation model aligns with our strategy by leveraging key resources and relationships - including financial capital, skilled personnel (human capital), strategic partnerships (social and relational capital) and essential infrastructure (natural and manufactured capital) - to deliver high-impact rescue and prevention services. Guided by our strategic priorities and the trade-offs between the capitals and timing, we focus on sustainable fundraising, skills development and technology deployment to enhance operational efficiency. These efforts yield tangible outcomes that support our long-term goal of reducing drownings and increasing water safety awareness throughout South Africa.



FINANCIAL CAPITAL

The resources we use and affect

The diversified funds and revenue streams that sustain our operations, sourced from donors and business initiatives.

R199 987 826

received in 2024 (2023: R187 027 819)

R183 642 373

operational expenditure (2023: R180 938 214)

Over 100 000

active donors whose financial support funds core operations, capital projects, training, and marketing.

Strategic financial contributions from the NSRI Endowment Trust (e.g. R20 million in 2024).

Related material matters

1. Sustaining revenue and financial stability
2. Sustaining Fleet, Infrastructure & Equipment
3. Leveraging Information & Communication Technology
4. Ensuring high standards of governance, compliance & risk management
5. Strengthening National Relevance and Public Trust

Affordability, quality and availability

As a non-profit organisation, we rely on donations from individuals, corporations and institutions to fund our capital costs and operations.

Growing the donor base and value is key to securing future funding.

High standards in financial management ensure transparency and trust among stakeholders.

Economic conditions and donor sentiment impact the availability of financial capital.

Value created

R199.99 million raised in 2024 (up from R187.03 million in 2023).

Retail income more than doubled year-on-year.

R20 million donation from NSRI Endowment Trust.

New income via service-level agreements with municipalities for lifeguarding and training.

Value preserved

Multi-channel fundraising model maintained (lotteries, digital, face-to-face).

Donor base of over 100 000 active contributors sustained.

Strong internal financial oversight and auditing compliance.

Continued investment in fundraising systems, including CRM enhancements.

Value eroded

Higher maintenance and operational costs due to inflation and aging infrastructure.

Market volatility increases uncertainty in long-term financial planning.

Economic instability increases competition in the NPO sector for limited donor funds.

Developing sustainable funding solutions (our financial capital)

Our financial capital comprises the funds we receive from donors, partners and business initiatives which enable us to deliver our life-saving services.

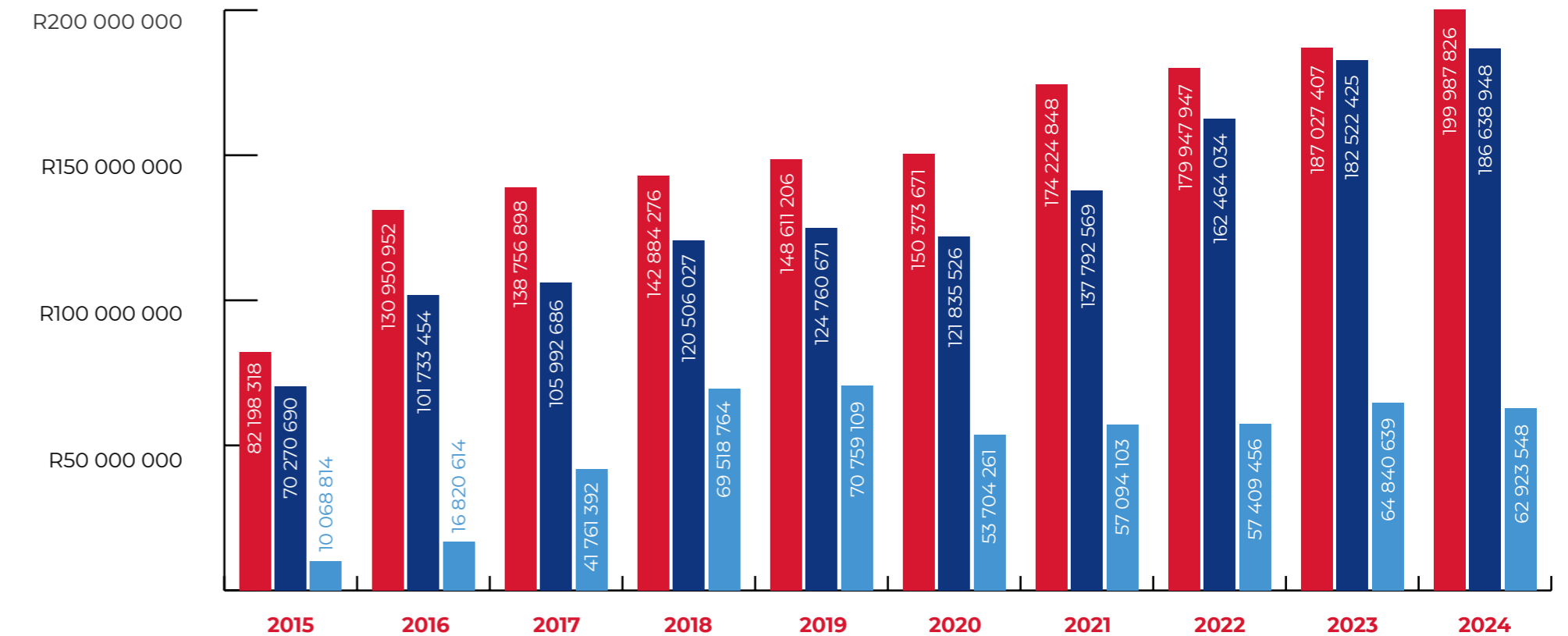


Value delivered

In 2024, we raised **R199 987 826 (2023: R187 027 407)**, a **7%** growth, sustaining our operations and enabling continued investment in our infrastructure and future growth.

Income and expenses 10-year trend

● Total income ● Total expenses ● Capital expenses



How we create and preserve value

The NSRI relies on donations from individuals, corporations and institutions. We maintain a disciplined fundraising model to ensure a stable and predictable income flow, enabling effective planning and timely response to eventualities. We place importance on safeguarding our operating framework while constantly working to ensure it remains adaptable and forward-looking.

Generating new prospects, leads and partners is crucial for our growth across all donor categories. We benefit from a diversified funding base, although there is potential to enhance our penetration in certain segments. For instance, we recognise an opportunity to broaden our support from corporations, individuals, government entities and SOEs, as well as international funders.

Staying connected and responsive to our donors is essential. We are privileged to have many longstanding donors and relationships, and we strive to be agile and stay in touch with their needs. This may be by providing new engagement platforms like WhatsApp or understanding donor shifts in their CSI focus areas. We are mindful of being relevant to all donors and meeting them from an informed position.

Sustainable funding results

Despite significant economic challenges over the past four years, the NSRI has consistently achieved year-on-year growth. In 2024, we showed solid growth of 7%, which is a testament to the organisation's resilience, the robustness of our fundraising model and our unwavering commitment to financial stability and sustainable expansion.

In 2024, the NSRI achieved a R13 million (7%) increase in revenue (total revenue R199 million), compared to the previous year (2023: R187 million). Our new Microsoft Dynamics CRM system was successfully rolled out in May 2024. The changeover process and period created a predicted dip in sales,

but we are confident it will deliver value in operational effectiveness, data efficiency and donor experiences in the future to enhance our overall fundraising capacity.

Operating expenditures was R186.6 million, resulting in a net surplus of R33.3 million, which was used to fund our capital investment.

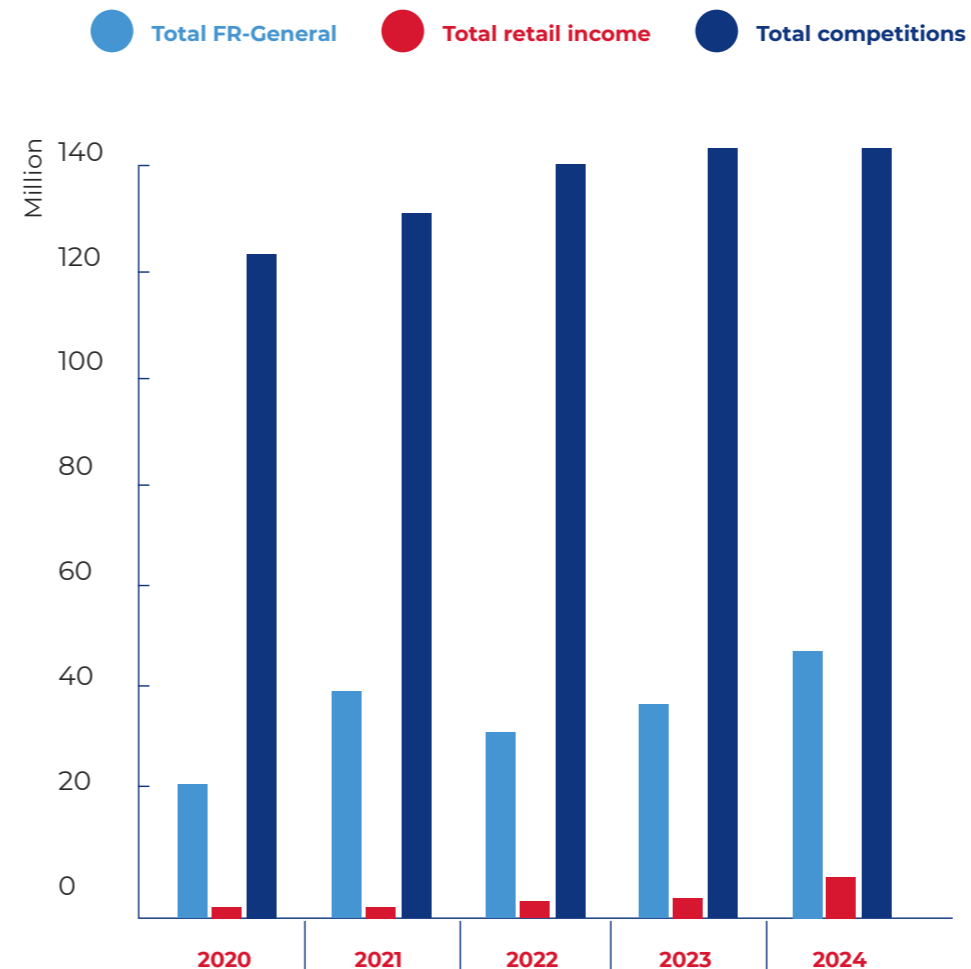
Our two competitions form the backbone of our fundraising efforts and contributed R140.7m in 2024. General fundraising is primarily business-to-business income and raised over R50m in 2024, increasing its contribution in line with our planned approach to

balancing diverse income streams. Retail income doubled in 2024 to R7 m as part of our plan to grow this new revenue stream. The relative contribution of each key fundraising stream is shown in the graphs below.

The NSRI provides a national maritime rescue service on behalf of SASAR. For this, we receive a three-year funding agreement with the Department of Transport, renewed for 2025-2027.

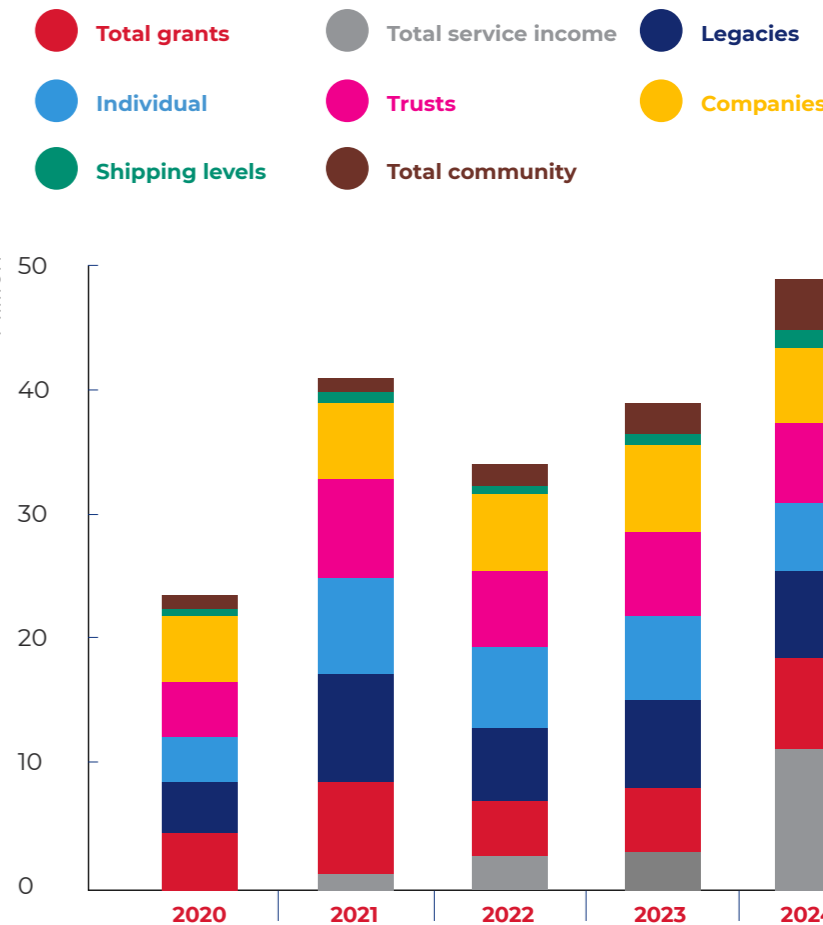
The charts on page 83 shows the contribution from different fundraising sources. The diversity of our income streams is at the centre of our strategy.

Fundraising by source



Fundraising general breakdown

Below are fundraising sources outside of our competitions, where the relative growth of Service income (mostly lifeguarding) and community fundraising (including station-led) is evident. Trusts, foundations, legacies and corporate fundraising provide consistent contributions to our income and are opportunities for accelerated growth.



Fundraising Streams

Sources	Performance and progress
Fundraising overall	<p>2024 total revenue: R199 million against a budget of R203.2m (below budget).</p> <p>Fundraising general: R48.9 million against a budget of R50.8m (below budget).</p> <p>Retail: R7 million against a budget of R7m (on budget).</p> <p>Fundraising centre: R140.7 million against a budget of R145.3m (below budget).</p>
Car Competition	<p>Revenue of R25m; a good start to the year, but the project struggled in the last quarter.</p> <p>Four cars were awarded in live draws (June, September and December).</p> <p>We adjusted the car project ticket price to R695 in 2024, showing positive results.</p>
Monthly Giving Cash Competition	<p>Revenue of R115.3m; solid growth for the year.</p> <p>Two winners of R25 000 each month apart from May and December when we have grand prizes of R150 000 and R200 000 respectively.</p> <p>F2F and telephone channels work together to generate leads and donors.</p>
Retail income	<p>Revenue of R7m; doubled the prior year.</p> <p>The V&A store turned over R5.491m compared to R2.8m for 2023.</p> <p>Revamped the online platform to enhance user experience and drive sales.</p>
Corporate income	<p>Corporate income ended slightly behind budget in 2024, largely because we did not have a dedicated resource as our previous fundraiser left the organisation. The role has now been replaced.</p>

Sources	Performance and progress
Trusts and foundations	<p>Trust income ended the year on R6.4m against a target of R7m.</p> <p>Many loyal donors donate every year, and we concentrate on maintaining these relationships and finding new Trust supporters through referrals and online platforms for both SA and international trusts.</p>
Community and events	<p>Events and community fundraising income finished ahead of target, and we will continue to encourage our rescue bases to develop fundraising committees to build support from their surrounding communities.</p>
Legacies and bequests	<p>Legacies are difficult to budget and this year we produced just under R7m on a budget of R5m. However, we use a conservative average every year given the unknowns.</p>
Individual appeals	<p>The hoped-for results did not materialise, but we are confident that 2025 will provide the opportunity to ramp up with a dedicated performance marketing team to generate compelling appeals campaigns.</p> <p>The 2024 actual income was R5.4m on a budget of R7m.</p>
Shipping levies	<p>There has been a good increase in recovery of shipping levies and medevac income (R1.3m against a budget of R1m).</p> <p>We have instituted new annual rates increase in agreement with our partners in the industry.</p>

Financial outlook 2025

Through sustained effort and adaptability, we have successfully navigated the dynamic conditions of recent years. Looking ahead, we anticipate continued volatility in both local and global economies and approach 2025 cautiously.

We aim to achieve 3% income growth while strengthening the relative contribution of corporate income and retail funding sources to support long-term financial sustainability.

Case Study



A legacy that launches with every rescue: The story of Eric and Ann Stratford

Years ago, on a beach in East London, Ann Stratford watched her husband Eric teach a young boy to bodysurf. Then, joy turned to fear in an instant - a rip current had pulled them out to sea.

"The child's grandmother and I were on the beach, and when I looked up, there were two specks on the horizon," Ann recalled. "The rip had taken them so far out. I ran to the NSRI, and two guys went out and rescued them."

Eric kept the child afloat until the NSRI crew reached them. "When he got back to the beach, he was just so grateful someone like the NSRI was there," said Ann.

The experience left a lasting impression. Eric later made provisions in his will to support the NSRI. Following his passing in 2016, his bequest - wisely invested - funded two state-of-the-art JetRIBs. One was stationed at Plettenberg Bay and named Eric Stratford. The second, Ann Stratford,

was placed at Wilderness, a location close to Ann's heart. Ann joined the NSRI's Life Boat Club to stay connected. "I heard that the Ann Stratford had rescued a couple of friends caught in a rip at Wilderness - just like Eric had been rescued. That was so special to me," she said.

Another time, she learned a call-out wouldn't have been successful without the Eric Stratford. "That gave me goosebumps," said Ann. "What you guys do is amazing."

NSRI Station Commander at Wilderness, Jonathan Britton, says legacy vessels carry more than crew - they carry purpose.

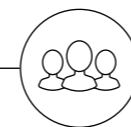
"The Ann Stratford is part of our crew," he said. "Legacies like Ann's don't just provide rescue vessels. They shape people. They help us build resilience in those we save and those who serve."

"She's a classroom, a proving ground - even where our first female Coxswain

earned her place at the helm." Jonathan added, "Without the support of individuals, businesses, and bequests like Eric's, we simply couldn't do what we do - from teaching survival swimming and water safety to equipping our crews with the best possible resources to save lives."

"Every rescue, every training run, every person brought home - that's her legacy. And it launches with us every time we go to sea - and come home."





HUMAN CAPITAL

The resources we use and affect

Our employees, volunteers and lifeguards, whose skills, dedication and experience drive our rescue, prevention and education initiatives.

1 509

trained volunteers who operate rescue missions, teach survival swimming and conduct water safety education.

193

staff across rescue, training, lifeguarding, fundraising and support functions.

Human expertise at Board and Station Commander level ensuring continuity, vision and mission alignment.

Related material matters

1. Sustaining revenue and financial stability
2. Securing the long-term base of volunteers and the workforce
3. Leveraging Information & Communication Technology
4. Enabling climate resilience
5. Strengthening National Relevance and Public Trust

Affordability, quality and availability

Our employees and volunteers are our most important assets.

Ensuring we maintain our human capital is critical to our success.

We invest in our volunteers' and employees' training and professional development, which requires financial resources.

Value created

42% increase in survival swimming lessons delivered (25,588 in 2024).

Broadened volunteer roles into PRB monitoring and camera-based safety systems.

Strong uptake of training:

15 728 BravoBravo participants.

Value preserved

1 509 active volunteers and **193** employees retained.

Internal wellness support through Life Healthcare partnership continued.

Annual station visits by executives and management maintain culture and morale.

Cultural continuity upheld through staff / volunteer dual roles and shared service ethos.

Value eroded

Volunteer recruitment and retention flagged as a top risk (especially in high-activity areas).

High-stress incidents and exposure to trauma place mental health strain on crews.

Limited resources for permanent staffing in lifeguarding.

Preparing for the future (our human capital)

Our organisation thrives on the collective efforts of a diverse and skilled workforce, making our human capital essential to creating and sustaining long-term value. Volunteerism remains at the heart of our mission and organisational identity.



Value delivered

The NSRI continues to expand and deepen the impact of its life-saving mission, driven by the sustained efforts of our employees and volunteers.

Our investment in Human Capital

1.08% (R988 757)

(2023: 1.21% R1 033 516)

of our salary bill was allocated in 2024 towards external training and development of staff and volunteers — a decrease from 2023.

This shift was due to cost containment measures and significant prior year investment in training.

Our total salary bill increased by

7.3% to R91 685 913 in 2024

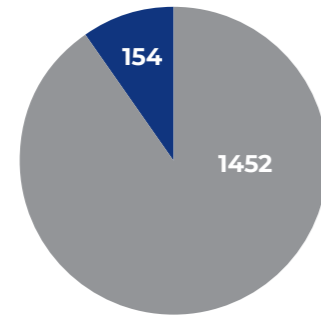
(2023: R85 485 167)

510

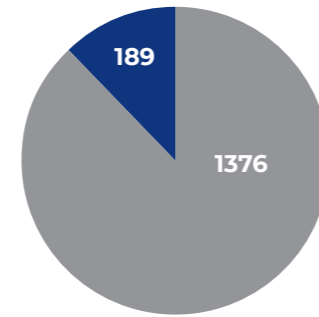
volunteers participated in in-person VSC training courses to enhance their rescue capabilities.

Human Capital Growth

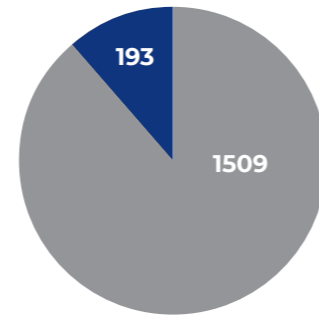
- Volunteers
- Employees
- Employee to volunteer ratio



2022 | 1:9



2023 | 1:7



2024 | 1:8

How we create and preserve value

NSRI's human capital spans a wide range of roles - from sea rescue operations and drowning prevention to administrative support, public education, training, and governance. Our volunteers and employees bring valuable time, skills, and leadership to fulfil our mission.

Volunteers are recruited locally through targeted station-level drives. Station commanders grow through hands-on leadership development and ongoing mentorship. Over the past decade, we have refined our operational management, introduced structured training pathways, and enhanced our educational resources.

The sustainability of our operations relies heavily on a strong pipeline of qualified coxswains, who lead each rescue response. At the end of 2024, we had 351 qualified coxswains.

Our employees perform specialist roles that support high-quality service delivery and safety. The Volunteer Support Centre ensures smooth coordination across operations and community-facing programmes.

One of the metrics we monitor is the volunteer to employee ratio. From 2022 the ratio of 1:9 changed to 1:8 in 2024.

Transformation

The NSRI is committed to meaningful transformation by promoting equality, non-racialism, and gender equity. We continue to address historical inequities by fostering inclusivity and broadening participation across our volunteer and employee base.

Employee transformation progress (2022-2024)

	2022		2023		2024	
	Number	%	Number	%	Number	%
African	30	20%	39	21%	45	23%
Female	16	10%	24	13%	25	13%
Male	14	9%	15	8%	20	10%
Coloured	39	25%	51	27%	51	26%
Female	26	17%	30	16%	29	15%
Male	13	8%	21	11%	22	11%
Indian	2	1%	2	1%	2	1%
Female	1	1%	1	1%	1	1%
Male	1	1%	1	1%	1	1%
White	80	52%	94	50%	93	48%
Female	52	34%	63	33%	60	31%
Male	28	18%	31	16%	33	17%
Foreign national	2	1%	3	2%	2	1%
Female	0	0%	0	0%	0	0%
Male	2	1%	3	2%	2	1%
Total	153	100%	189	100%	193	100%

Decimals have been rounded.

Volunteer demographics and transformation progress (2022–2024)

The NSRI has made steady, albeit gradual, progress in diversifying our volunteer base.

The proportion of volunteers from historically disadvantaged groups (African, Coloured, Indian) increased from 14% in 2022 to 17% in 2024. Notably, African representation rose from 5% to 8% during the same period. These trends suggest that the NSRI's transformation strategies are starting to produce measurable results.

The NSRI has made significant progress in advancing gender diversity. **In 2024, 431 of our volunteers (29%) were women**, an increase from 314 (24%) in 2020, reflecting consistent year-on-year growth.

More women are also serving in leadership roles, including as station commanders and coxswains, highlighting the growing inclusion of women in operational decision-making and frontline leadership.

The NSRI stands out internationally in this regard, achieving significantly higher female representation than peer maritime rescue organisations.

The NSRI has steadily built a more diverse and inclusive workforce over the past three years. Between 2022 and 2024, total employee numbers increased from 153 to 193, and with this growth came incremental gains in the representation of historically disadvantaged groups.

African representation rose from 20% in 2022 to 23% in 2024, with notable growth among African women, who now represent 13% of the workforce. The gender split has remained relatively stable, with women accounting for 60% of employees in 2024.

These trends reflect the positive progress of the NSRI's ongoing transformation journey.

Continued focus will be placed on attracting and developing talent from underrepresented groups, ensuring diversity at all occupational levels, and fostering an organisational culture that reflects the communities we serve.

Continuing to improve our transformation outcomes

While we acknowledge the progress made, we remain aware that achieving our diversity and inclusion goals requires sustained and deliberate action. We remain committed to advancing transformation through inclusive recruitment, leadership development, and retention strategies that support a representative, community-aligned workforce.



Employee transformation progress (2022–2024)

	2022		2023		2024	
	Number	%	Number	%	Number	%
African	71	5%	78	6%	118	8%
Female	8	1%	13	1%	25	1%
Male	63	4%	65	5%	93	6%
Coloured	119	8%	102	7%	126	8%
Female	27	2%	20	1%	37	2%
Male	92	6%	82	6%	89	6%
Indian	11	1%	11	1%	13	1%
Female	3	0%	4	0%	3	0%
Male	8	1%	7	1%	10	1%
White	1249	86%	1184	86%	1251	83%
Female	357	25%	337	24%	368	24%
Male	892	61%	847	62%	883	59%
Foreign national	2	0%	1	0%	1	0%
Female	1	0%	0	0%	0	0%
Male	1	0%	1	0%	1	0%
Total	1452	100%	1376	100%	1509	100%

Employee remuneration

We maintain a transparent and equitable remuneration framework, aligned with our mission, values, and commitment to attracting and retaining talent:

Non-Executive Directors receive no remuneration – they are volunteers.

Job evaluation is conducted using formal methodologies and benchmarked annually.

Volunteers are not remunerated but may claim operational expenses.

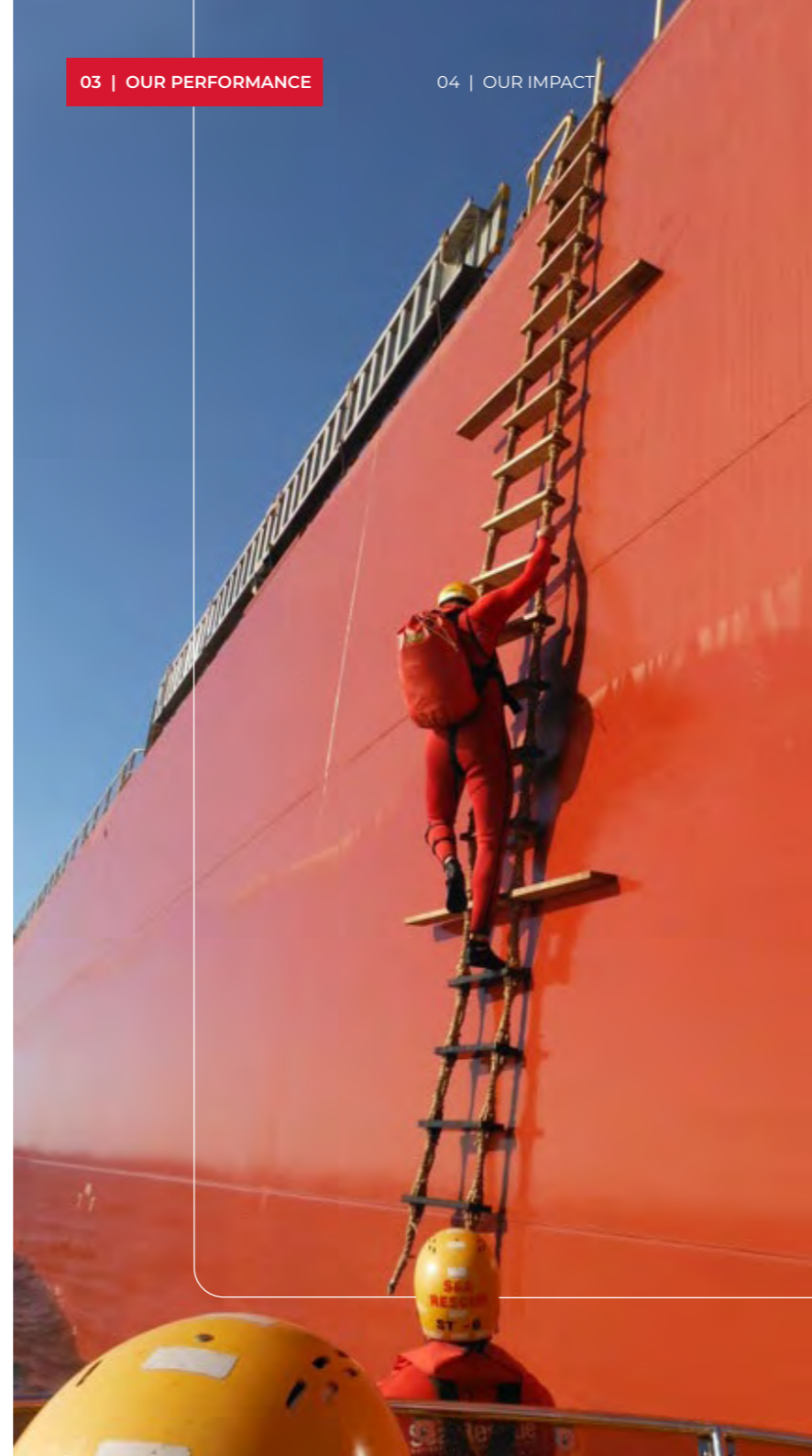
In 2024, we implemented a Total Cost of Employment (TCOE) remuneration model, unifying pay structures across employee categories and ensuring equitable access to benefits. Most employees now have access to provident funds, medical aid, group life insurance, and a 13th cheque (for permanent employees). Executive directors participate in incentive schemes, and a performance management system is under development to support recognition, accountability, and growth.

Our Call Centre team operates under a performance-driven model, where fundraisers earn commission based on both individual and team fundraising results. This model incentivises high performance and plays a critical role in securing essential funding for NSRI's life saving operations.

Volunteer recruitment

Volunteers are recruited locally at the station level through targeted drives aligned to operational needs.

Recruitment remains particularly challenging in certain regions, especially in rural areas. While many volunteers join out of a passion to serve, we experience approximately 50% attrition over a five-year period. Exit interviews indicate that the most common reasons for leaving include emigration, changing family or work commitments, and, occasionally, interpersonal challenges.



Employee remuneration (2022 - 2024)

	Total 2022	%	Total 2023	%	Total 2024	%
Fundraising and marketing ¹	34 898 541	48%	39 961 592	47%	44 899 397	49%
Rescue services ²	7 801 386	11%	11 079 497	13%	12 180 510	13%
Drowning prevention	7 358 734	10%	10 499 656	12%	9 827 445	11%
Lifeguarding	924 760	1%	1 273 438	1%	1 921 819	2%
Executives	11 870 587	16%	11 741 455	14%	11 923 220	13%
HR, Finance and IT	11 103 211	15%	10 782 222	13%	10 933 522	12%
Total salaries ³	73 969 384	100%	85 485 166	100%	91 685 913	100%
Total employee costs	75 983 109		89 913 598		101 711 484	

¹ Includes call centre. ² Includes capital projects. ³ Includes lifeguard casual wages and leave provision

Skills development and training

Volunteer training

Training is a cornerstone of NSRI's ability to deliver safe, effective, and professional rescue services. Guided by the motto: *"Train as you would respond to a rescue, and respond as you were trained,"* our training programme ensures our crew are prepared for real-world operations.

Training is delivered through a structured, three-part model:

Theory: Delivered via our internal e-learning platform.

Practical: Tracked through task books and operational logbooks.

Experiential: Developed through scenario-based exercises and training in real-life conditions.

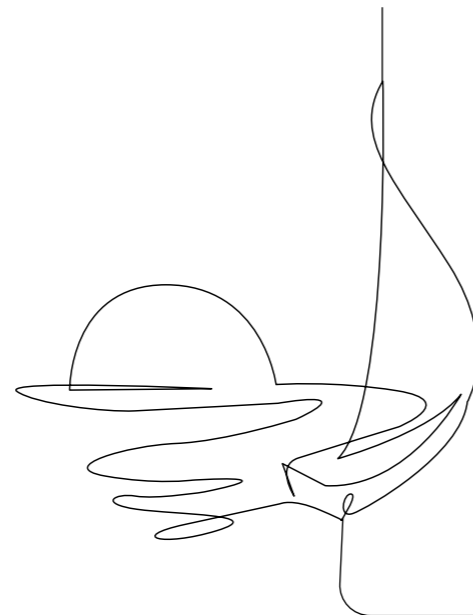
All stations are equipped to provide foundational training, while advanced and specialised training is delivered centrally by the Volunteer Support Centre (VSC).

948 candidates participated in VSC courses. **510** through face-to-face sessions and **438** via online Masterclasses

We introduced updated Search and Rescue (SAR) protocols alongside our existing specialist courses and launched inland flood and swift water rescue training in 2024. These initiatives have contributed to more successful rescue outcomes and enhanced operational readiness across diverse environments.

Developmental training programmes also continued along the Wild Coast, supporting long-term transformation efforts and building future operational capacity in historically underserved regions. This remains a multi-year initiative, aligned with our broader transformation and resilience goals.

Physical fitness and endurance remain essential for all active crew.



In 2024, the NSRI allocated **1.08% (R988 757)** of its salary bill towards external training and development for staff and volunteers.

Although this reflects a decrease from **1.21% (R1 033 516)** in 2023 due to cost containment measures, it highlights our ongoing commitment to upskilling, capacity building, and professional growth.

Through these investments, we aim to improve service delivery, enhance organisational performance, and support individual career progression by equipping employees and volunteers with essential skills and knowledge.

Coxswain development

Coxswains are critical to the sustainability of our rescue operations, and their development remains a strategic priority. Ensuring they are equipped to lead under pressure and adapt to evolving technologies is essential. However, qualifying Class 1 coxswains continues to be a challenge, primarily due to the limited availability of experienced coxswains who are themselves gaining practical time on the new Offshore Rescue Craft (ORCs). This has reduced the opportunities for trainees to accumulate the necessary hours. Encouragingly, there is a strong pipeline across all classes of trainee coxswains, and this will remain an area of focus in 2025 as we work to develop and qualify more coxswains.

	Coxswains	Trainee Coxswains
Class 1	44	27
Class 2	17	6
Class 3	148	77
Class 4	134	83
Class 5	8	18
Total	351	211

Lifeguard empowerment

In areas where our lifeguarding programme is well established, we have promoted experienced lifeguards into leadership roles through structured development and mentorship. This approach strengthens local leadership, supports operational continuity, and reduces training costs. Training is tracked in real-time using the Surf Rescue App, enabling effective monitoring, timely adjustments, and accurate record-keeping.

South African Qualifications Authority

The NSRI is registered with CATHSSETA and offers lifeguard training aligned with SAQA standards. We are collaborating with the Quality Council for Trades and Occupations (QCTO) and other stakeholders to develop a formal lifeguard qualification. NSRI contributes to curriculum design and is undergoing QCTO accreditation to ensure compliance with national quality standards.

Wellness programme

The NSRI acknowledges the personal and psychological impact that rescue work can have. Through our partnership with Life Healthcare, we provide all staff and volunteers free access to a comprehensive wellness programme, including trauma counselling, mental health support, and confidential employee assistance services. Feedback has been overwhelmingly positive, and the programme remains central to our human capital strategy.

Well-being is fundamental to the development of our safety culture. In line with this, we emphasise injury prevention, the use of personal protective equipment, and the significance of reporting incidents and near misses. Learning from these incidents is crucial to safeguarding our people.

Safety broadcasts, shared routinely across all stations, help disseminate these lessons and ensure consistent standards nationwide. We mitigate risk and facilitate safer, more effective rescue operations by embedding this culture of care, responsibility, and transparency.

Case Study



The Longest RIB rescue in NSRI history: A testament to the power of training and teamwork

On Friday, 24 May 2024, NSRI Station 32 Port Edward - supported by Station 20 Shelly Beach - completed the longest Rigid Inflatable Boat (RIB) rescue in NSRI's history: a round trip of 158 nautical miles (nearly 300 kilometres), executed at night in extreme weather conditions along the Wild Coast.

This extraordinary mission not only saved lives but showcased how the NSRI's investment in training pays off under the most challenging conditions.

At 19h38, the Port Edward duty crew was activated after a distress call from the Vasco da Gama Ocean Race coordinators. The yacht Topsy, returning to Durban from East London, had struck a submerged object near Coffee Bay and was rapidly taking on water. The four crew members - three men and a woman, aged between 61 and 69 - abandoned ship and deployed a life raft. Port Edward's volunteer crew launched the Spirit of Steve by manually

dragging the rescue craft across a sandbank in low tide and darkness, inching forward between waves until they reached open water.

Once underway, the team faced continuous rain, rough seas and poor visibility, unable at times to see the bow of their boat.

Despite the conditions, they navigated over 79 nautical miles to the last known position.

With no updated coordinates available, the crew relied on intermittent cell phone communication, distress flares and their training.

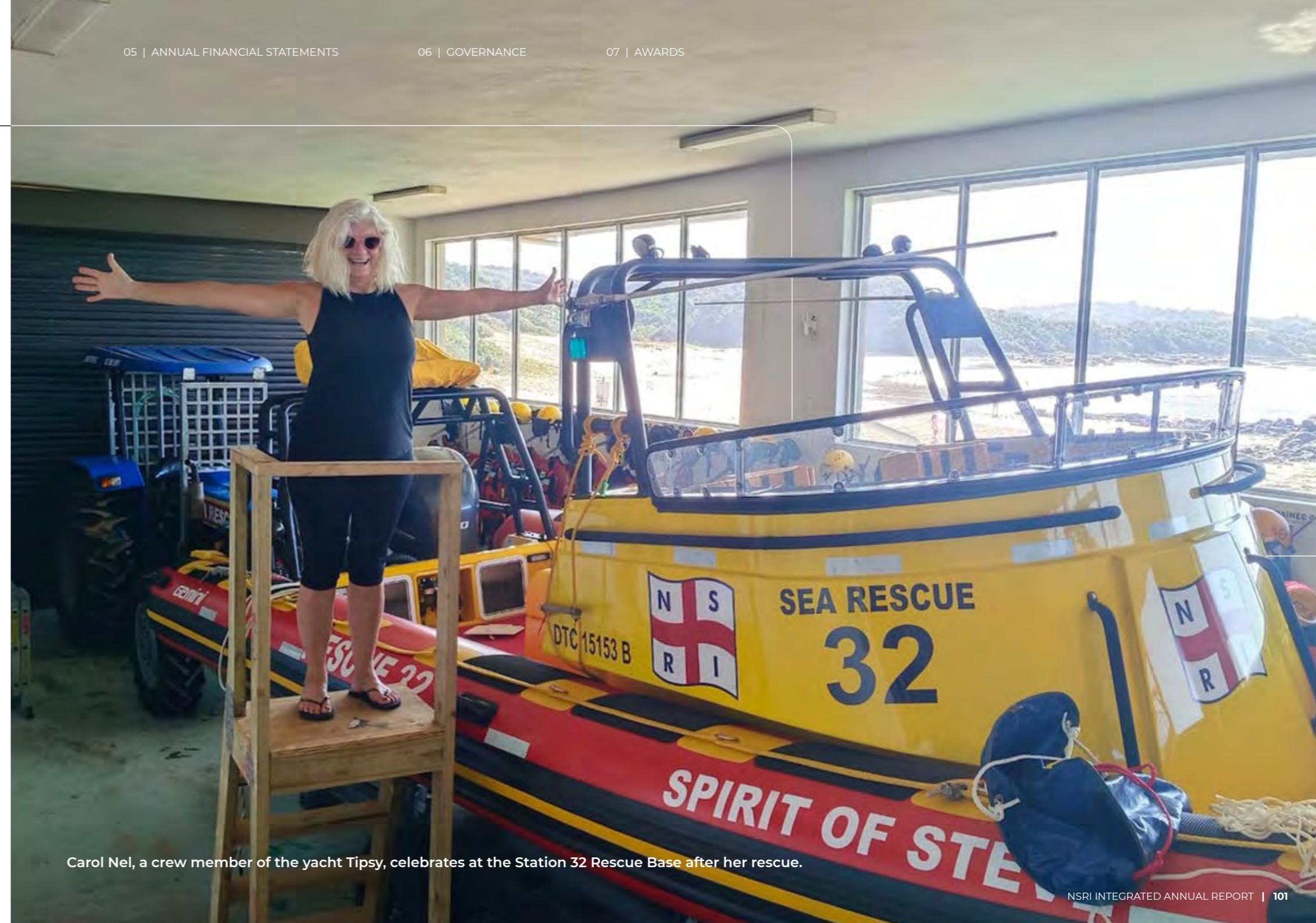
Eventually, the life raft was spotted just 300 metres from the rocks. At 01h23, the Topsy crew was rescued - cold, dehydrated, but safe.

The return leg was made possible by a mid-sea refuelling from Spirit

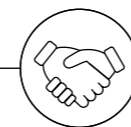
of Dawn, deployed by NSRI Shelly Beach. This coordination ensured a safe return, concluding the eight-hour, 158-nautical mile operation.

"This was a rescue built on physical endurance, training, and trust," said Station Commander Gert du Plessis. "Everyone played a critical role from the crew on board to our shore team, radio operators, and base controllers."

The successful rescue of the crew of the Yacht Topsy demonstrates how NSRI's continued investment in training, scenario-based simulations, and leadership development enhances our volunteer base - ensuring that each mission, regardless of its complexity, is supported by well-prepared individuals. Through the courage and capability of our volunteers, the NSRI transforms investment in people into measurable impact - saving lives and building public confidence in our ability to respond, anywhere, any time.



Carol Nel, a crew member of the yacht Topsy, celebrates at the Station 32 Rescue Base after her rescue.



SOCIAL AND RELATIONAL CAPITAL

The resources we use and affect

The trust and partnerships we build with our volunteers, donors, communities, government and other stakeholders to strengthen water safety and rescue efforts.

Community trust

Earned through consistent service delivery, rescue outcomes and grassroots education efforts.

Donor relationships

Sustained through transparent reporting, personal fundraising outreach and legacy building.

Volunteer community bonds

Deep local roots built through station presence, school programmes and responsive service.

Related material matters

1. Sustaining revenue and financial stability
2. Securing the long-term base of volunteers and the workforce
3. Leveraging Information & Communication Technology
4. Ensuring high standards of governance, compliance & risk management
5. Enabling climate resilience
6. Strengthening National Relevance and Public Trust

Affordability, quality and availability

When donor circumstances change, this may impact our fundraising efforts.

Building and maintaining relationships requires time and resources, enabling us to maintain our reputation while increasing support for what we do.

Effectively engaging with our stakeholders enables long-term value creation.

Reputation and impact matters in order to remain relevant.

The NSRI should be known well by 63 million South Africans.

Value created

1 629 people rescued in 2024.

877 485 children reached with water safety education.

Expanded public access to rescue resources (SafeTRX, PRBs, Survival Swimming).

Strengthened relationships with municipalities, schools, and community organisations.

Value preserved

Strong trust from donors and media sustained through open reporting.

Continued partnerships with conservation organisations, schools, and the government.

Direct communication channels (calls, newsletters, magazine, community days) maintained.

Robust Public Relations presence.

Value eroded

Limited awareness in rural / inland communities - some areas remain underserved.

POPIA compliance risks if not consistently managed across all channels.

Risk of misinformation and brand misrepresentation during crisis events.

Building trust, collaboration and community resilience (our social and relational capital)

Our social and relational capital is foundational to the NSRI's ability to deliver on its mission. It reflects the strength of our trust, goodwill and cooperation with our volunteers, donors, sponsors, partners, government and the public. Through these relationships, we sustain operations and expand our reach, influence public behaviour, foster trust and operational confidence, and build safer communities.



Read our stakeholder needs and expectations section for more information.



Value delivered

The NSRI continues to expand and deepen the impact of its life-saving mission, driven by the sustained efforts of our employees and volunteers.

Our investment in human capital

98.76%

of the NSRI's work directly benefits black beneficiaries (2023: 98.94%)

877 485

learners have received water safety education

25 588

survival swimming lessons

270

seasonal lifeguards employed, providing youth employment and economic support.

Partnered with **11** municipalities to provide lifeguard services at **50** beaches.

International SAR research partnerships improve global response to rescue and drowning prevention.

Grew our base of active donors and sponsors to **190 873** unique donors and supporters.

Our investment in social and relational capital

The NSRI injected **R266 964 826** into the South African economy in 2024 (2023: R247 363 064)

7% of total revenue is allocated to marketing, strengthening our public voice and national relevance.

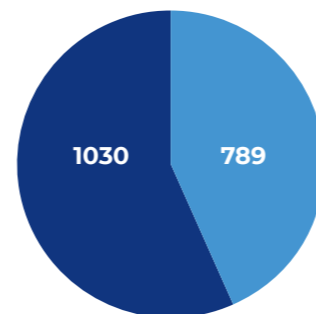
How we create and preserve value

Our activities have a significant economic and social impact in the areas where we operate - supporting industries, businesses, and communities alike. The Factual Findings Report by Cecil Kilpin & Co. confirms the demographic breakdown and total number of beneficiaries directly affected by NSRI initiatives during the period from 1 January 2024 to 31 December 2024.



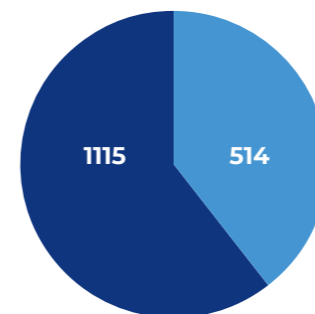
Rescue services

2023



Total: 1819

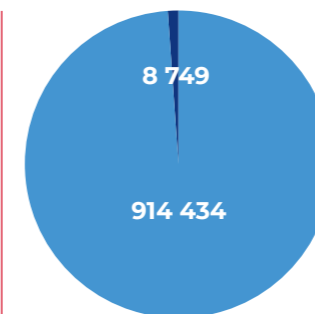
2024



Total: 1629

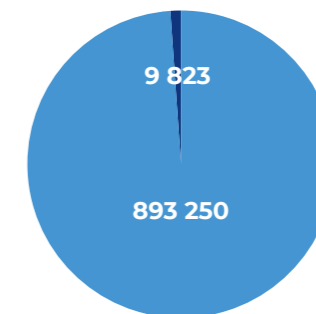
Drowning prevention

2023



Total 923,183

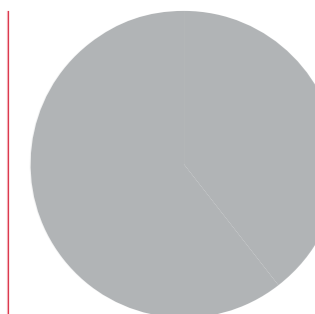
2024



Total 903,073

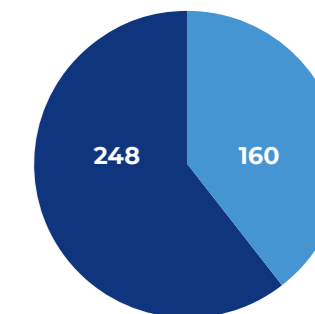
Lifeguarding

2023



Total - *

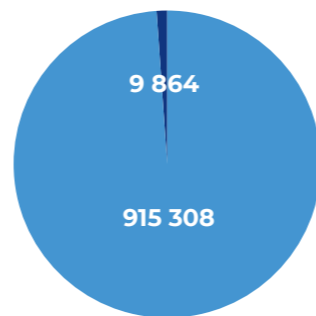
2024



Total 408

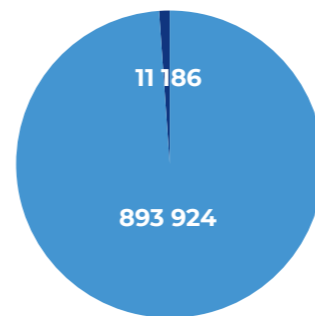
Total

2023



Total 925,172

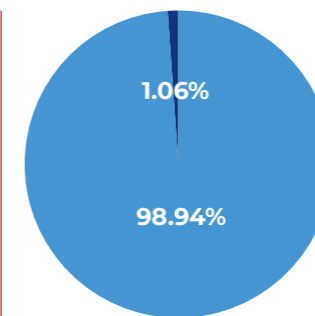
2024



Total 905,110

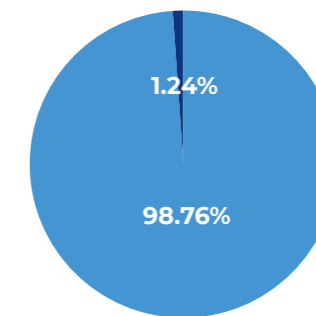
Percentage

2023



Total 100%

2024



Total 100%

- Black
- White, foreign nationals and unknown

* Lifeguarding was not reported as a separate category in 2023



Our investment in human capital

The NSRI relies on the commitment of volunteers across all operations. We actively remove barriers to entry by including roles for youth in their communities, non-rescuers, and previously excluded groups. Volunteers are deeply embedded in their communities, bringing local knowledge, trust and responsiveness to their stations.

In 2024, we deployed 1 509 volunteers who we estimate contributed over R500 million in unpaid service value to South African communities.

Youth development through lifeguarding

Lifeguarding continues to be a crucial avenue for youth development, training, and employment in under-resourced coastal communities. In 2024, the NSRI deployed over 270 seasonal lifeguards across 50 locations and provided accredited training programmes in municipalities such as Drakenstein and Witzenberg, where more than 90 young individuals were equipped with essential rescue and water safety skills.

These initiatives promote drowning prevention and equip young people with life-saving qualifications, leadership experience, and employment opportunities - strengthening ties with local communities and enhancing long-term social resilience.

Supporting tourism, fishing and emergency medical access

The NSRI plays a vital role in safeguarding key sectors of the South African economy, particularly tourism and the commercial fishing industry, by providing reliable maritime rescue services, preventative support, and emergency medical response.

From protecting visitors at coastal hotspots to assisting fishing vessels operating in challenging offshore environments, our presence fosters trust and supports operational confidence for those working on or near water. In 2024, our crews conducted numerous medical evacuations (medevacs) from tourist vessels and working boats, often under challenging conditions.

Partnerships with municipalities and authorities

In 2024, we partnered with 11 municipalities in the Western Cape and Eastern Cape to manage lifeguard services at beaches and pools. These partnerships contribute to visible public safety, youth employment, and stronger local capacity for drowning prevention.

In George and the Drakenstein Valley, our collaboration with the local government facilitated the integration of NSRI services into public infrastructure, including access to training venues and municipal pools. These partnerships illustrate how local support fosters sustainable safety solutions and builds resilience in high-risk communities.

Donor and sponsor engagement

Trust from donors is fostered through transparency, personalisation, and innovation. The donor and supporter base includes 190 873 individuals or entities. The Celebrate a Life Campaign allowed individuals and businesses to dedicate the names of loved ones to the hull of our newest Offshore Rescue Craft.

Our Platinum and Strategic Corporate Sponsors have maintained their support in 2024.

Thought leadership, research and advocacy

NSRI contributes to the international and local Search and Rescue (SAR) community through research collaborations and policy advocacy.

In 2024, we contributed to the International Maritime Rescue Federation's Climate and Future SAR Guide. We continued our work with the University of Cape Town, the University of Stellenbosch, the Council for Scientific and Industrial Research, and Plymouth University. These relationships enhance legitimacy and advance collective knowledge to improve the global response to rescue and drowning prevention.

Case Study



Working together to protect community and environment at Hartbeespoort Dam

In August 2024, NSRI Station 25 Hartbeespoort Dam showcased how social and relational capital is built through real-world impact beyond traditional ocean-based rescue operations. When a fast-moving fire broke out along the shoreline near the village of Kosmos, threatening homes and environmentally sensitive areas, our volunteers didn't hesitate – they acted swiftly, collaboratively, and purposefully.

Due to narrow, congested roads restricting land access, Station Commander Arthur Crewe and his team launched two rescue vessels equipped with firefighting gear. "Everything for us is quicker by boat," said Arthur. This decision to deploy by water allowed the crew to reach the site, 4.5 km across the dam, saving critical time.

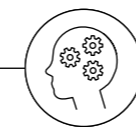
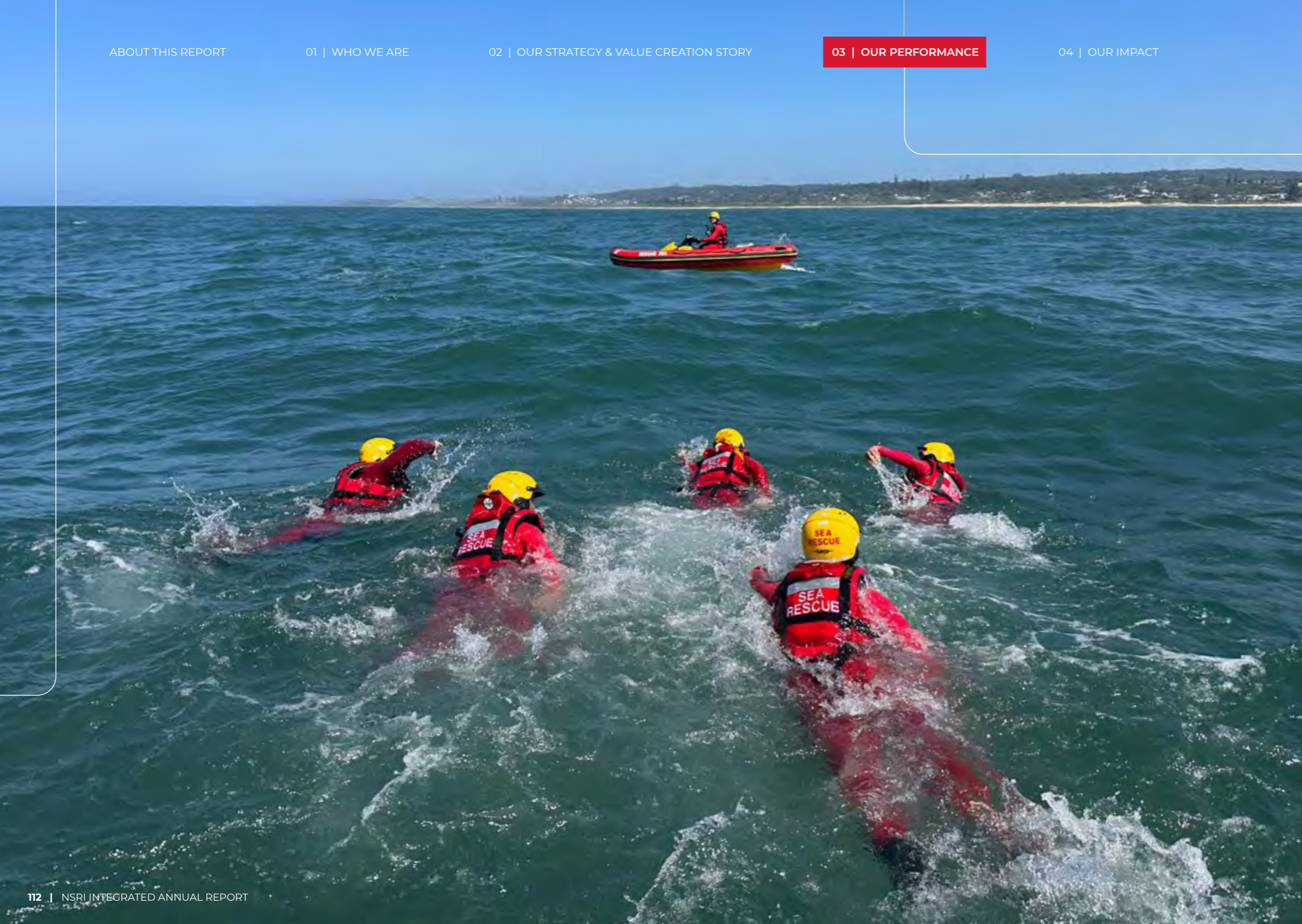
NSRI's strong relationships with Madibeng Fire and Rescue,

Hartbeespoort Emergency Medical Service (HEMS), and other local agencies were instrumental. As the first responders on the scene, our NSRI crew assumed incident command, coordinating with incoming teams and guiding them to strategic locations.

This was possible because of shared trust, clear communication, and prior joint training. "The key to our success was coordination," Arthur explained. "We know these partners, and we train together." Just six weeks prior, Station 25 conducted a full-scale joint training exercise simulating a water-based fire emergency, building the familiarity and readiness that paid off during the incident.

Through prolonged collaboration with local stakeholders, NSRI enhances our reputation as a trusted, community -embedded organisation, whether saving lives, safeguarding property, or promoting environmental safety.





INTELLECTUAL CAPITAL

The resources we use and affect

Our expertise, brand, systems and innovations, such as water safety training, cutting-edge rescue equipment, methodologies and digital platforms.

Digital platforms

SafeTRX for boat tracking and BravoBravo for online training of skippers and rescue personnel.

NSRI volunteer portal

Recently launched to streamline volunteer admin and station communications.

Brand and reputation

Built on consistent service, life saving credibility and effective communication.

Related material matters

1. Sustaining revenue and financial stability
2. Leveraging Information & Communication Technology
3. Enabling climate resilience
4. Strengthening National Relevance and Public Trust

Affordability, quality and availability

We target investments into ICT and our brand as well as rely on the goodwill of our volunteers.

Our internally developed NSRI volunteer portal strengthens connectivity among volunteers, streamlining their experience by digitising what were manual processes.

Volunteers in communities have excellent local knowledge of geography, local conditions and networks.

Value created

Launch of new digital volunteer portal.

Rebranding and communications strategy strengthened national visibility.

New partnerships with HEIs (e.g. Stellenbosch University Emergency Medicine collaboration).

Development of training materials and operational guidelines aligned to international standards.

Value preserved

Structured onboarding and leadership training supports institutional knowledge transfer.

Ongoing investment in systems and platforms that centralise training and comms.

Integrated risk and performance frameworks aligned with King IV and IR frameworks.

Consistent use of data-driven decision-making in training, marketing, and rescue operations.

Value eroded

Cybersecurity threats remain a critical concern (flagged as a top 10 risk).

Legacy systems in some areas reduce efficiency and increase training complexity.

Potential over-reliance on goodwill and institutional memory (not always codified).

Talent loss risk due to retirements or insufficient documentation of key knowledge.

Innovate towards safety (our intellectual capital)

By leveraging intellectual capital, the NSRI enhances its operations and fosters innovation in its life-saving approaches. This emphasis helps secure a sustainable impact in communities throughout South Africa. The NSRI's intellectual capital incorporates its brand, ICT and innovations across the services we provide.



Value delivered

The NSRI continues to expand and deepen the impact of its life-saving mission, driven by the sustained efforts of our employees and volunteers.

1 996

PRBs deployed.

206

lives saved (end 2024) and have earned international acclaim.

22 845

SafeTRX subscriptions.

15 728

BravoBravo Training Academy participants.

6

beach cameras deployed.

45.8%

increase in unique followers on Facebook.

41.8%

increase in unique followers on Instagram.

4 233 472

minutes of video content viewed (2023: 75,719 minutes).

Our investment in intellectual capital

Whilst a significant amount of our intellectual capital investment comes from the goodwill of our volunteers and other suppliers, we do make targeted investments in ICT and our brand.

Total 2024 ICT investment of R8 020 014 is at 4% of total revenue which is within international benchmarks for NPO's of 3 – 5%.

How we create and preserve value

The NSRI leverages intellectual capital and technology to enhance operational effectiveness, drive innovation in prevention and rescue services, and build ongoing public awareness. Our intellectual capital includes our trusted brand, proprietary knowledge, advanced ICT systems, and innovations to continuously improve prevention and rescue capabilities.

At the core of our operations, the Emergency Operations Centre (EOC) and a suite of Rescue Communication Systems, enable seamless coordination and rapid response. Our internally developed NSRI volunteer portal strengthens connectivity among volunteers, streamlining their experience by digitising manual processes.

Additional ICT advancements support fundraising, operational efficiencies, and governance controls.

Through the strategic deployment of cutting-edge technology, we continue to expand our life-saving capabilities. NSRI SafeTRX allows real-time tracking for water users, enhancing emergency response, while advanced drift modelling empowers our volunteers with predictive insights that significantly improve search and rescue outcomes. BravoBravo, our free, public-facing e-learning platform, provides water safety training accessible at each user's own pace.

Our Pink Rescue Buoys (PRBs), now credited with saving 206 lives by the end of 2024, have earned international recognition. The Beach Safety Camera

Programme, featuring six high-tech cameras in high-traffic coastal areas and monitored by both our EOC and a network of volunteer coast watchers, further bolsters coastal monitoring and prevention efforts.

By continuously investing in intellectual capital and technology, we future-proof NSRI's ability to adapt, innovate, and expand its impact - ensuring more lives are saved across South Africa's coastal and inland waters.

Emergency Operations Centre (EOC), rescue communications and innovations

The NSRI's Emergency Operations Centre (EOC) plays a central role in coordinating and supporting rescue operations. Operational since 2019 and staffed by a team of seven experienced operators, the EOC serves as the tactical hub for real-time communication, dispatch, and incident management.

Plans are underway to add a supervisory layer to strengthen oversight and decision-making.

Operators work seamlessly across multiple communication platforms, using advanced tracking, reporting, and surveillance systems to manage rescues, events, and training incidents. Given their exposure to high-stress environments, operator

well-being is a priority, supported by structured burnout prevention strategies and access to psychological support.

To enhance communication in remote areas, five satellite PTT radios were commissioned for vessels operating along the East Coast, addressing gaps in VHF and GSM coverage. In 2025, these radios will undergo operational review, alongside the anticipated rollout of Starlink or an equivalent broadband satellite service, which is expected to significantly boost connectivity for operation in emergencies/disasters and in remote areas.

The deployment of AIS drift buoys and Search and Rescue (SAR) tools at key stations has improved search and rescue planning, especially for lost diver operations.



Our brand

Following the successful completion of our comprehensive rebranding in 2023, 2024 saw the launch of a fully integrated brand campaign developed in partnership with Accenture Song.

This “through-the-line” campaign included a national TV ad supported by print, radio, digital and social media.

The campaign tackled a core challenge: many South Africans are unaware of the NSRI or associate it only with coastal operations. Many are unaware of the full scope of our services, values and impact across the country.

The campaign communicated a simple, powerful message: from reservoirs to rock pools, raging rivers to rip currents - the NSRI is there to keep you safe wherever you are.



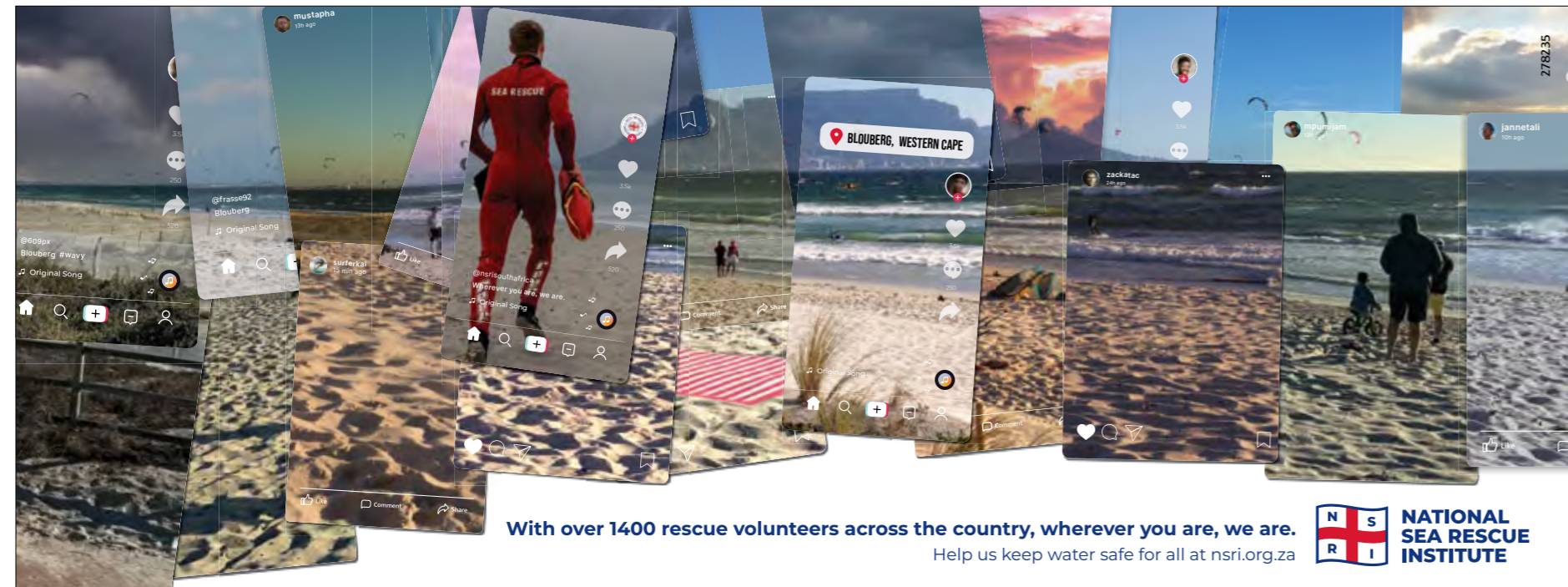
Social media was a major focus, particularly video content across **YouTube** and **Meta** (Facebook and Instagram), resulting in significant growth.

Our Summer Safety campaign launched in November, promoting key messages around alcohol use, child supervision, beach signage, rip current safety, and the use of our SafeTRX app. Safety awareness videos were distributed throughout the season, supported by a dedicated landing page on nsri.org.za, featuring tips and a video library curated by our marketing team.

We closed 2024 with over R13 million in free advertising value, including prominent billboard placements at Cape Town

International Airport and along major Johannesburg motorways. Website-approved bank card transactions reached nearly R6 million, boosted by the momentum of our new brand campaign launched in Q1.

To align with evolving donor preferences, we continued expanding our digital and direct fundraising channels in 2024, supplementing our traditional telephone fundraising. This diversification is key to building resilience and improving donor engagement.



Views

2,1M

up 312% on 2023

Watch time (hours)

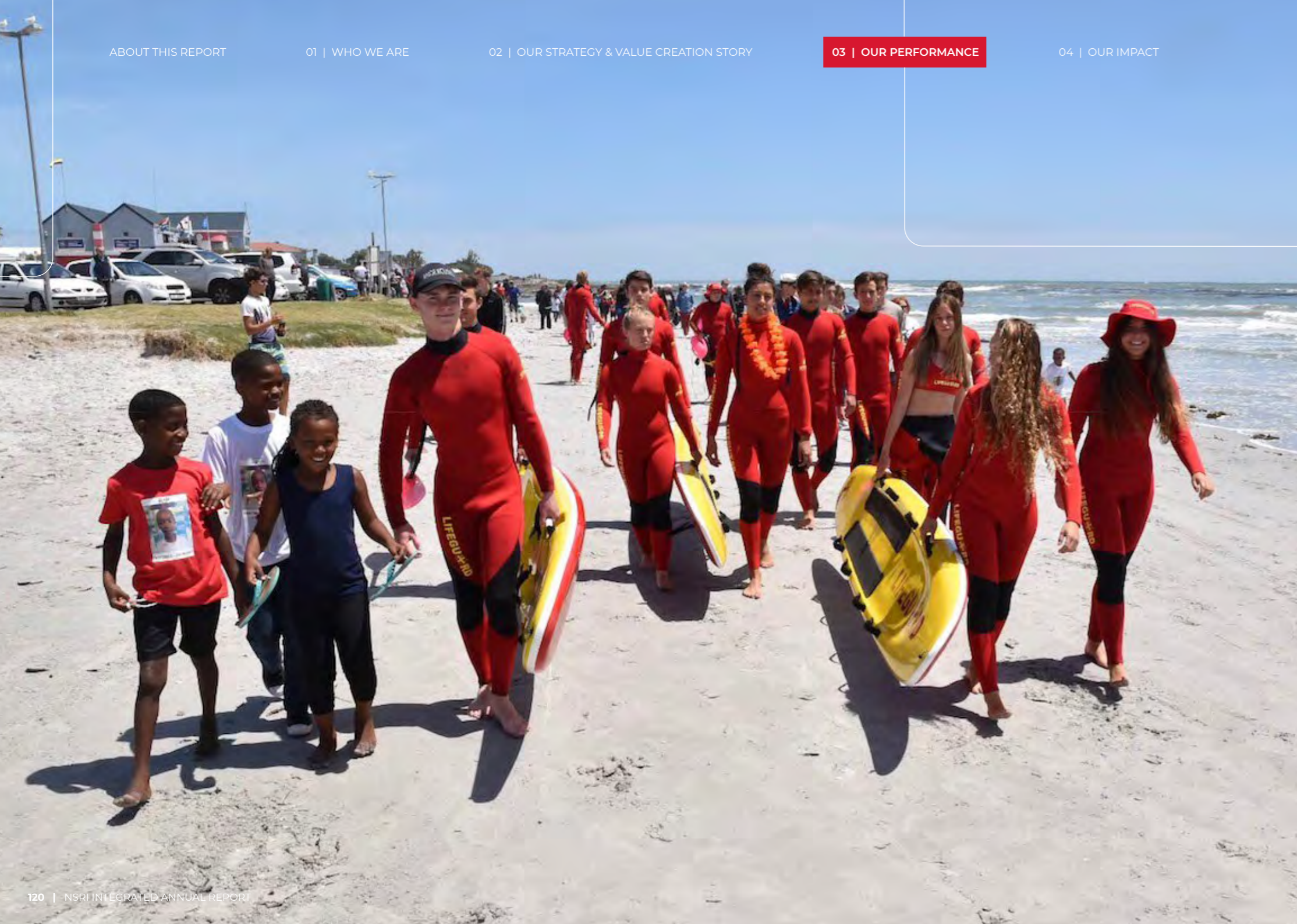
26.4k

up 430% on 2023

Subscribers

+632

up 160% on 2023



Information Communication Technology

Over the past several years, the NSRI has deployed an extensive and solid technology landscape focused on Microsoft technologies across end-user computing, business systems, SaaS Cloud deployments and well-designed networks and telephony with strong redundancy for communications. We continually and actively ensure that all stations have the best communications available in their respective locations.

This technology is deployed in the service of our volunteers to enable them and to make their lives easier as well as to support our extensive fundraising centre and supporting / control functions.

After an extensive strategic review of our technology architecture and operating model in 2023; 2024 was a year of significant change with a new IT operating model designed to create focus between running and managing the technology we have (Run the Business) vs delivering strategic change to our volunteers, fundraising and support functions through a focused technology change portfolio (Change the Business). Implementing the new operating model also removed key risks in various parts of our business by strengthening the internal IT capability and our network of IT suppliers.

Run the Business

Our Run the Business team had an excellent year. We successfully provided IT support to over 1 500 volunteers and 190 VSC staff, resolving more than 3 000 cases and five critical incidents. We manage 400 hardware assets, 60 different points of connectivity, and 130 telephony devices. The team made significant progress in enhancing communications to our 59 stations and saved considerable money by optimising our various telecom contracts.

Change the Business

Significantly increasing the delivery of enabling technology to support strategic business objectives was a major point of focus for IT in 2024. We took on six strategic projects, which increased from one project in previous years. This was a monumental effort in scaling with significant support and input from our volunteers and VSC colleagues.

We are particularly proud of:

The implementation of a modern Volunteer Portal, which serves to significantly improve and simplify how our volunteers interact with all Sea Rescue systems, making their lives easier and forming the foundation for continued and ongoing improvements in how technology can enable them. The portal delivered a completely digitised volunteer onboarding process, a re-engineered digital expense claims system, gives

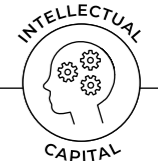
volunteers direct access to relevant data and enables single sign on across multiple systems.

Complete reengineering of our retail business back-end and fulfilment which comprehensively automates manual order fulfilment and management of inventory, improved the look and feel, and useability, of the online store and significantly improves financial controls.

A state-of-the-art data platform was built upon Microsoft's new Fabric platform enabling immediate reporting and analytics and importantly laying the foundation for advanced analytics and modelling across all businesses into the future.

Our ongoing finance improvement project automated bank reconciliations and other manual processes, improving financial controls and creating efficiencies.

Ongoing, incremental improvements to our CRM system further refined the new fundraising system delivered at the end of 2023.



Case Study



Volunteer innovation behind the rescue of a Spanish diver

The NSRI's volunteer community continues to enhance rescue operations through operational excellence and technological innovation. A remarkable example arose when a Spanish diver went missing off the coast of KwaZulu-Natal.

On 20 November, the diver failed to surface with her group. Her dive vessel immediately raised the alarm, triggering a swift, coordinated response from our Shelly Beach and Port Edward stations. Despite challenging sea conditions, NSRI rescue boats, private vessels, and a Transnet National Ports Authority helicopter worked together to search a broad area.

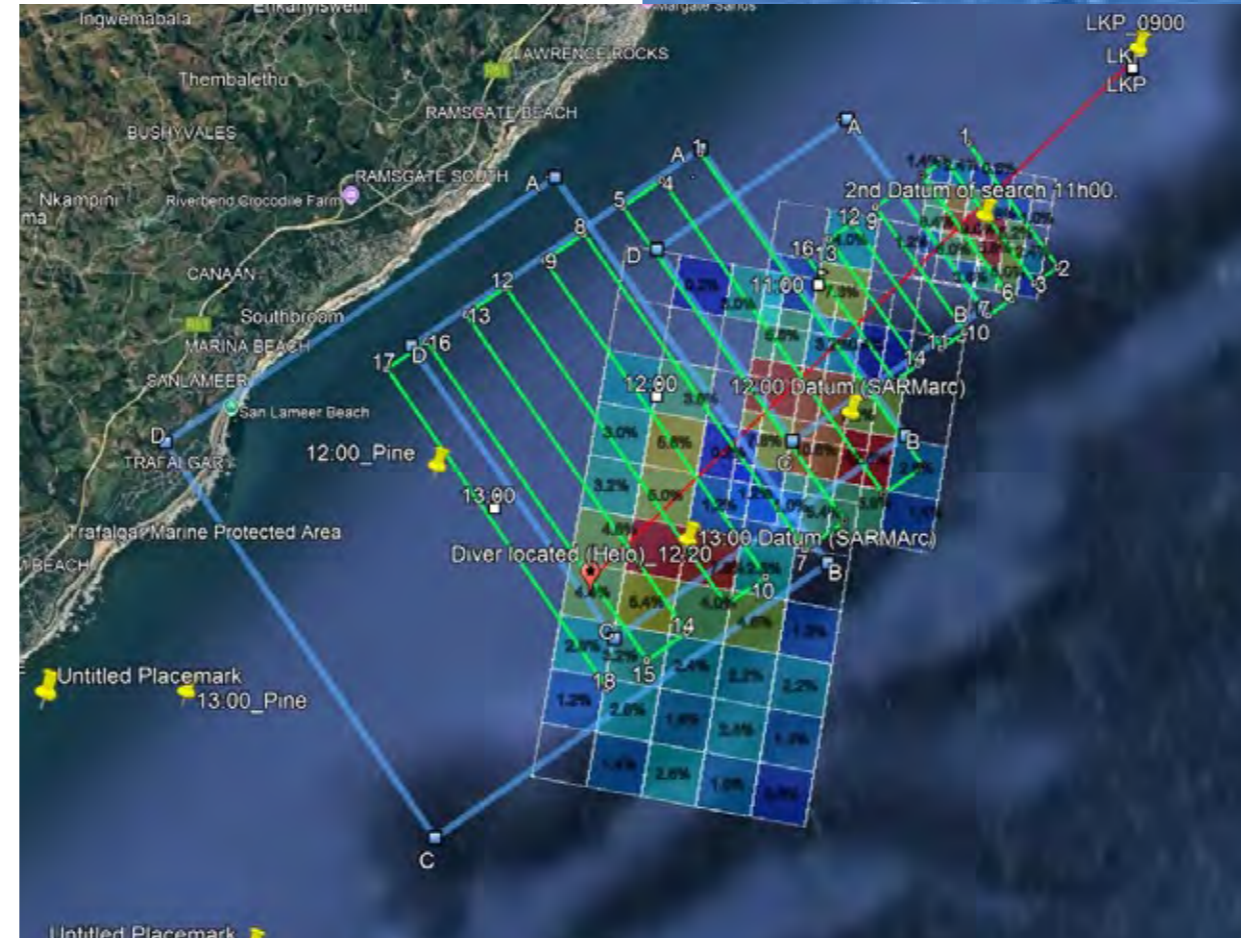
After more than three hours adrift, the diver was spotted waving for help - nine nautical miles (approximately 16 kilometres) from her last known location - and was safely recovered aboard NSRI's Spirit of Dawn, uninjured.

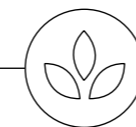
This successful rescue was the result of strong preparation, seamless coordination, and critically, the use of volunteer-developed technology.

Marc de Vos, a marine weather scientist and former Table Bay Station Commander, developed SARMarc, a drift modelling tool that uses forecast data to predict the movement of missing persons or vessels at sea. Marilyn Wells, Deputy Station Commander at Kommetjie, created SearchWell, a complementary tool that calculates forward and reverse drift trajectories, delivering GPS-ready coordinates for rescue teams.

The integration of SARMarc and SearchWell enables our crews to focus their searches on the most likely areas - improving both speed and accuracy.

"The integration of SARMarc and SearchWell models has revolutionised the efficiency and accuracy of NSRI rescue operations," said Charl Maritz, NSRI Operations Manager. He also stressed that "science-backed drift data must outweigh anecdotal assumptions in high-stakes search efforts", highlighting how volunteer ingenuity continues to push the boundaries of maritime rescue.





NATURAL CAPITAL

The resources we use and affect

The oceans, rivers and coastal environments in which we operate, and our commitment to minimising environmental impact.

Marine and coastal ecosystems

Areas where NSRI operates and contributes to wildlife rescue and conservation.

Water resources

Used for operations and survival swimming training; conserved through water harvesting systems.

Energy resources

Electricity and fuel used for stations, vessels, vehicles and technology platforms.

Related material matters

1. Enabling climate resilience
2. Strengthening National Relevance and Public Trust

Affordability, quality and availability

We operate in a water-scarce region, and therefore implement water conservation initiatives.

Sustainable practices may require initial investment but can reduce long-term costs through water and energy saving.

The use of waterjet propulsion and four stroke engines on our rescue craft are initially costly but worth the investment as they are more environmentally friendly.

Our geographic footprint and strategic location philosophy ensures relevant coverage to meet our strategic mandate.

Value created

Environmentally friendlier vessel upgrades (four-stroke engines, waterjet propulsion).

NSRI messaging advocates for water and marine ecosystem protection.

Cross-sector marine rescue collaborations extend environmental reach.

Value preserved

Solar panel upgrades at VSC tripled solar capacity.

LED lighting and water harvesting systems implemented across rescue stations.

Environmental partnerships with SANCCOB, Two Oceans Aquarium, etc., maintained.

Advocacy around water quality, flooding, and pollution integrated into outreach work.

Value eroded

Electricity usage rose to 277 090 kWh in 2024 (from 213 215 kWh).

Water usage increased (6 985 kl vs. 6 193 kl in 2023), due to growth in operations.

Diesel and petrol dependency still high for primary operations.

Flood events and climate extremes increasingly disrupt operations and increase risk.

Championing environmental stewardship (our natural capital)

The NSRI recognises that the success of our mission depends on the health of the natural environment. As part of our broader strategy, we are committed to the responsible management of natural capital. Through practical initiatives that reduce our environmental impact and support marine and freshwater conservation, we align our operations with sound environmental principles. With donor support, we implement targeted programmes that protect ecosystems while maintaining the integrity of our rescue and prevention services.



Value delivered

The NSRI continues to expand and deepen the impact of its life-saving mission, driven by the sustained efforts of our employees and volunteers.

57.9 MWh solar energy generated

(2023: 24.5 MWh)

72 animals rescued

(2023: 97)

How we create and preserve value

The NSRI creates and preserves value concerning natural capital by integrating environmental stewardship into our core rescue and prevention mission. We achieve this by investing in sustainable infrastructure, such as solar power and low-emission rescue craft, while actively protecting marine ecosystems through wildlife rescue operations and environmental partnerships. Our educational programmes promote responsible interaction with aquatic environments, contributing to long-term behavioural change in communities. These initiatives not only reduce our ecological footprint but also ensure that the natural resources essential to our operations remain safeguarded for future generations.

NSRI Honorary Life Governor Brad Geyser represented the NSRI on the International Maritime Rescue Federation (IMRF) Futures Panel, aiding in the development of the Climate and Future SAR Guide, a collaborative effort with other global search and rescue organisations. This forward-looking resource will continue to evolve and strengthen the NSRI's role in preparing for climate-related challenges.



Greening initiatives

We are committed to reducing our environmental impact through practical, sustainable infrastructure. By installing water tanks, photovoltaic panels, and energy-efficient devices at our rescue bases - and transitioning to water-jet-driven and four-stroke engine rescue craft - we actively reduce our carbon footprint and promote responsible resource use.

Our goal is to make all new rescue base builds as environmentally friendly and self-sufficient as possible.

Rainwater is harvested through rooftop tanks for washing equipment, flushing engines, and replenishing our Survival Swimming Centres. Where feasible, we also use harvested water to flush toilets. These JoJo tanks are maintained at a minimum of 30% capacity using a municipal feed and are automatically topped up when rainfall is insufficient.

To ensure continuity during power outages, we install inverters that reduce reliance on the national grid and allow rescue operations to remain functional during load-shedding.

Location

Volunteer support services centre building in Milnerton

Tripled solar capacity at the NSRI Volunteer Support Centre, making the building mostly self-sufficient and able to export surplus power.

Installed LED lighting and rainwater tanks (22 500L) for toilet flushing, vehicle / vessel washing, and irrigation.

Station 6 Gqeberha

Installed a rainwater harvest tank in the boathouse for flushing of ORC motors.

LED lighting throughout the two new boathouses.

Station 35 Witbank

Installed LED lighting throughout the building.



Protecting marine life

Conservation efforts extend to protecting marine wildlife such as whales, dolphins, penguins, seabirds and turtles. We actively engage in whale disentanglement and turtle rescue while advocating against water pollution.

Whale stranding and disentanglement: We have highly trained whale disentanglement teams within our volunteer crews who use specialised, purpose-designed equipment to free whales entangled around our coast.

Dolphin strandings and seal assists: our team responds to dolphin strandings and helps in seal entrapments, safeguarding these marine species and ensuring their safe return to their natural habitats.

Turtle rescue and rehabilitation: As dedicated partners of the TWO OCEANS AQUARIUM and USHAKA MARINE WORLD, we help rescue, rehabilitate, and release stranded and injured turtles and actively support their conservation.

Seabird recovery and conservation: Through collaborations with SANCCOB, we aid in rescuing and repatriating seabirds, including gannets, cormorants, and penguins. Our efforts contribute to seabird conservation and remove deceased birds to mitigate threats such as domoic acid poisoning.



Case Study



Responding to climate-driven flooding in KwaZulu-Natal and the Eastern Cape

Severe flooding in KwaZulu-Natal and the Eastern Cape in June 2024 caused widespread destruction, resulting in at least 18 deaths and the displacement of thousands. As extreme weather events become more frequent due to climate change, the NSRI played a pivotal role in frontline rescue operations across both provinces.

Beginning on 1 June, relentless rainfall and hailstorms overwhelmed infrastructure, with rivers bursting their banks and cutting off access to vulnerable communities.

KwaZulu-Natal Premier Sihle Zikalala described the devastation as "heart-breaking," as damage escalated across eThekweni, Ilembe, and Howick. In the Eastern Cape, areas such as Kariega and Seaview experienced severe flooding, resulting in 11 fatalities and the evacuation of more than 2,000 residents.

The NSRI responded swiftly in coordination with emergency services, conducting over 55 rescue operations and saving more than 70 people in the Eastern Cape alone.

In KwaZulu-Natal, NSRI teams evacuated high-risk informal settlements, cleared flood debris, and supported search and rescue efforts during peak storm activity.

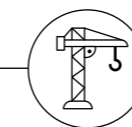
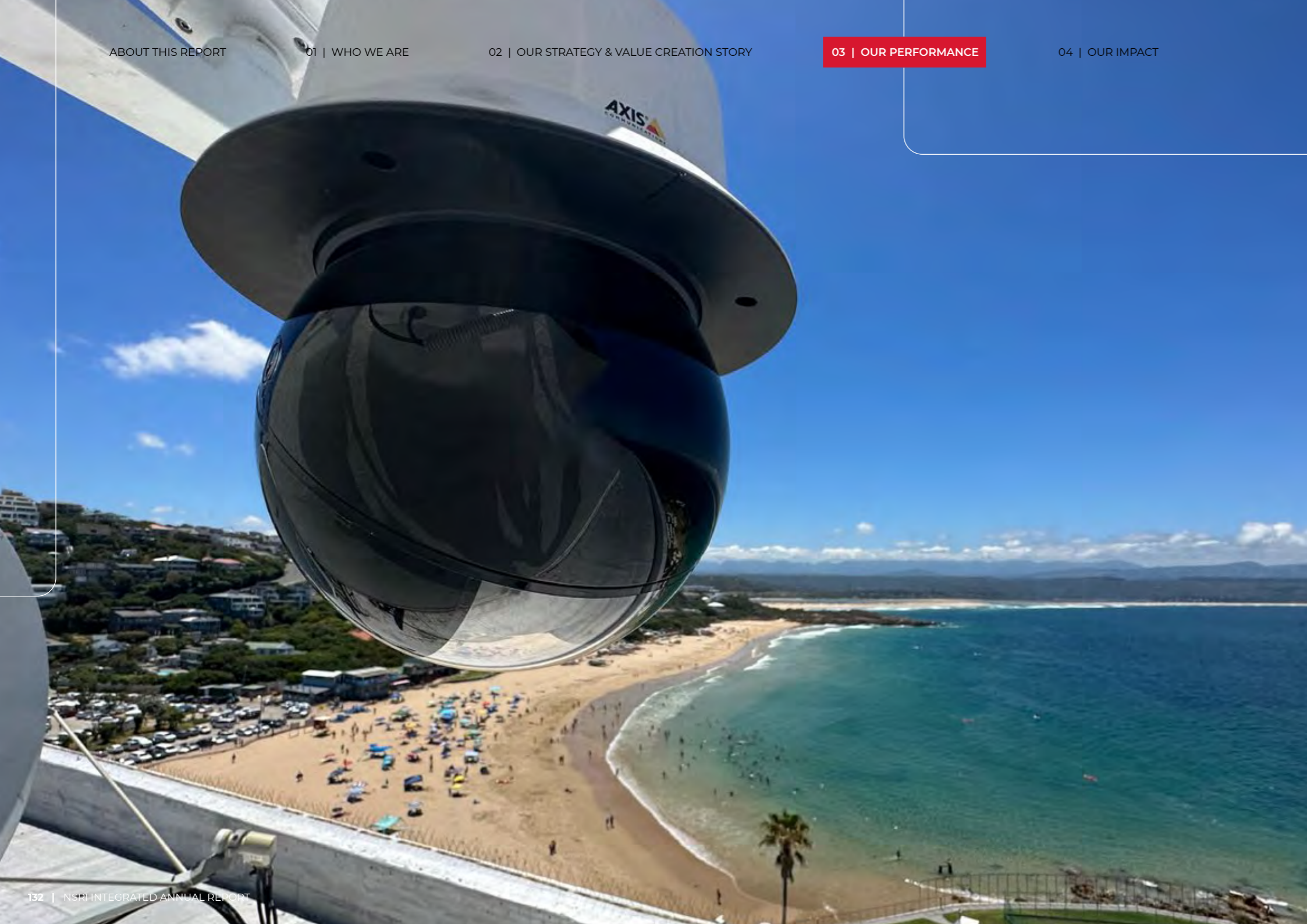
One of the most critical interventions occurred in Rocklands, where NSRI East London rescued six individuals trapped in a nearly submerged vehicle in the Brak River. Working alongside police divers, the team deployed a technical rope-and-pulley system to bring all passengers to safety under dangerous conditions.

These operations demonstrate the NSRI's operational readiness and highlight the urgent connection between natural capital degradation and increased disaster risk. The loss of natural buffers such as wetlands, riverbanks, and coastal vegetation, combined with rapid urban expansion and inadequate drainage infrastructure, continues to amplify the severity of flooding across South Africa.

The NSRI's role in these events underscores how investment in rescue

capacity and environmental resilience directly protects lives, livelihoods, and ecosystems. Preserving natural capital and strengthening community disaster preparedness are essential to fulfilling our mission:





MANUFACTURED CAPITAL

The resources we use and affect

Our physical assets, including rescue bases, vessels, equipment and technology, that enable the effective delivery of our services.

114 rescue vessels

Fleet of 114 vessels ranging from JetRIBs to ORCs, used for marine and inland rescues.

105 vehicles

105 vehicles used for towing vessels, beach patrols and inland water safety work.

59 rescue bases and stations

59 numbered stations, including auxiliary and satellite stations, forming the operational backbone.

Related material matters

1. Sustaining revenue and financial stability
2. Securing the long-term base of volunteers and the workforce
3. Leveraging Information & Communication Technology
4. Ensuring high standards of governance, compliance and risk management
5. Sustaining Fleet, Infrastructure & Equipment
6. Enabling climate resilience

Affordability, quality and availability

High-quality equipment and facilities are essential for effective rescue operations.

Our total manufactured capital depends on the financial resources we have available.

Reactive rescue services are facilitated through strategically located volunteer rescue bases and professional lifeguarded locations.

Value created

New ORC delivered to Station 6 and more JetRIBs and IRBs in service.

Launch of new support vehicles across multiple stations.

Construction/upgrades at Ballito, Gqeberha, and Witbank bases.

Nearly 2 000 Pink Rescue Buoys deployed saving 206 lives to date.

Value preserved

114 vessels and 105 vehicles maintained for operational readiness.

Regular maintenance schedule implemented (R6.2m in vessel maintenance spend).

Station upgrades continue to support volunteer well-being and readiness.

Pink Rescue Buoy network sustained at nearly 2 000 buoys.

Redundancy systems for craft and gear ensure consistent response capability.

Value eroded

Reactive maintenance can stretch budgets in older stations.

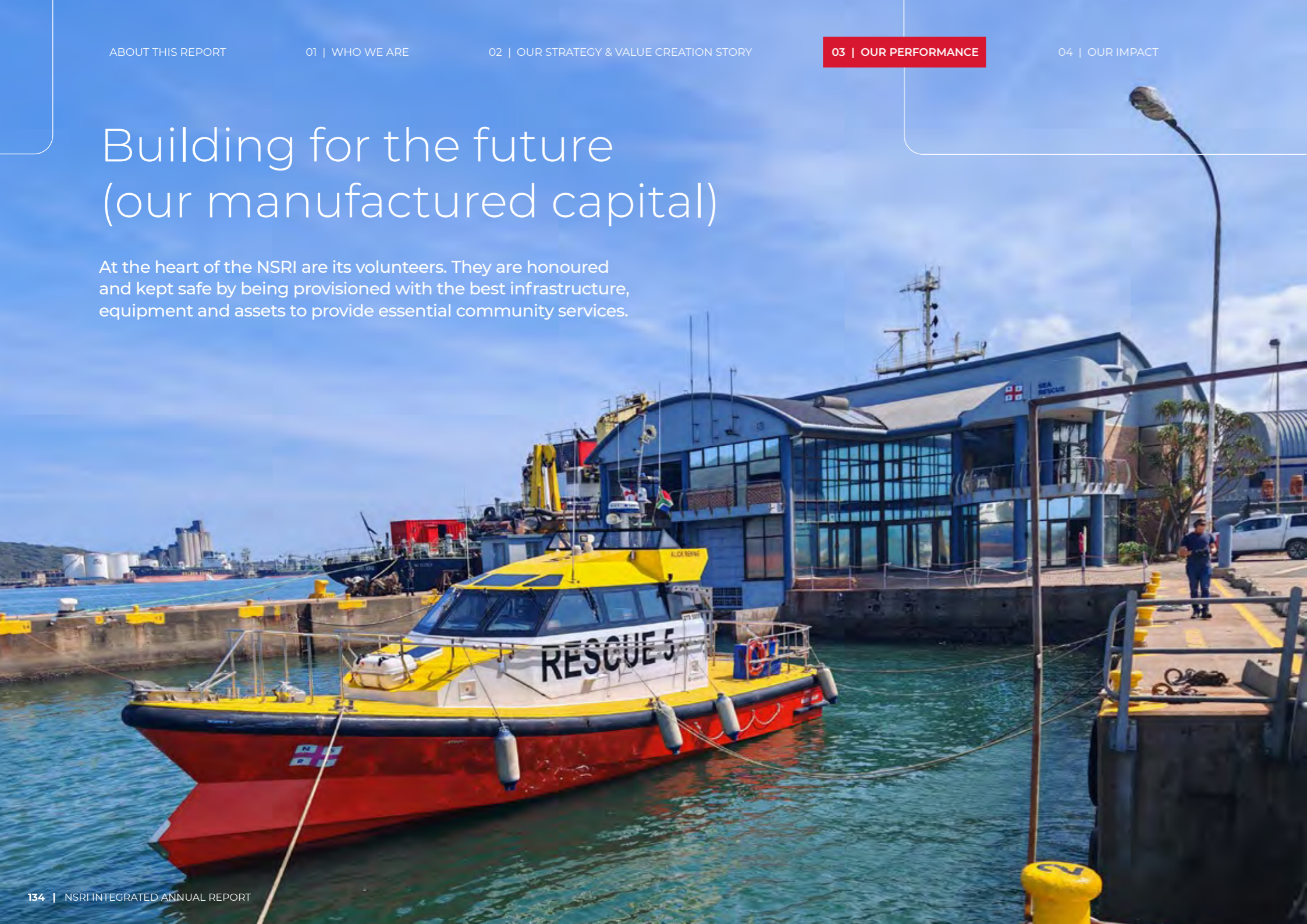
Load-shedding impacts base operations and comms infrastructure.

Some station infrastructure is still dependent on third-party landlords, limiting upgrades.

VHF and cellular comms still inconsistent in some rescue zones.

Building for the future (our manufactured capital)

At the heart of the NSRI are its volunteers. They are honoured and kept safe by being provisioned with the best infrastructure, equipment and assets to provide essential community services.



Value delivered

The NSRI continues to expand and deepen the impact of its life-saving mission, driven by the sustained efforts of our employees and volunteers.

114 Rescue vessels (2024) 111 (2023) 109 (2022)

59 Service locations

Includes the Volunteer Support Centre (Station 1) and 8 satellite stations.



	2021	2022	2023	2024	Trend
Service Locations	51	55	59	59	↑
Rescue bases	44	45	46	46	↑
Auxiliary bases ¹	2	4	5	5	↑
Satellite bases	5	6	8	8	↑
Drowning prevention²					
Survival Swimming Centres	3	4	4	4	→
Beach Safety Cameras	4	6	6	6	→
Rescue assets					
Rescue vessels	111	106	110	114	
Class 1 Rescue vessels: All weather rescue vessels with range in excess of 50 NM	9	9	10	10	↑
Class 2 Rescue vessels: RIB in excess of 10m length, fitted with a cabin	1	1	2	3	↑
Class 3 Rescue vessels: RIB 5.5m - 8.8m in length	62	50	48	46	↓
Class 4 Rescue vessels: RIB less than 5m in length (JetRIBs) ³	39 (21)	46 (28)	50 (35)	55 (40)	↑ (↑)
Vehicles Includes road vehicles, tractors, ATVs & quads	95	105	104	105	↑

1. Location in development with no vessels.
 2. Extension of an established base with a vessel.
 3. (number of JetRIBs).

Our investment in manufactured capital

Capital expenditure on building assets in 2024 amounted to

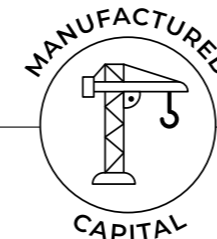
R63 381 280

(2023: R64 840 639)

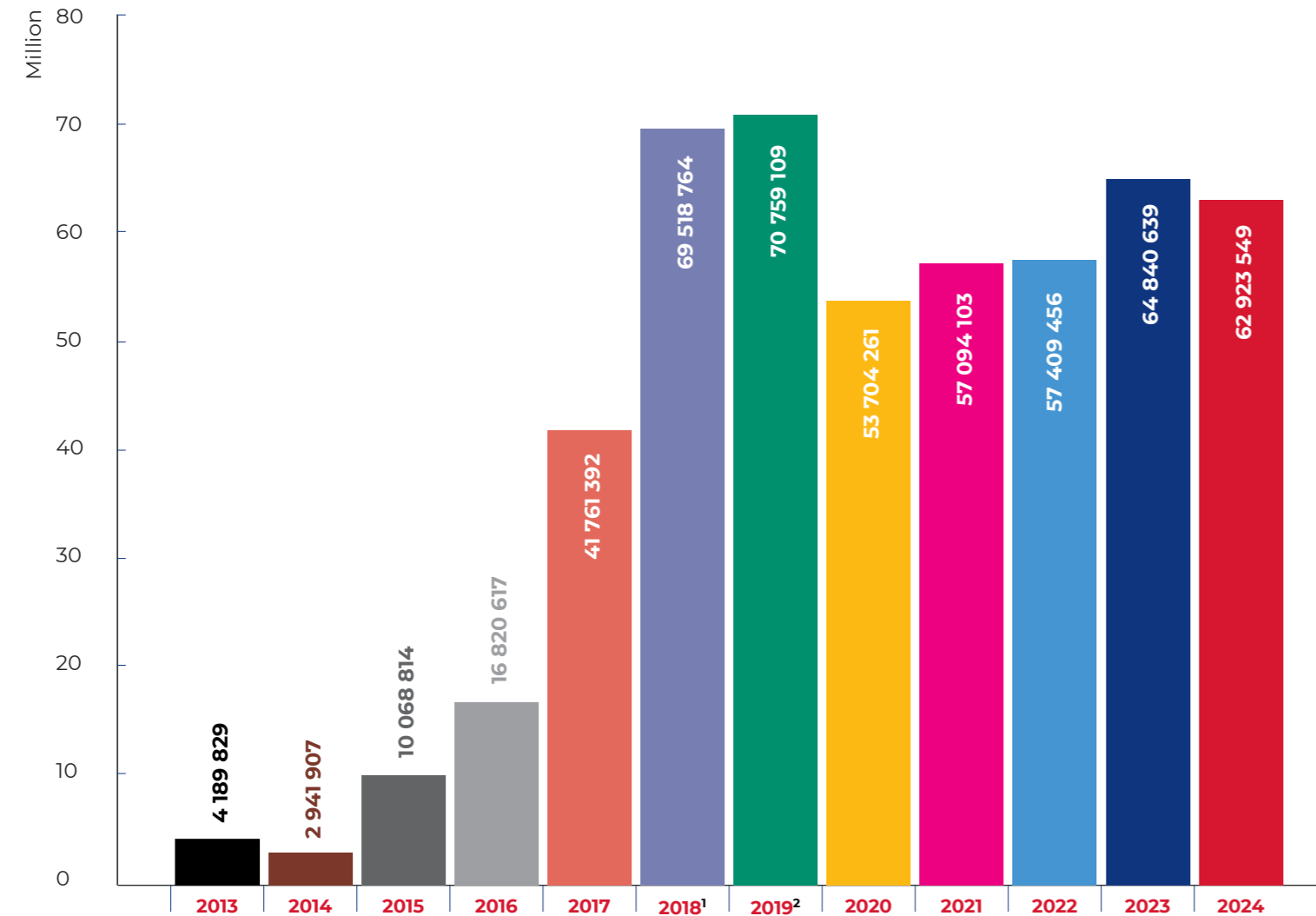
and the total value of all NSRI assets (refer to AFS) is

R390 847 217

(2023: R353 845 269)



Capital expenditure 10 year trend



1. Includes acquisition of Call Centre (2018)
 2. Includes acquisition of Volunteer Support Centre - 2 Longclaw Drive (2019)

Assets

We have maintained our rescue stations, which include roof repairs, slipway repairs, painting of both the interior and exterior of the building, maintenance or replacement of boat house doors, geyser repairs, electrical repairs and winch repairs, among other tasks.

In Gqeberha, the existing boatshed was replaced to accommodate their new Offshore Rescue Craft (ORC), which was successfully delivered in November. This project included the replacement of both the RIB and ORC boatsheds and hydraulic winches for both vessels on the first curved rail slipway specifically designed for the ORC.

Station 35 Witbank saw the construction of a new rescue base, which the crew moved into in November. The site is being leased from the local Witbank Yacht and Aquatic Club.

A residential house was bought for Station 41 Ballito, less than a kilometre from the local beach launch site and was converted to a rescue base. The building contractor collaborated with the local ski boat club and, through various sponsorships and donations,

managed to cover almost 50% of the overall cost of alterations and construction work.

A building is being acquired for Station 47 Kei Mouth, which will be modified to transform it into a functional rescue base once the transaction has been finalised. The station has been equipped with a Rescue Vehicle to enhance transport and response capabilities.

Looking ahead, 2025 will be a big year, with the construction of Station 4 Mykonos starting in January 2025 and the construction of Station 8 Hout Bay towards the middle of the year. There will be two ORCs under construction, resulting in four capital-intensive projects.

In the past year, all 114 rescue vessels in the fleet were serviced according to their maintenance requirements. Several Gemini RIB rescue vessels were fitted with new engines and pontoons. Electrical systems were maintained, and maintenance was carried out on hulls and trailers.

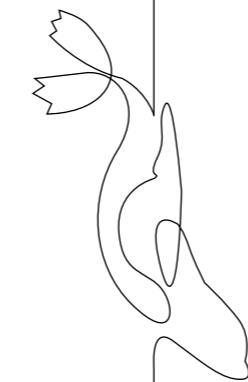
In August 2024, Station 40 St Lucia received a new 8.8m RIB, replacing its previous 7.3m RIB, which was sold.

Station 30 Agulhas was equipped with a new 10.6m cabin RIB in April 2024. Their 8.5m RIB was redeployed to Station 24 Lambert's Bay, whose 7.3m RIB was sold.

A new 5.5m RIB for Station 11 Port Alfred was constructed and delivered at the end of the third quarter in 2024 to replace their damaged vessel, which was uneconomical to repair.

The national rollout of the 4.5m JetRIB fleet is nearing completion. Nearly all older 4.2m and 4.7m vessels have been replaced. New JetRIBs were delivered to Station 16 Strandfontein (False Bay), Station 34 Yzerfontein, Station 19 Richards Bay, Station 41 Ballito, and Station 5 Durban.

Three refurbished 4x4 tractors were deployed to Station 41 Ballito, Station 30 Agulhas and Station 16 Strandfontein. The 4x4 Mitsubishi at Station 3 Table Bay was moved to Station 47 Kei Mouth and replaced with a Suzuki Jimny 4x4. A new Suzuki 7-seater people mover was acquired for training, as well as lifeguard transport and drowning prevention instructors.



Asset value

Asset allocation	Value as at 31/12/2024	Percentage of total non-current assets value	Value as at 31/12/2023	Percentage of total non-current assets value
Land, building and investment properties	R149 348 984	45%	R107 575 945	40%
Vessels	R155 263 853	46%	R132 980 694	49%
Vehicles	R22 879 711	7%	R24 346 443	9%
Equipment	R6 998 951	2%	R6 207 137	2%
Other financial assets	R238 893	0%	-	0%
Total non-current assets excluding other financial assets	R334 730 392	100%	R271 110 219	100%

Personal Protective Equipment (PPE)

In late 2023, we introduced a new operating model for our PPE, intended to align and improve efficiencies between crew and retail gear in manufacturing, inventory management and distribution. This has proven successful in improving PPE quality for the crew and strengthening brand visibility. In 2024, we continued with bulk purchases and refined the online ordering systems behind it, which has helped reduce cost and maintain consistent stock levels for volunteers.

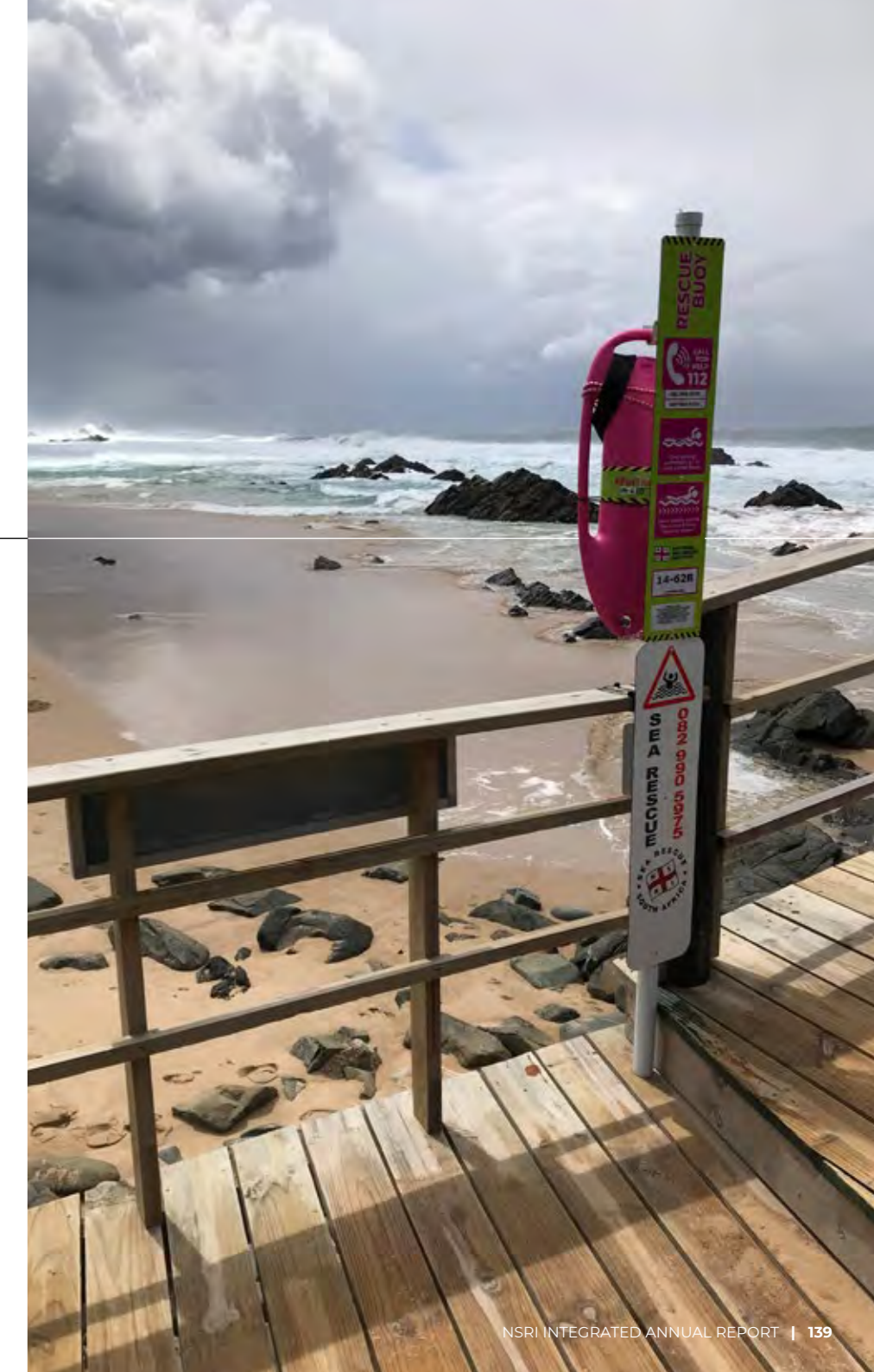
Pink Rescue Buoy (PRB) programme

The Pink Rescue Buoy (PRB) programme remains a cornerstone of the NSRI's drowning prevention strategy.

In 2024, 183 new PRBs were deployed, bringing the total number to nearly 2 000 units nationwide. These deployments led to 30 confirmed rescues in 2024, all performed by bystanders, with no reported injuries. During the year the programme reached a milestone of 206 lives saved, highlighting its critical role in enabling rapid bystander intervention during drowning in progress incidents.

Looking ahead, efforts will concentrate on fostering stronger community stewardship to diminish theft and enhance PRB availability. This involves raising public awareness, engaging local volunteers, and exploring new technologies, such as integrating PRBs with beach safety cameras and utilising smart sensors to trigger real-time alerts when a buoy is removed.

Each PRB installation - comprising a buoy, pole and signage - costs approximately R2 000. In 2024, all units were fully sponsored by individual and corporate donors. With more than R4 million invested and over 200 lives saved, the programme reflects an average cost of R20 000 per successful rescue—a remarkable return on investment in human terms.



Case Study



ORC 140 HULL 6 build and delivery: Delivering Rescue 6 to Gqeberha

On 25 September 2024 Station 6 Gqeberha proudly welcomed Rescue 6, a state-of-the-art Offshore Rescue Craft (ORC), into the Port of Port Elizabeth - marking the culmination of dedicated fundraising and months of careful planning by NSRI's Capital Projects team.

At 14.8 metres long and 4.8 metres wide, the ORC 140 is a self-righting, French-designed and South African -built rescue vessel. She can operate up to 50 nautical miles offshore, with a 200 nautical mile range at 20 knots, and an expected hull lifespan of at least 40 years.

The build began in January 2023 at Two Oceans Marine in Cape Town, following the contract signing in late 2022. To control costs and ensure quality, NSRI sourced key components directly, including engines from Cummins SA, propellers and shafts from CJR in the UK, gearboxes from ZF SA, and navigation and communication systems from local suppliers. These long-standing supplier relationships help NSRI manage budgets effectively.

The final four months of construction involved close collaboration between NSRI and the shipbuilder. Once launched, the vessel underwent extensive inspection and certification by the South African Maritime Safety Authority (SAMSA), which generously donates its survey services to NSRI. These inspections included everything from the fiberglass layup and tank integrity to bilge systems, fuel lines, and overall watertightness.

A key part of the process included stability testing, in which weights were shifted across the aft deck to measure displacement and determine how the vessel would respond if specific compartments flooded. Following successful results, the SAMSA issued approval for sea trials.

During trials, systems were tested extensively, including radio, navigation, fuel, steering, and fire suppression. Speed and fuel efficiency were measured, and results compared to the other ORC 140 builds. A bollard pull test confirmed the vessel's strength, with the aft bollard certified at 4.5 tonnes.

While the vessel was under construction, preparations were underway at Station 6. A new vessel cradle was built, the launch winch was upgraded, and the boathouse was rebuilt to accommodate the larger craft.

On 23 September, an NSRI crew led by National Training Manager Graeme Harding began the delivery voyage from Cape Town. The Gqeberha team met Rescue 6 in Mossel Bay for the final leg, and training began immediately. Once the Station's Class 1 coxswains were fully familiar with the vessel's systems she was officially handed over for operational duty.

The arrival of Rescue 6 marked a major upgrade for Station 6 and is a testament to the detailed planning, partnership, and professionalism that go into every capital project at NSRI.



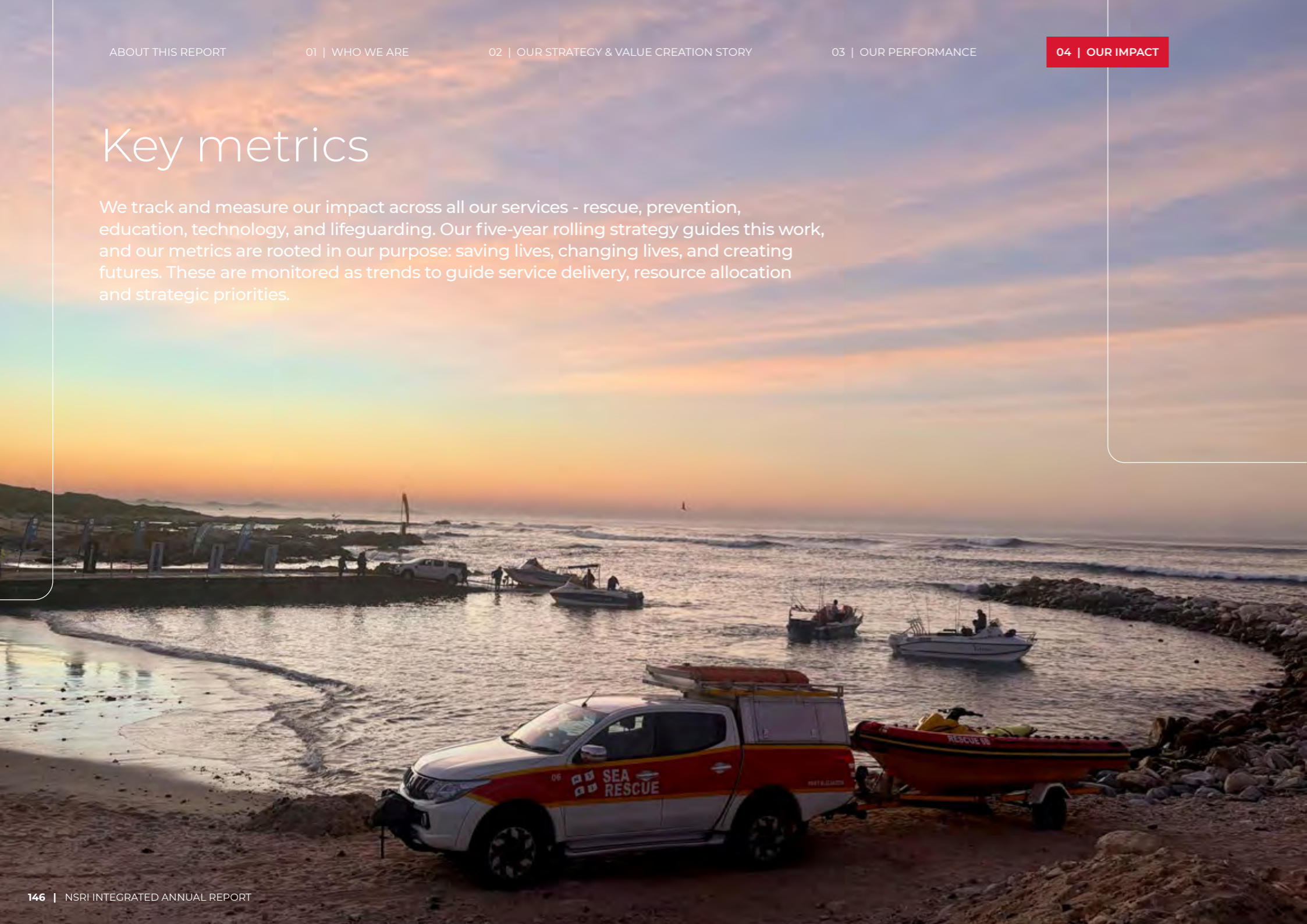


OUR IMPACT

*Simon
McDonnell*
ACTION PHOTOGRAPHY

Key metrics

We track and measure our impact across all our services - rescue, prevention, education, technology, and lifeguarding. Our five-year rolling strategy guides this work, and our metrics are rooted in our purpose: saving lives, changing lives, and creating futures. These are monitored as trends to guide service delivery, resource allocation and strategic priorities.

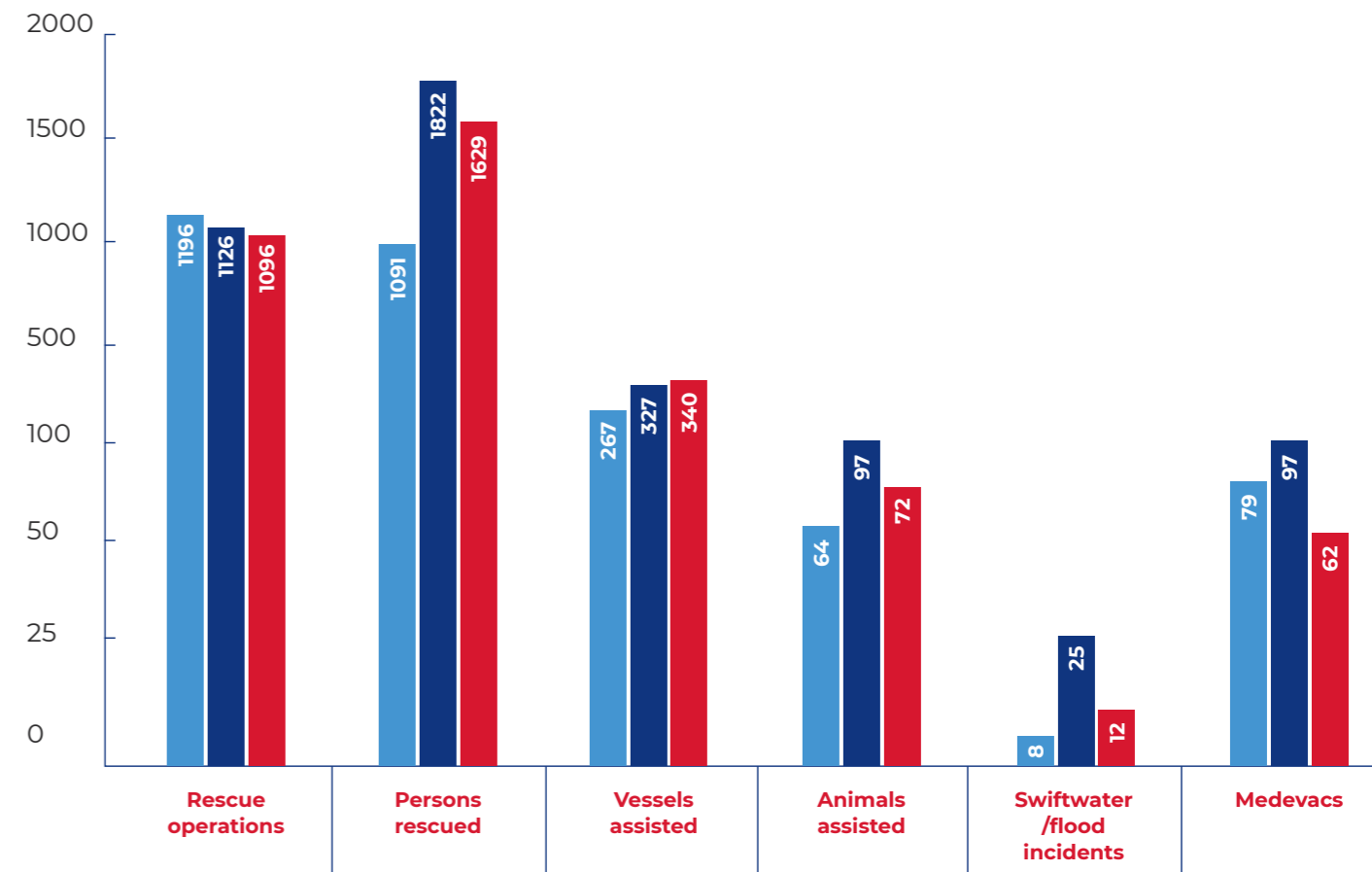


Rescue and emergency response impact



Rescue services

● 2022 ● 2023 ● 2024



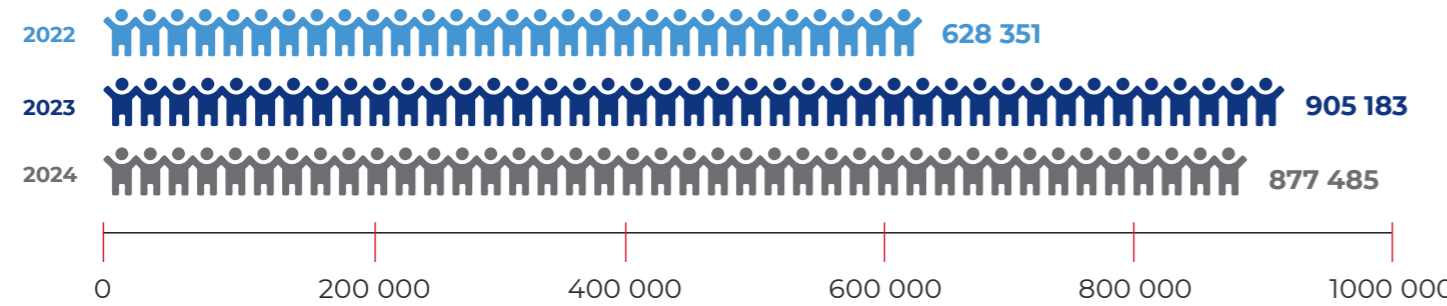
Our 59 rescue stations - including numbered auxiliary and associated satellite stations - facilitate year-round emergency response throughout South Africa's coastal and inland waters. We continue to deliver highly skilled, rapid-response rescue operations across the nation. This endeavour is powered by our volunteers and reinforced through collaboration with local authorities and emergency services.

Education, prevention and public safety impact

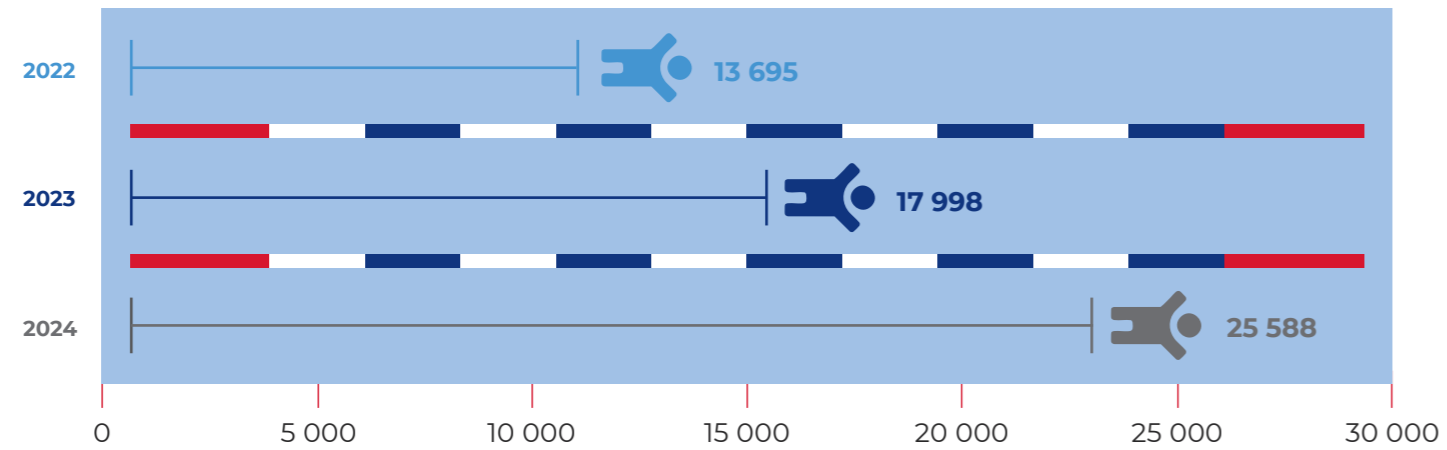
Education remains a cornerstone of our prevention strategy. Our trained instructors deliver water safety messaging and practical skills to children and youth, particularly in high-risk, under-resourced communities.

Drowning prevention

Children educated in Water Safety



Survival swimming lessons presented



Since the inception of our Water Safety Education programmes, we have reached more than 5.5 million children, equipping them with life-saving knowledge and skills.

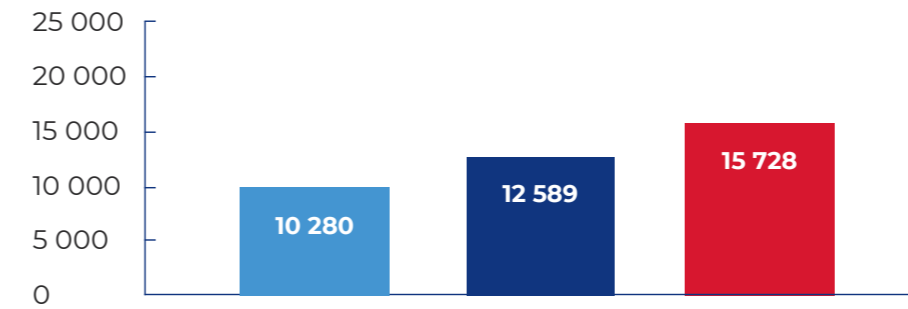


Technology enhances our public safety reach and responsiveness, from digital apps to life-saving equipment accessible to the public:

Technology

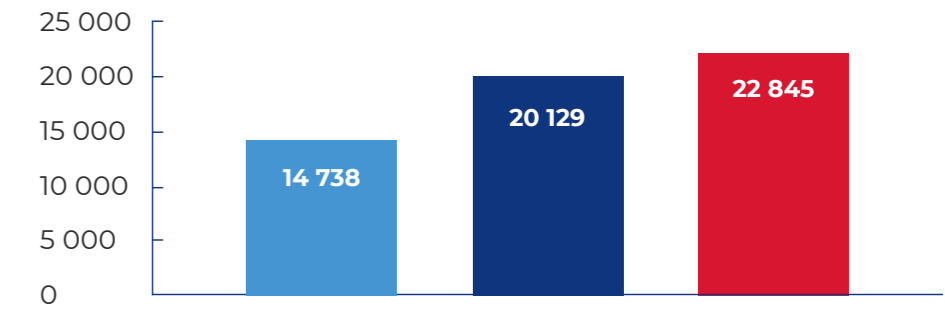
● 2022 ● 2023 ● 2024

BravoBravo users¹



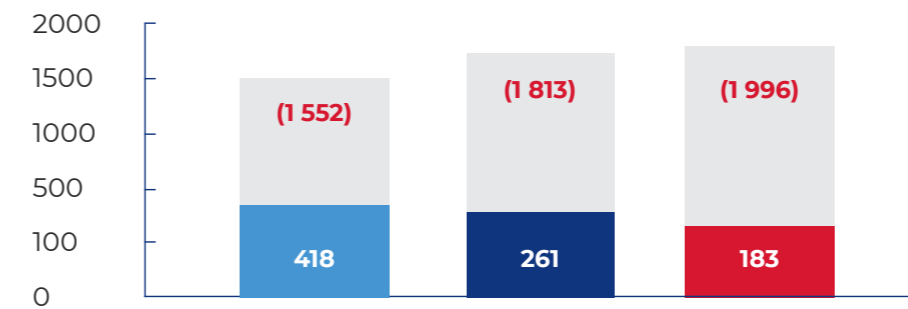
¹ BravoBravo is the NSRI's free online learning portal. It offers courses like the Skippers Guide for Small Vessels and Maritime Emergency First Aid. The portal is designed to teach maritime safety knowledge to NSRI volunteers and the public.

SafeTRX users²



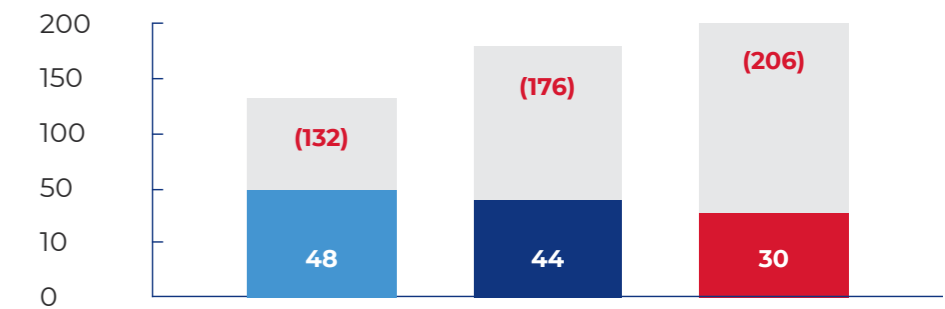
² The NSRI SafeTRX app is a free smartphone application that monitors your journey on or around the water and alerts the NSRI and emergency contacts if you fail to return on time.

Total number of PRBs deployed (cumulative)



SafeTRX continues to gain popularity among recreational boaters, enhancing safety and emergency preparedness. The Pink Rescue Buoy programme remains a highly visible, community-empowered safety system, with 206 lives saved to date, having broken the 200-lives saved mark in 2024. While the number of people rescued using PRBs (30) decreased in 2024 compared to 2023 (44), the number of new PRBs deployed continues to rise, ensuring greater coverage for enhanced public safety.

Total number of PRB rescues (cumulative)



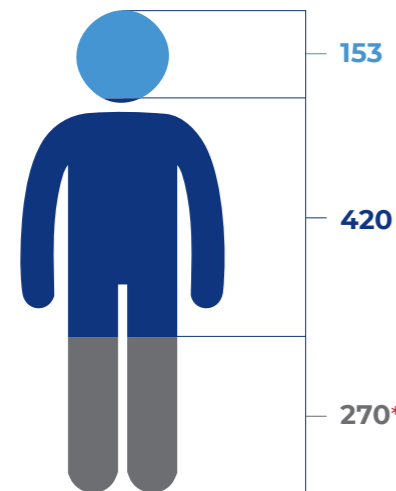
Lifeguarding and municipal partnerships

We provide professional seasonal lifeguards through partnerships with local municipalities, enhancing visible safety and prevention at key beaches and pools.

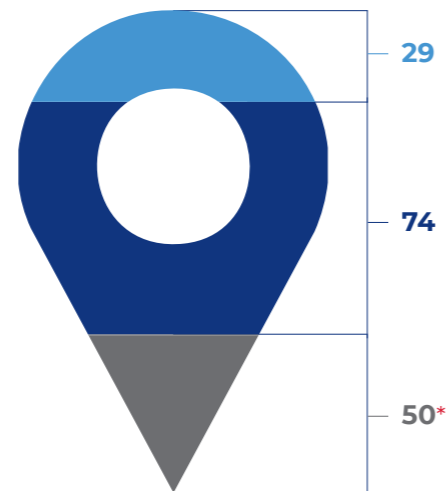
Lifeguards



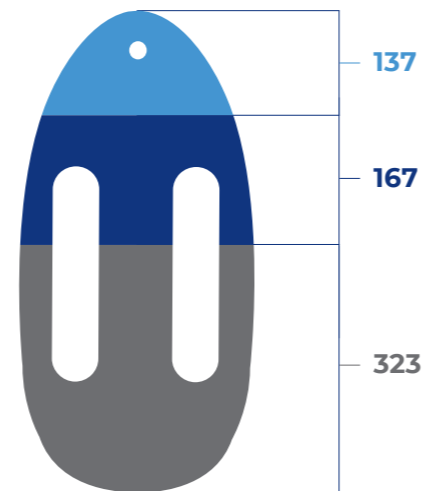
Number of lifeguards



Number of lifeguarded locations



Number of lifeguard rescues



* In the 2024/2025 season, the number of lifeguarded locations and lifeguards dropped because we did not provide services in the Mossel Bay municipality.



2024

469 525

Vistors protected

141 477

Bathers protected

0

Drownings reported on duty at lifeguarded beaches

Measuring long-term impact

One of our priorities is to establish an outcomes - driven measurement model. The current metrics reflect our delivery, while future enhancements will include resilience, equity, accessibility, and the preservation or transformation of lives beyond rescue.

Through research partners, government engagement and grassroots insights, we will refine how we assess:

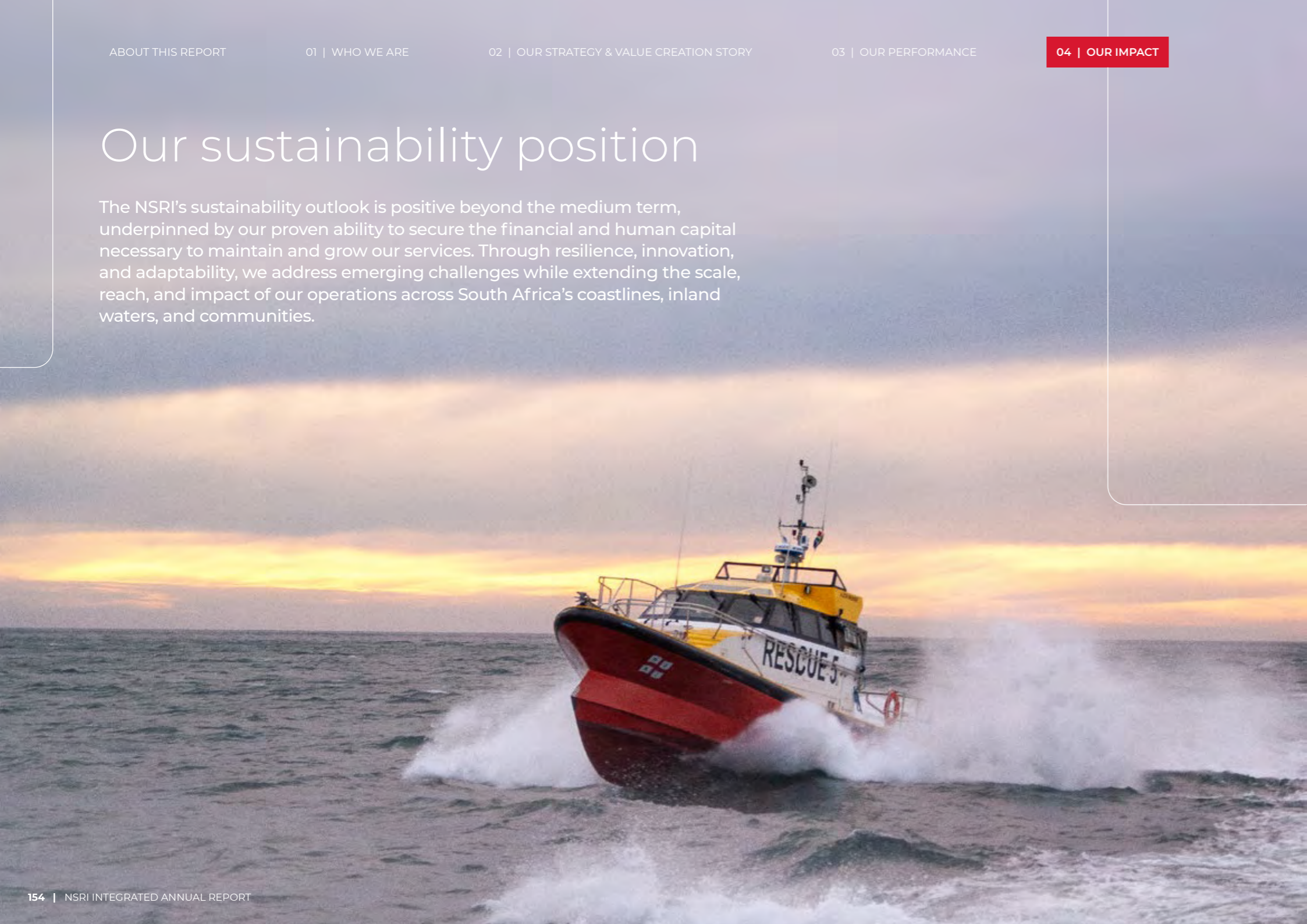
- Reduction in drownings over time.
- Behaviour changes through education.
- Localised resilience and youth employment.
- Sector support (tourism, shipping, fishing).

In 2025, we aim to begin reporting on these areas using new longitudinal indicators.



Our sustainability position

The NSRI's sustainability outlook is positive beyond the medium term, underpinned by our proven ability to secure the financial and human capital necessary to maintain and grow our services. Through resilience, innovation, and adaptability, we address emerging challenges while extending the scale, reach, and impact of our operations across South Africa's coastlines, inland waters, and communities.



Our approach to sustainability is broad-based, focusing on the strength of our organisation as well as the social and environmental value we create.

We are dedicated to promoting sustainable development by prioritising three critical areas:

Financial sustainability

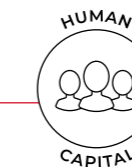
Maintaining a diverse, loyal donor base; achieving income growth targets; investing strategically in infrastructure, technology, and human development; and managing resources prudently to secure the long-term viability of our rescue and education services.

Human capital sustainability

Attracting, developing, and retaining talented volunteers and employees; embedding a culture of excellence, diversity, inclusion and leadership development; and ensuring that knowledge and skills are passed across generations to future-proof our services.

Environmental and social responsibility

Reducing our environmental footprint through operational changes such as cleaner vessel technology, promoting public safety through drowning prevention and education programmes, supporting conservation efforts for marine ecosystems, and strengthening resilience in vulnerable communities. In 2024, we further aligned our activities with global sustainable development priorities, actively contributing to the achievement of the United Nations Sustainable Development Goals (SDGs).









Contributing to the achievement of the SDGs




The NSRI is committed to contributing meaningfully to the achievement of the United Nations Sustainable Development Goals (SDGs) through our rescue operations, drowning prevention programmes, environmental initiatives, and community engagement. Our efforts align with global priorities to promote health, safety, sustainability, and resilience.

We recognise that saving lives today also means building stronger, safer communities for the future.

Our contribution spans multiple SDGs, reflecting our commitment to meaningful and lasting impact.

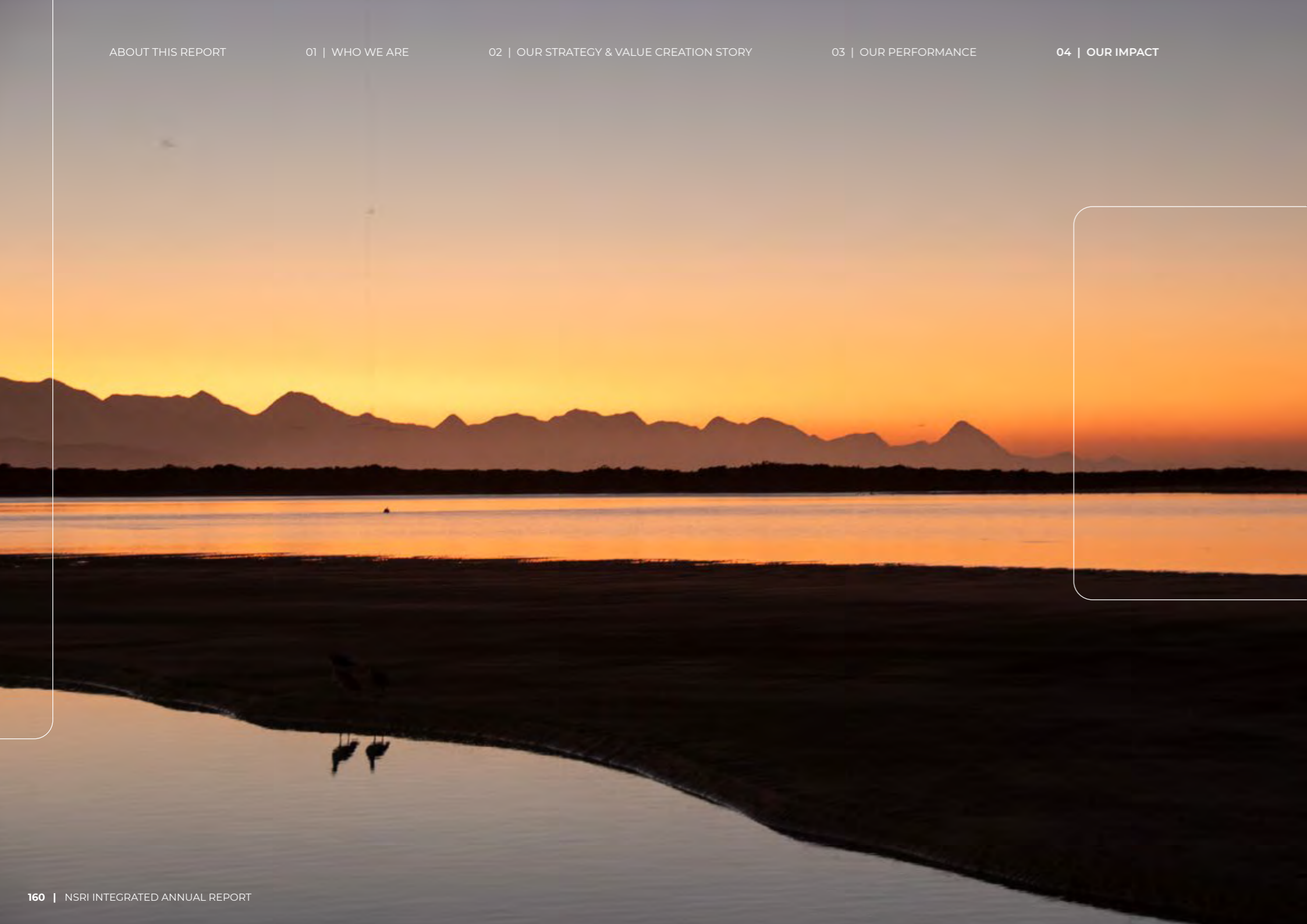
Sustainable Development Goal (SDG)	How the NSRI contributes
 <p>Good health and well-being</p> <p>By 2030 the UN aims to ensure healthy lives and promote well-being for all at all ages.</p>	<p>Implementing comprehensive drowning prevention and water safety initiatives to raise awareness and reduce the number of water-related accidents and fatalities.</p> <p>Developing educational programmes and campaigns targeting different age groups, demographics, and communities to promote water safety knowledge and behaviour.</p> <p>Promoting swimming as a vital life skill, enabling individuals to protect themselves and others in water-related emergencies.</p> <p>Collaborating with schools, community centres, and local authorities to incorporate water safety education into curricula and community outreach programmes.</p>
 <p>Gender equality</p> <p>By 2030, the UN's goal is to end all forms of discrimination against all women and girls everywhere and ensure women's full and effective participation and equal opportunities.</p>	<p>Embedding gender equity in all aspects of our work, ensuring equal access and opportunities for individuals of all genders.</p> <p>Promoting gender-inclusive language and imagery in communication materials, campaigns, and programme materials to create a welcoming and inclusive environment for everyone.</p> <p>Collaborating with schools, community organisations, and local authorities to address gender stereotypes and barriers that may discourage individuals from participating in swimming or water safety activities.</p> <p>Achieving greater female representation in our service compared to many peer maritime organisations.</p>
 <p>Clean water and sanitation</p> <p>By 2030, the UN aims to improve water quality by reducing pollution, eliminating dumping, and substantially increasing recycling and safe reuse globally.</p>	<p>Partnering with local communities, government agencies, and environmental organisations to address river pollution and improve the health of inland waterways.</p> <p>Participating in marine wildlife rescues that prevent harmful entanglement in debris and fishing gear, helping to maintain healthier aquatic ecosystems.</p> <p>Advocating for responsible waste management and pollution prevention through public education campaigns.</p>

Sustainable Development Goal (SDG)	How the NSRI contributes
 <p>Affordable and clean energy</p> <p>By 2030, the UN aims to ensure universal access to affordable, reliable, renewable and modern energy sources.</p>	<p>Implementing internal initiatives and practices within the organisation to conserve water and energy resources, such as installing water-efficient fixtures, promoting responsible water usage, and conducting regular energy audits to identify areas for improvement.</p> <p>Exploring alternative fuel options for rescue vessels, including LNG, biofuels, hydrogen and electric propulsion systems.</p>
 <p>Decent work and economic growth</p> <p>By 2030, the goal is to achieve full and productive employment and decent work for all, including young people and persons with disabilities.</p>	<p>Contributing to local economic growth by supporting the boat-building industry and enabling safe participation in water-based sectors such as tourism, fishing, transportation, and recreation.</p> <p>Collaborating with local businesses, tourism boards and government agencies to promote water-based activities and destinations, attracting visitors and boosting tourism revenue.</p> <p>Investing in infrastructure development and maintenance of waterways, ports, and marinas, facilitating trade, commerce, and transportation, and enabling economic growth through efficient waterborne logistics.</p>
 <p>Sustainable cities and communities</p> <p>By 2030, the UN aims to make cities and human settlements inclusive, safe, resilient, and sustainable.</p>	<p>Strengthening community resilience through drowning prevention education, emergency preparedness, and flood rescue capabilities.</p> <p>Supporting disaster risk reduction efforts in coastal and inland communities, including readiness for climate-induced events like flooding and extreme weather.</p> <p>Contributing to safer public spaces by deploying Pink Rescue Buoys and enhancing beach safety infrastructure.</p>

Sustainable Development Goal (SDG)	How the NSRI contributes
 <p>Responsible consumption and production</p> <p>By 2030, the UN's goal is to achieve the sustainable management and efficient use of natural resources.</p>	<p>Developing and implementing initiatives to minimise the organisation's environmental footprint and ensure compliance with environmental regulations.</p> <p>Upgrading the 4.2m rescue fleet with JetRIBs using cleaner 4-stroke technology to reduce emissions.</p> <p>Integrating sustainable practices into daily operations includes waste management, recycling programmes, energy conservation measures, and pollution prevention strategies.</p>
 <p>Climate action</p> <p>By 2030, resilience and adaptive capacity will be strengthened to all countries' climate-related hazards and natural disasters.</p>	<p>Developing and implementing response plans to address climate change-induced disasters, including floods, storms, and extreme weather events.</p> <p>Collaborating with local and national emergency management agencies, disaster response organisations, and government authorities to establish coordinated and timely response mechanisms in climate-related disasters.</p>
 <p>Life below water</p> <p>By 2030, the UN's goal is to increase the economic benefits to least-developed countries from the sustainable use of marine resources to sustainable management of fisheries, aquaculture and tourism.</p>	<p>Developing protocols and communication channels to respond to distressed marine animals.</p> <p>Collaborating with conservation organisations to enhance the success rates of rescue operations and increase the chances of rehabilitating and releasing marine animals back into their natural habitats.</p> <p>Supporting the maritime economy through safer practices and environmental protection .</p>

Sustainable Development Goal (SDG)	How the NSRI contributes
 <p>Partnerships for the goals</p> <p>By 2030, the UN aims to strengthen the means of implementation and revitalise the global partnership for sustainable development.</p>	<p>Building strong partnerships with government agencies, emergency services, local authorities, private sector sponsors, and community organisations to amplify impact.</p> <p>Collaborating nationally and internationally to share knowledge, align rescue standards, and contribute to global best practices in drowning prevention and emergency response.</p> <p>Strengthening partnerships to achieve greater resource efficiency, technological innovation, and sustainable development outcomes.</p>





ANNUAL FINANCIAL STATEMENTS

Independent auditor's report

To the Members of the National Sea Rescue Institute of South Africa NPC

Opinion

We have audited the annual financial statements of National Sea Rescue Institute of South Africa NPC (the company), which comprise the statement of financial position as at 31 December 2024, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of National Sea Rescue Institute of South Africa NPC as at 31 December 2024, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are independent of the company in accordance with the Independent

Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of annual financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa.

The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The directors are responsible for the other information. The other information comprises the information included in the document titled "National Sea Rescue Institute of South Africa NPC annual financial statements 31 December 2024", which includes the Directors' Report as Companies Act of South Africa and the supplementary information as set out on pages 28 to 30. The other information does not include the annual financial statements

and our auditor's report thereon. Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the annual financial statements

The directors are responsible for the preparation and fair presentation of the annual financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation

of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the directors are responsible for assessing the company's ability to continue as a going concern and, where applicable, disclosing related matters and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the annual financial statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these annual financial statements. As part of an audit in accordance with International Standards on Auditing, we exercise

professional judgment and maintain professional scepticism throughout the audit.

We also: Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

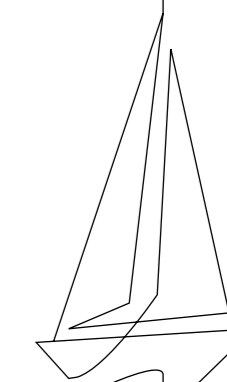
Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a

material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report.

However, future events or conditions may cause the company to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether they represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.





STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

	2024	2023
	R	R
Assets		
Non-Current Assets		
Property, plant and equipment	322 260 410	258 879 130
Investment property at fair value	12 231 089	12 231 089
Other financial assets	238 893	
	334 730 392	271 110 219
Current Assets		
Inventories	6 834 860	2 510 997
Trade and other receivables	40 852 360	63 604 246
Other financial assets	75 440	
Cash and cash equivalents	8 354 165	16 619 807
	56 116 825	82 735 050
Total Assets	390 847 217	353 845 269
Equity and Liabilities		
Equity		
Accumulated funds	376 909 983	343 561 105
Liabilities		
Current Liabilities		
Trade and other payables	13 937 234	10 284 164
Total Equity and Liabilities	390 847 217	353 845 269

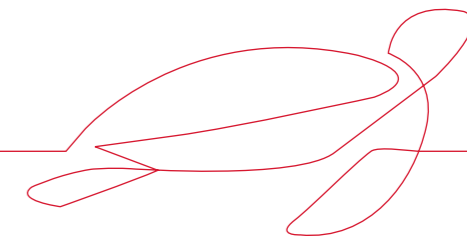
DETAILED INCOME STATEMENT

INCOME	2024	2023
	R	R
Grants	6 255 934	5 528 259
National Department of Transport	4 476 500	4 285 000
Western Cape Department of Local Government	391 000	376 000
South African Maritime Safety Authority		438 500
Public Bodies	1 388 434	428 759
Donations and bequests	26 503 074	28 819 187
Companies	6 159 605	7 806 848
Individuals	5 539 382	6 805 601
Legacies and bequests	6 967 526	6 430 719
Shipping levies	1 329 820	801 356
Trusts	6 406 741	6 724 663
Public bodies	100 000	250 000
Call centre	140 283 053	139 792 593
Sale of goods	6 909 406	3 211 659
Service income	11 319 487	3 194 371
Sundry income (insurance claims and municipal account recoveries)	1 088 262	197 271
Events	4 127 542	2 369 276
Surplus on sale of assets	977 836	1 436 326
Investment revenue	851 544	865 700
Rental income	1 671 688	1 612 763
Fair value adjustment		
Income	199 987 826	187 027 405
Distributions received	20 000 000	35 000 000
Total income	219 987 826	222 027 405
Expenditure	(186 638 948)	(182 522 427)
Surplus for the period	33 348 878	39 504 978



EXPENDITURE

	2024	2023
	R	R
Banking costs	2 423 231	1 955 632
Boat running	6 197 575	5 557 805
Cost of goods sold	2 996 591	1 584 213
Depreciation and amortisation	17 221 161	24 877 326
Employee costs	101 711 484	89 913 598
Information communication technology	3 521 748	3 008 964
Insurance	2 586 259	2 256 733
Marketing expenditure	7 356 902	10 935 071
Office expenditure	10 373 804	8 818 969
Professional fees	6 753 192	5 622 669
Property expenses	9 405 602	7 617 787
Station expenditure	6 705 759	9 241 050
Travel and accomodation (Volunteer training)	9 385 640	11 132 610
Total Expenditure	186 638 948	182 522 427





GOVERNANCE

Our strong governance structures align with the principles of the King IV Code, ensuring transparency, accountability, and integrity in everything we do.

Our donors' trust reflects our unwavering commitment to honesty and the responsible stewardship of funds.

We believe that attaining sustainable outcomes necessitates collaboration and partnerships among society, government, and the private sector. We actively cultivate relationships that maximise impact and foster long-term results.

Through effective governance and dedication to our mission, we strive to preserve lives, promote safety, and contribute to the broader well-being of communities.

An engaged and committed board of directors

The NSRI Board of Directors (the Board) has ultimate oversight and accountability for identifying, mitigating and addressing environmental, health, safety and social risk for the organisation's overall sustainable impact agenda.

The Board meets regularly to set strategic goals, budgets, and implementation timelines and monitor progress and overall results.

Role and Responsibilities of the Board

In line with the King IV Code of Governance Principles, the Board fully and effectively oversees the NSRI's activities.

The Board's key responsibilities include:

- Promoting ethical conduct and compliance with applicable laws, regulations, audit standards, and NSRI's governing documents.
- Acting beyond minimum compliance to achieve best practice benchmarks in governance.
- Defining materiality thresholds, reserving specific powers, and delegating authority appropriately.

- Reviewing and approving strategic plans, business plans, annual budgets, and investment proposals.
- Ensuring the presence of systems, controls, and a culture that manages risks across operations.
- Overseeing management performance through clearly defined roles as delegated to the Chief Executive Officer.
- Acting responsibly towards all stakeholders with a commitment to transparency, good governance, and accountability.

Constitution

The NSRI is constituted through a Memorandum of Incorporation (MOI), which governs the structure of the organisation, election of Directors by Members, roles, responsibilities, and powers of governance structures.

The Members' Annual General Meeting (AGM) is responsible for electing Board members and approving formal resolutions that guide the Company

Governance framework and structure

The NSRI operates under a Corporate Governance Framework that is reviewed regularly to ensure alignment with King IV principles. Control of the Company rests with the members at the AGM, the Board, and the Executive.

The Board maintains close oversight over the Company's activities through scheduled meetings of the Board and its Committees.

- Audit, Risk, and Compliance Committee
- Human Capital Committee
- Investment Committee
- Operations Support Committee

These committees meet quarterly, and formal minutes are recorded for each meeting and reported at each full Board meeting. The Board meets quarterly to consider governance issues and receive committee reports and once annually to discuss the NSRI's strategy.

The roles of the Chairperson of the Board and the Chief Executive Officer (CEO) are separated to ensure independence between management and governance functions.

The delegation of authority framework provides clear role delineation and effective authority structures, ensuring the executive team exercises management within defined mandates and governance oversight. The CEO is the only executive with an individual financial delegation of authority of up to R5 million, provided the expenditure falls within the approved budget. All spending outside of the approved budget require approval by the full Board at a scheduled meeting.

The executive directors are responsible for employing and managing the staff required to execute each department's business competently. The governance structures strive to achieve transparency, accountability, integrity, and ethical leadership and provide practical guidance to the executive regarding the sustainable development of the company's activities. In 2024, the Board attended governance training covering the Memorandum of Incorporation (MOI), Board Charter, Committee Terms of Reference, and King IV governance practices.

The NSRI continues to rotate directors on a three-year cycle, with retiring directors either re-elected or replaced through resolutions passed at the AGM. The Board is satisfied that it has fulfilled its responsibilities in accordance with its Charter.

The NSRI contracted Kilgetty Statutory Services (South Africa) (Pty) Ltd to manage its corporate governance environment.



More information about our governance practices and access to our full Governance Framework is available at:

Governing and managing ethics Ethics are embedded at all levels of the NSRI:

A comprehensive Code of Ethics and Conduct guides ethical decision-making.

All volunteers formally commit to upholding NSRI's values through the Volunteer Agreement.

Non-executive directors serve unpaid, reinforcing a strong culture of volunteerism and public service.

While no formal ethics monitoring system was in place in 2024, the NSRI benefits from a highly engaged stakeholder base that acts as an informal monitor of behaviour.

All organisational policies and governance documents are available via NSRI's intranet.

Responsible corporate citizen Social responsibility is at the core of the NSRI's work:

Providing rescue and prevention services nationwide.

Serving both local communities and international stakeholders, including the shipping, tourism, and fishing

industries. Building public trust through transparency, accountability, and responsiveness.

The NSRI maintains direct public access to governance information via its website and publishes detailed Integrated Annual Reports to ensure full stakeholder visibility.

Board composition

In 2024, the NSRI Board comprised:

- 12 Independent non-executive directors**
- 4 Executive directors**
- 1 Company secretary**

The Board annually elects its Chairperson, with Jonathan (Johnny) Velloza appointed as Chairperson and Zaeem Soofie elected Deputy Chairperson in early 2025.

Two executive directors left the organisation early in 2024: one resigned, and the other departed through a mutual separation agreement. The CEO retired at the end of August 2024, and a new CEO assumed duty on 15 November 2024. One director retired at the end of 2024. A revised executive structure, aligned with the organisation's operational requirements, was approved at the end of 2024, with a decision made not to replace the three vacant

director posts. From January 2025, there will be three executive directors, including the CEO.

Diversity and expertise

The Board composition reflects the appropriate mix of knowledge, skills, experience, and independence and has achieved greater inclusivity in terms of race and gender. Skills to be strengthened are Strategic/ Performance Marketing.

Leadership	16
Finance	12
Legal and governance	17
Maritime	10
Medical and health	2
Technology	7
Human resources	10
Sales and marketing	2
Risk management	15
Operations	15

Gender and race diversity

Black	5	(33%)
White	11	(67%)
Female	5	(33%)
Male	11	(67%)

At the end of 2024, the non-executive directors included **12 directors 7 (58%) black and 5 (42%) female.**

Human Capital Committee report

The NSRI has adopted a comprehensive remuneration policy grounded in internal and external equity principles to ensure fair and responsible pay practices. Benchmarking is conducted via the REM Channel Remuneration Survey, and job grading is independently validated by external consultants.

Management objectives are set per department and form the basis of the organisation's operational plan. These are monitored regularly to ensure delivery and alignment with strategic goals. The Committee confirms that all liabilities related to post-retirement benefits are disclosed in the Annual Financial Statements. A Board resolution has discontinued post-retirement medical aid for new executive directors, thereby managing long-term financial risk.

Executive remuneration is disclosed in the Annual Financial Statements.

In 2024, total executive remuneration amounted to:

R11 923 220 (2023: R11 870 570).

The Chief Executive Officers' combined remuneration was:

R4 029 327.19 reflecting a 9.6% increase from 2023 (R3 641 181).

The remuneration ratio between the CEO and the lowest-paid employee is 18:1; the ratio to the median (C4 band) employee is 7:1.

Dr Cleeve Robertson retired as Chief Executive Officer in August 2024. The Committee led a structured and transparent recruitment process, resulting in the appointment of Michael Vonk. The leadership transition was seamless, ensuring continuity and stability within the organisation.

Key activities of the Human Capital Committee included

- Recommending cost-of-living adjustments.
- Reviewing establishment size and human capital budgets.
- Monitoring employment equity and B-BBEE transformation.
- Labour relations and disciplinary processes.
- Succession planning and executive development.
- Review and recommendation of HR-related policies.
- Health and wellness programme oversight.
- Review of total cost of employment (TCOE) structures.
- Oversight of Board training and director induction.

The Committee is satisfied that it has fulfilled its responsibilities as set out in its Terms of Reference, which includes its mandate under the Companies Act and King IV for human capital and social and ethics oversight.

Audit, Risk and Compliance Committee report

The Audit, Risk and Compliance Committee confirms that it has fulfilled its responsibilities in accordance with its Terms of Reference and continues to operate independently, aligned with the principles of King IV.

The Committee confirms the independent and satisfactory execution of the external audit processes, providing the necessary assurance. The external audit solely focuses on its core function of independent external audit, without additional responsibilities.

The external audit encompassed substantive process control audits, meeting the committee's quality standards.

The performance of the Chief Audit Executive (internal audit function) has been reviewed and found to be satisfactory. The Committee approved the internal audit plan and is satisfied with the quality and effectiveness of the internal audit process.

The Committee received no evidence of material loss due to fraud, corruption, or error. It confirms that the Institute has adhered to applicable legislation, tax obligations, and relevant financial reporting standards, and continues to operate in accordance with the principles of the King IV Report on Corporate Governance.

The audit, risk and compliance Committee comprises

- Ms Lynn Davis
- Mr James Beaumont
- Mr Zaeem Soofie

Internal and external audit partners Mr Carl Bosma (BDO) and Mr Sidney Schonegevel (Cecil Kilpin & Co.) attend meetings by invitation.

The Committee meets at least quarterly in accordance with its approved schedule, and written minutes of all meetings are submitted to the Governance Board.

Key activities of the Audit, Risk and Compliance Committee included

- Review and recommendation of the Annual Financial Statements to the Board.
- Review and recommendation of the Annual Budget.
- Oversight of internal and external audit functions.
- Oversight of risk management processes and review of the risk register.
- Oversight of procurement and occupational health and safety risks.
- Oversight of legal and compliance risk.
- Monitoring of internal financial controls
- Monitoring and response to potential fraud and whistleblowing reports.
- Monitoring the effectiveness of governance and financial management structures.
- Review of monthly management accounts.
- Review of B-BBEE compliance and related accreditation.
- Review and recommendation of key policies to the Board.

The Committee is satisfied that it has fulfilled its mandate in accordance with its Terms of Reference.

Investment Committee report

The NSRI's Endowment Trust (EDT) was established to ensure financial security for the organisation by creating a reserve that can support operations during a crisis and fund strategic capital projects. The trust's investments are managed by the Investment Committee, a specialised subcommittee of the NSRI Board. The Committee comprises members of the EDT.

The Committee is chaired by Bernard Osrin, and includes Jonathan Velloza, Howard Godfrey, Ronnie Stein, and Mark Koning. Management attends to provide executive insight and organisational alignment.

The Investment Committee meets quarterly to:

- Review and monitor the performance and values of the investment portfolios.
- Assess cash availability and forecast liquidity requirements across the NSRI.
- Guide the investment strategy in line with the NSRI's long-term objectives.

Key Activities of the Investment Committee in 2024

- Monitoring portfolio values within the Endowment Trust.
- Reviewing the performance of external portfolio managers against benchmarks.
- Assessing requests for capital drawdowns to support organisational priorities.

The Committee is satisfied that the NSRI's investments were managed prudently during 2024.

Portfolio overview

As at 31 December 2024, the NSRI's Endowment Trust investment portfolio was valued at R278 536 095. This reflects the NSRI's ongoing commitment to prudent investment management, balancing risk and return, and ensuring that financial resources are aligned with the organisation's long-term strategy.

Factors contributing to positive performance included:

Diversified Asset Classes: A balanced portfolio mix of equities, offshore investments, fixed-income instruments, and alternative investments provided resilience and growth.

Market Conditions: The portfolio managers' and committee's conservative approach to risk and preference for high-quality investments provided resilience.

Liquidity Planning:

The committee proactively planned for significant liquidity requirements, discussing a potential R58 million drawdown in 2025 to fund the Capital Fast Route Plan. This plan aims to advance capital expenditure to mitigate inflation and secure favourable pricing.

Strategic portfolio adjustments:

In 2024, the Committee approved a rebalancing of allocations and transitioned one portfolio into a Charity Mandate, enhancing growth potential while managing downside risk.



JONATHAN VELLOZA
Chairman of the Board
Age 53
Appointed 2022
Nat. Dip Mining Engineering,
BCOM Business Management,
BTECH Mining, ADP



PRETTY MOLEFE
Non-executive Director
Age 36
Appointed 2022
Nat Dip Maritime Studies



LINDANI MCHUNU
Non-executive Director
Age 40
Appointed 2022
Yacht Master Offshore
Skippers Ticket
200GT.MCA International



BERNARD SCHÄFER
Non-executive Director
Age 56
Appointed 2023
NHD CMA

The CEO and Executive Director of Capital Projects retired in 2024.



MICHAEL VONK
Chief Executive Officer
Age 51
Appointed 2024
M Soc Sci, B Soc Sci (Hons),
PG Dip (Health Leadership)



JAMES BEAUMONT
Non-executive Director
Age 57
Appointed 2022
BCom, MBA (UCT)



CLIFFORD IRELAND
Non-executive Director
Age 49
Appointed 2021
BTech Eng, PrTech Eng,
PrCPM, OHSPRO



KELLY FOURIE
Non-executive Director
Age 32
Appointed 2023
Bachelor of Law (LLB) Unisa



DR CLEEVE ROBERTSON
(Retired 31 August 2024)
Chief Executive Officer
Age 65
Appointed 2013
MBChB, FEMSSA

The honorary life governors of the NSRI include:

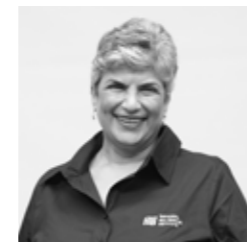
- Peter Bacon
- Ian Wienburg
- Howard Godfrey
- Eddie Noyons
- Mike Patterson
- Mike Elliot
- Rob Stirrat
- Ronnie Stein
- David Robins
- Mark Koning
- Brian Hustler
- Keith Burchell
- Ian Hamilton
- Ian Strachan
- Brad Geyser
- Dave Roberts
- Dave Abromowitz
- Okkert Grapow
- Hennie Taljaard



JANINE VAN STOLK
Executive Director:
Fundraising and Marketing
Age 63
Appointed 2020
BBusScHons



CHRIS WILSON
Company Secretary
Age 51
Appointed 2013
FCG CS CGP



RADHA GOVENDER
Non-executive Director
Age 58
Appointed 2020
B.Pharm, PGDip PallMed



ZAEEM SOOFIE
Non-executive Director
Age 49
Appointed 2023
BA LLB (UCT)



MARK HUGHES
(Retired 31 December 2024)
Executive Director: Capital
Projects
Age 65
Appointed 2011
Nat Tech Dip Industrial
Automation and Electronics



BRETT AYRES
Executive Director:
Rescue Services
Age 42
Appointed 2020
BSC Hons, PGCE,
MBA (Cum laude)



GRANT BAIRSTOW
Non-executive Director
Age 55
Appointed 2022
Nat.Dip in Health & Safety,
Nat. Dip Explosive Tech,
Nat.Dip Business
Management, MCom Maritime



LYNN DAVIS
Non-executive Director
Age 55
Appointed 2021
BCompt Hons, CA(SA),
PGDip Internal Audit



SAN MAKANJEE
Non-executive Director
Age 54
Appointed 2024
Education B.Soc.Sc. (Psychology),
PG HDE (Education), PG Dip.
in Business Mgmt.



Detailed professional profiles of all directors are available.



AWARDS

AGM AND AWARDS EVENING

On Friday, 19 July 2024, the NSRI hosted its 57th Annual Awards Evening and General Meeting (AGM) at The Capital Zimbali in Ballito.

This special evening was a heartfelt celebration of our volunteers and other courageous individuals who risked their lives to save others. We honoured their unwavering commitment, extraordinary acts of bravery, and vital role in ensuring the safety and well-being of those in distress.

A particular focus of this year's event was the devastating KwaZulu-Natal (KZN) floods of 2022.

For the first time in NSRI history, five Gold Gallantry Awards were presented to NSRI volunteers who went beyond the call of duty, displaying exceptional courage in rescuing people from life-threatening situations.



The Bravery and Gallantry award winners from the KZN floods



The first 5 Gallantry Gold winners: Kevin Fourie, Quentin Power, Johan Muller, Travis Clarke and Tyron Brennon.

Bravery awards

Members of the public for selfless actions during the 2022 KZN Floods

Bravery Gold
Jace Govender
Ryan Hansen
Leon Fourie

Bravery Bronze
Nehan Pretorious **for the rescue of Henry van Huysteen at Victoria Bay**

Gallantry awards

NSRI Volunteers for selfless actions during the 2022 KZN Floods

Gallantry Gold
Kevin Fourie
Quentin Power
Johan Muller
Travis Clarke
Tyron Brennan

Gallantry Silver
Leslie Ginsberg
Clifford Ireland
Kyle Meyer
Sean Dickie
Sean Devine

Gallantry Bronze
Timothy Edwards
Andrea Passoni
Etienne van Zyl
Deon Dekker

Jazmyynn Eksteen
Dean Birnie
Jonathan Kellermann

For the rescue of 11 fishermen in a force 10 storm in Table Bay on October 20, 2023

Gallantry Silver
Luke van Riet

Gallantry Bronze
Robert Leusink
Reece Sheldon

For the rescue operation to save the survivors of the grounded Fishing Vessel Dijaanda at the Gourits River mouth on 8 August 2023

Gallantry Bronze
Jacobus Johannes Le Roux
JC Roos

Station awards

The Most Improved Station of the Year award
Station 26 – Kommetjie

The Best RIB Station of the Year
Station 40 - St Lucia

The Pat O Sullivan Trophy for the best performing NSRI Class I Station
Station 4 - Mykonos

Special awards

The Marmion Marsh Trophy
Bruce Bodmer

Awarded to an individual or organisation for noteworthy service to the NSRI over several years.

The Alric Simpson Floating Trophy
V&A Waterfront
(accepted by Barbara Stewart)

Awarded to a person or organisation whom/which has rendered distinguished service to the NSRI.

Higgins and Langley Memorial Award Issued by the USA's National Association for Search and Rescue, recognises individuals, teams, or agencies for exceptional skill, achievement, or preparedness in swiftwater and flood rescue operations.

Mike Bishop (Ballito)
Kevin Fourie (Rocky Bay)
Clifford Ireland (Regional Representative)
Gary Wolmarans (Shelly Beach)
Roy Wienand (Durban)

Long service awards

50 years service
Ian Wienburg
Marty Reddering

40 years service
Christopher van Staden
Deon Truter
Geoffrey Mcgregor
George Parkes
Bruce Bodmer
Dorian Robertson
Kathy and Dicky Manten
Michael Elliot
David Robins

35 years service
Dr Cleeve Robertson
Eddie Noyons

30 years service
John Brown
Brian Brink
Garth Shamley

20 years service
David Rosenberg
Marc van Staden
Robbie Gibson
Glenda Maritz
Wally Maritz
Jake Manten
James Beaumont



International Maritime Rescue Federation Lifetime Achievement and People's Choice Awards 2024

Dr Cleeve Robertson, outgoing Chief Executive Officer of the NSRI, was honoured with the prestigious International Maritime Rescue Federation (IMRF) Lifetime Achievement Award for his outstanding leadership and contributions to the Maritime Search and Rescue sector.

This global award acknowledges Dr Robertson's exceptional service during his tenure as CEO of the NSRI, from 2013 until his retirement at the end of October 2024. In addition to this accolade, Dr Robertson was also named the IMRF People's Choice Award winner for 2024 — a special honour determined by a global vote from maritime search and rescue community members.

Dr Robertson's visionary leadership, unwavering dedication, and lifelong commitment to drowning prevention have saved countless lives. His legacy will continue to protect and serve South Africans for generations.



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Amy Novella and Walton & Son

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