

Performance data¹

Natural capital

Components	2018	2019	2020
Energy use (kWh/ton) (intensity/ton)	132,6	125,9	119,0
Water use (kℓ/ton) (intensity/ton)	1,67	1,6	1,5
Increase/(decrease) in absolute electricity use	2,7%	(8,5%)	(5,3%)
Increase/(decrease) in energy intensity	3,4%	(5,0%)	(5,7%)
Increase/(decrease) in absolute water use	(19,3%)	(7,2%)	(8,8%)
Increase/(decrease) in water intensity	(21,2%)	(5,4%)	(5,9%)
Packaging (tons)	0,3	0,3	0,3
Waste (tons)	0,02	0,02	0,02
Carbon emissions CO ₂ -e/ton production	0,23	0,22	0,20

Water tariffs for industrial/commercial use increased by a range of 12% to 20%. (There was a 38% to 45% increase in the Western Cape.)

Human capital

Components	2018	2019	2020
Total number of permanent employees (SA)	11 348	10 074	10 838
Total number of permanent employees (outside of SA)	1 426	571	350
Total number of contractors	1 590	1 114	120³
Total number of employees and contractors	12 938	11 188	10 958
Percentage of employees who are deemed historically disadvantaged South Africans (HDSA) ²	93,4%	93,4%	94,0%
Percentage of management deemed HDSA ²	12,8%	13,8%	14,1%
Percentage of employees who are women	29,6%	30,4%	30,2%
Percentage of employees who are "permanent" (SA only)	87,7%	90,0%	99,0%
Percentage of employees who belong to a trade union (SA only)	59,0%	61,0%	59,6%
Employee turnover ⁴	11,0%	8,8%	9,1%
Total number of person days lost due to industrial action (ie strike action)	0	43	0
Percentage of total person days lost due to industrial action – calculated or reported	0%	17,2%	0%
Skills development			
Total number of employees trained in South Africa, including internal and external training interventions – skills development	4 288	3 946	2 972
Rand value of employee training spend (Rm) (South Africa)	22,6	127	97,3
Percentage of total payroll part of training	1,8%	4,2%	3%
Safety and health			
Fatality in a route-to-market incident	1	1	3
Group lost-time incident frequency rate (LTIFR) on target	0,27	0,38	0,34
Lost-time injuries (LTIs)	107	139	129

¹ Includes data for VAMP for the full year.

² Excluding international.

³ Contractors are FTC's less than three months and this number does not include our seasonals.

⁴ This figure is our annualised turnover including all leavers, and not limited to resignations. This is turnover (all leavers and not attrition) and is annualised.

Performance data continued

Workforce profile

Year	South Africa					Outside of South Africa		Total					
	African	Indian	Coloured	White	Foreign nationals	Disabled	Permanent	Temporary ¹	Total South Africa	Permanent	Temporary	Total permanent	Total
2020	8 678	594	909	614	43	12	10 838	5 152	15 990	350	215	11 188	16 555
2019	8 920	642	890	677	59	14	11 188	5 032	16 220	571	297	11 759	17 088
2018	8 397	700	985	695	0	14	10 777	5 963	16 740	1 426	364	12 203	18 530
2017	8 485	701	1 083	780	0	37	11 049	5 246	16 295	2 012	4 664	13 061	22 971
2016	8 437	720	1 120	831	0	72	11 109	3 689	14 798	3 841	2 149	14 950	20 788

¹ This number reflects our peak number of seasonal employees and our FTC employees as at 30 September 2020.

Social and relationship capital

Components (Rm)	2018	2019	2020
Commitment to socio-economic development (SED), reaching over 88 000 beneficiaries (FY17: R35 million)	32	28,5	22,4
Spend on bursaries for 164 students (2018: R6,3 million and 188 respectively)	6,3	7,0	6,1

	2017 ¹	2018 ¹	2019 ¹
BBBEE ownership			
Tiger Brands Foundation	5,0%	4,8%	4,8%
Tiger Brands Black Managers Trusts	2,2%	1,9%	0,6%
General staff share trust	0,1%	0,1%	0,1%
Thusani trusts (beneficiaries are children of black employees)	2,0%	1,9%	1,9%
Spend with BBBEE verified suppliers (Rbn)	11,9	8,9	11,5
Spend with suppliers classified as qualifying small enterprises and exempt micro-enterprises (QSE, EME) (Rbn)	1,7	1,2	1,6
Spend with suppliers that qualify as black owned (Rbn)	2,4	2,4	3,8
Spend with suppliers that qualify as black women-owned (Rbn)	1,7	1,7	2,1

¹ Note that for BBBEE values, the 2020 values will only be confirmed after the release of this report.

	2018	2019	2020
Enterprise and supplier development			
Black farmers supported	58	58	84 ¹
Total investment of black farmers supported (Rm)	11	10	13,2 ²
Jobs created	412	45	262
Additional investment made in Khayelitsha Cookies (Rm)	1,3	0,7	1,0
Our communities			
High-quality, nutrient dense and fortified food packages distributed	55 600	89 000	105 648
Direct and indirect beneficiaries reached monthly via the Tiger Brands food and nutrition support programme	30 000	42 000	30 000
Community members trained in food gardening and community education	204	396	596
Components	2018	2019	2020
Food and nutrition support programme (Rm)	20,6	13,7	15,4
Cause and brand-related CSI (Rm)	2,6	0,9	0,6
Employee volunteerism (Rm)	0,6	1,5	0,3
Community skills development (Rm)	6,0	9,5	5,5
Community-based enterprise development (Rm)	1,0	1,8	2,0
Ad hoc (Rm)	1,8	1,0	1,0
Total (Rm)	32,6	28,5	24,8³
Tiger Brands Foundation			
Spend on the programme to date (approximate for 2011 to 2020) (Rm)	174	206	240
No-fee schools across all nine provinces benefit	94	94	101
Number of regional coordinators that oversee smooth running at provincial level	10	10	10
Kitchens constructed/upgraded	38	43	51
Learners that receive a nutritious breakfast every school morning	67 429	73 056	74 455
Warm nutritious breakfasts served since 2011	65,2m	78,5m	88,0m
Jobs sustained for the community as food handlers, monitors and regional coordinators	390+	410+	430+
Food handlers and community stakeholders received Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority accredited training in seven provinces.	347	514	514 ⁴

¹ 25 through direct investment from Tiger Brands, 59 through the Dipuno Fund.

² R4,8 million through a direct investment from Tiger Brands, R8,4 million through the Dipuno Fund.

³ An additional R7 million donations were made to Food Forward.

⁴ No training due to Covid-19 lockdown.