

OUR SUSTAINABILITY STRATEGY

Our sustainability strategy supports us to deliver on our core purpose of nourishing and nurturing more lives every day. The strategy frames our most material sustainability concerns, outlines our critical anchors, identifies our priority SDGs, and states our key commitments across three strategic pillars.



Our sustainability strategy **continued**

DELIVERING ON OUR STRATEGY

We aim to report meaningfully against the delivery of our sustainability strategy, and are working to define 2030 targets with clear 2025 milestones for our core focus areas. Our strategic roadmap of annual commitments and KPIs is a work-in-progress which guides our efforts towards clearer longer-term goals. We disclose our progress here in the interests of strengthened transparency, as we continue to drive better integration of sustainability across the business.

Progress: ● At risk | ○ Behind schedule | ◎ On track

 HEALTH AND NUTRITION		Priority SDGs	  
2030 TARGET	2021 COMMITMENT	2021 ACHIEVEMENTS	PROGRESS
Nutrition standards › Tiger Brands standards to meet or exceed globally recognised nutritional guidelines.	› Nutritional Information Centre of the University of Stellenbosch (NICUS) to review our nutritional standards every three years › Complete categorisation of product range against criteria.	› Standards formalised through NICUS › Nutritional standards defined in product lifecycle management (PLM) › Introduced a three-tier nutritional categorisation of our products › Commenced categorisation of product range against criteria.	◎
Nutritious product portfolio › Target percentage of nutritious products in total portfolio › Target percentage of reduced sodium products in total portfolio › Target percentage of reduced sugar products in total portfolio.	› Confirm the baseline.	› Product Lifecycle Management (PLM) system baseline set › Revised health and nutrition strategy › Commenced renovations of existing products › Launched new nutritious and affordable products › Micronutrient enrichment across >30% of our portfolio.	◎
EWLW communication plan › Reach > 5 million per year › Publish 12 articles per year › Support four government initiatives per year.	› Publish State of Nutrition reports › Run World Nutrition Day campaign.	› R3,3 million EWLW spend › Published State of Nutrition report in December 2020 › Published State of Nutrition in South Africa report in September 2021 › Repositioned KOO to promote fruit and vegetable consumption › Launched “Colour Your Plate with KOO” TV show.	◎
Nutrition labelling › 100% compliance with South African front-of-pack nutrition labelling regulations.	› Comply with new extended producer responsibility (EPR) regulations › Adhere to EWLW and Be-Nutrient-Wise on-pack labelling standards › Protect EWLW front-of-pack nutrition labelling ahead of South African regulations.	› Achieved compliance with EPR regulations. › 100% adherence to EWLW and Be-Nutrient-Wise standards › Restructured label architectures to accommodate additional on-pack nutrition information › Launched clean-label pouches through Project Step-Up › Explored portion-control messaging for chocolates.	◎

Progress: ● At risk | ○ Behind schedule | ◎ On track

ENHANCING LIVELIHOODS		Priority SDGs				
2030 TARGET	2021 COMMITMENT	2021 ACHIEVEMENTS	PROGRESS			
CSI/SED › Establish 500 food gardens › Distribute 15 000 food hampers › Set-up 20 community social enterprises › Record a positive social impact and ROI › Ten universities to be included in the Plates4days programme throughout the country.	› Reach 200+ schools through EduPlant › Reach 30 000 through Family Food programme › Expand Plates4Days to include nine university campuses › Establish two community social enterprises.	› R2,9 million SED spend › 200+ schools reached through EduPlant › Seven university campuses included in Plates4Days, and 5 200 food hampers delivered › 30 000 reached through Family Food programme › R3 million spend on disaster food relief.	◎			
ESD › Dipuno Fund at R200 million › Create 4 000 jobs › Support 100 non-agricultural entrepreneurs › Support 500 farmers under the aggregator model › Create/support 1 000 new black/black women-owned enterprises › Create 10 000+ sustainable livelihood opportunities.	› Dipuno Fund at R85 million › 500 jobs created › 100 farmers to be supported › Three aggregators to be supported › Develop three initiatives for new route-to-market in townships in partnership with commercial teams.	› R85 million Dipuno Fund › 157 farmers supported under the aggregator model › 843 jobs created to date in small farming sector › Eight black aggregators cultivating white beans, groundnuts, tomatoes, wheat and sorghum › Projects approved to the value of R28,6 million › Awards: First place for Empowerment of Women in the Community and Economic Empowerment.	◎			
Preferential procurement (PP) › R1,5 billion cumulative PP spend › 50% of total spend towards black/black women-owned suppliers.	› R1 billion cumulative PP spend.	› R1,089 billion cumulative PP spend › R13,5 billion total spend with BBBEE-verified suppliers › R5,6 billion with suppliers that qualify as black-owned › R4,3 billion with suppliers that qualify as black women-owned.	◎			
Inclusion and diversity 2023 targets: › Top management 60% › Senior management 63% › Middle management 70% › Junior management 88% › 2% people with disabilities › 40% total female workforce.	› Top management 60% › Senior management 63% › Middle management 70% › Junior management 80% › 34% female workforce.	› 30% female workforce › 63% ACI* management in junior to top management (2020: 62%) › Top management 50% › Senior management 55% › Middle management 66% › Junior management 81% › 0,3% people with disabilities › Awards: Southern Africa Gender Mainstreaming Champion.	◎			

* African, Coloured and Indian