



CRITICAL ANCHORS

We practice

ETHICAL BEHAVIOUR

We are committed to creating a work environment and network of mutual trust and respect. We are proactive in ensuring that the ethical principles and practices expressed in the Tiger Brands code of conduct, supplier code of conduct and related policies, are implemented effectively across the company.

All our employees subscribe to the code of conduct (code), which aligns with our human rights policy, diversity policy, and disciplinary code. Similarly, all our suppliers are required to comply with our supplier code of conduct, which aligns with our human rights policy and ethical sourcing policy (see pages 61 and 62).



Our code, which was updated in 2020, represents a clear commitment to upholding good ethical practice in the workplace. The code clearly frames all aspects of workplace-related ethics and provides explicit guidance on practicing ethical conduct. Our code foregrounds respect for human rights, and encourages the fostering of diversity and the provision of equal opportunities. All forms of discrimination and harassment are prohibited, whether based on gender, race, nationality, ethnicity, age, religion, marital status, sexual-orientation or disability.

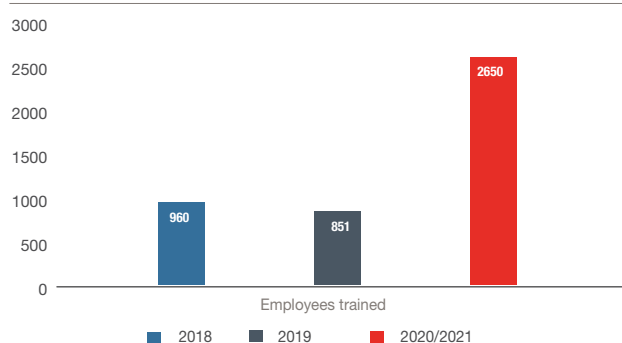
All our ethics-related policies, including the code, are easily accessible to staff on our intranet, and ethics awareness is a regular feature of our annual internal communications programme. Ethics-related articles and posters are consistently featured at our operations and online to maintain ethics and corruption awareness.

We ensure that our employees receive regular ethics training and refresher training. We conduct annual ethics e-learning training, which is mandatory for all employees, including all new employees joining Tiger Brands. The e-learning training includes various modules that cover the different aspects of our ethics principles, policy framework and practice.

Due to the impacts on our training schedule caused by Covid-19, we have combined our reporting on ethics training for 2020 and 2021. We have completed 76% of our ethics training over this period, with 2 650 employees having participated in ethics training to date. All our employees have participated in training on human rights (see page 61).



ETHICS TRAINING PERFORMANCE



CONSISTENT WITH OUR CODE, WE ARE COMMITTED TO ENSURING THAT:

- ✓ We supply products of good quality
- ✓ We contribute to the communities in which we operate
- ✓ We minimise our impact on the environment
- ✓ We establish ethical and long-term relationships with our stakeholders
- ✓ We maintain a healthy and safe working environment
- ✓ We promote fair competition.

In 2021, against the benchmark set by our code, 19 employees were dismissed, eight resigned, five received final/written warnings, five criminal cases were registered with South African Police Service (SAPS) because of employee misconduct, and nine contract employees and two vendor services were terminated.

ANTI-CORRUPTION AND ANTI-BRIBERY

Any acts of bribery and corruption are strictly prohibited, and we have a zero-tolerance approach to any action that goes against the code. Our anti-bribery and anti-corruption policy prohibits lobbying and facilitation payments, and political donations, in accordance with our code.

Our declaration of interest policy sets out situations that may constitute a conflict of interest, and stipulates mandatory declaration of any conflict of interest on an annual basis, or as soon as is reasonably possible after awareness of the conflict of interest arises. Our gifts, entertainment and hospitality policy sets out the parameters within which gifts, entertainment and hospitality may be received or given and creates an obligation to disclose such. We have a high-level fraud prevention plan in place, and conduct fraud risk assessments and audits for compliance with our code and gift policy.

All employees above a specific management level (Grade DL) who might be at risk of corruption or bribery through their work activities, must attend specific ethics training every two years. The latest round of mandatory ethics training was held in January 2021, and the next training cycle planned for 2023.

WHISTLEBLOWING

Our code makes provision for a whistleblowing mechanism that establishes a secure channel for the anonymous reporting of unethical behaviour. This facility empowers us to discover and investigate transgressions of our code and hold transgressors to account, and is essential for cultivating an ethical culture within Tiger Brands.

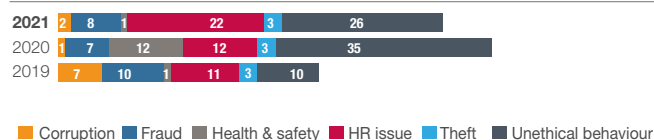
Tiger Brands uses the services of Tip-offs Anonymous (a division of Deloitte), to give all employees, suppliers, customers, consumers and members of the public, the opportunity to do the right thing and anonymously report any ethical transgression, dishonesty or fraud. The service excludes customer product complaints, and a separate channel is provided for this purpose (see page 77).

Our whistleblowing programmes are proactively communicated to all employees and available in local languages. An independent reporting hotline is available 24/7 for employees and third parties. Non-retaliation is a key aspect of our whistleblowing policy and is dealt with under applicable whistleblowing legislation in South Africa.

All incidents reported to Tip-offs Anonymous are received by the internal audit and risk director and the chief legal officer. Reports are actioned within 24 hours and all investigations are supported by a formal investigative report issued to the relevant line manager and CEO. Further internal controls are in place to mitigate against risks.

In 2021, 62 whistleblowing reports were received through the tip-off's hotline, compared to 70 in 2020. We have investigated and closed 54 of these report, with eight still under investigation.

WHISTLEBLOWING REPORTS BY CATEGORY



A monthly ethics report is presented to EXCO. The status of all cases, including closed cases, is discussed and noted at this meeting. This report is also tabled at audit and SET committee meetings. Whistleblowing reports are categorised into alleged corruption, fraud, health and safety, human resources and employee relations issues, theft and unethical behaviour.

TAX STRATEGY

Our tax objective is to protect and enhance shareholder value by achieving a sustainable tax result that complies with the tax laws in jurisdictions where we operate. Our tax framework is aligned to the overall Tiger Brands governance framework. We continuously observe the changing tax landscape across jurisdictions to ensure that we comply with all tax regulations, as well as maintain the integrity of our compliance and reporting requirements.

Tip-offs Anonymous

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