

TIGER BRANDS



NOURISH AND NURTURE MORE LIVES EVERYDAY

SUSTAINABILITY
REPORT **2022**

Supplement to the integrated annual report
for the year ended 30 September 2022





WHO WE ARE

Tiger Brands is one of Africa's largest listed manufacturers of fast-moving consumer goods (FMCG). Our core business is the manufacture, marketing and distribution of everyday branded food and beverages.

Our iconic brands are well-known in South Africa, and our products cater for every meal and occasion. Our portfolio also includes leading brands in the home and personal-care segments, and we have a growing presence in Africa. Our purpose is to nourish and nurture more lives every day.

SUSTAINABILITY PILLARS



Health and nutrition

We will enable consumers to improve their health and wellbeing by providing affordable good nutrition



Enhanced livelihoods

We will improve the livelihoods of thousands of people by providing opportunities across our value chain for inclusive economic participation



Environmental stewardship

We will significantly reduce our environmental impact through innovative solutions

OUR CONTRIBUTION TO THE UN SDGs



OUR STRATEGY

Our strategy for sustainable profitable growth is supported by six strategic pillars, underpinned by our core values.

#1

BUILDING A GROWTH PIPELINE

#2

MEET THE NEEDS OF CONSUMERS

#3

OPTIMISING OUR SUPPLY CHAIN

#4

BEING OBSESSED ABOUT COST SAVINGS AND EFFICIENCIES

#5

IGNITING OUR PEOPLE

#6

INVESTING IN A SUSTAINABLE FUTURE

OUR VALUES



We treat each other with care and respect



We deliver with passion and excellence



Safety and quality are non-negotiable for us



We embrace diversity and inclusivity



We act with integrity and accountability in all we do



OUR ANCHORS

An embedded purpose-driven win-win culture

Robust food safety and food quality system

Responsible marketing and communication practices

Safety, health and environmental systems

Ethical supply chain practices

Transparency, stakeholder responsiveness and partnerships

2022 PERFORMANCE SUMMARY

> Health and nutrition

109 million breakfasts served since inception
(2021: 12 million breakfasts served)

74 177 learners supported by Tiger Brands Foundation
(2021: 79 640 learners)

Launched seven new health and nutrition products:

- > Energade Zero
- > Energade BOOST
- > Purity Jars (reformulated to increase the “good for you” ingredients)
- > Vi-Daylin Gummies
- > ACE Instant Porridge
- > Purity Baby Oats
- > Tastic Rice Cakes and Chips

Driving consumer health awareness through our brands on:

- > Heart health (Jungle products)
- > Fibre (Ace maize meal)
- > Immunity (Morvite)
- > Nutrition (Albany)
- > Fruit and vegetables (KOO)

▼ Enhanced livelihoods

B-BBEE Level 2

R104 million Dipuno ESD Fund
(2021: R85 million)

Dipuno ESD Fund: R54,4 million disbursed
(2021: R26,2 million)

R14,1 billion spent with B-BBEE-verified suppliers (2021: R13,5 billion)

R6,6 billion spent with black-owned enterprises (2021: R5,6 billion)

R5,1 billion spent with black women-owned enterprises (2021: R4,3 billion)

R25,8 million total socio-economic development spend (2021: R22,9 million)

▼ Environmental stewardship

Year-on-year performance:

12,2% reduction in total GHG emissions, 12,9% reduction in GHG emissions intensity

7,2% reduction in absolute energy use, 7,9% reduction in electrical energy intensity

8,3% reduction in absolute water use, 7,1% reduction in water intensity

32% reduction in landfill waste intensity

▼ Critical anchors

Three fatalities (2021: Zero)

0,45 LTIFR (2021: 0,31)

R4,3 billion paid in salaries and benefits to 9 356 permanent employees (2021: R4 billion to 10 058 employees)

R96,9 million invested in employee training and development (2021: R93,8 million)





OUR INTEGRATED REPORTING APPROACH

TIGER BRANDS' 2022 REPORTING SUITE

Our 2022 integrated reporting suite, includes the following:



Integrated annual report (IR) 2022

Provides a succinct review of our strategy and business model, operating context, operational performance and governance; aimed primarily at investors, it is written for all stakeholders who have an interest in Tiger Brands' long-term performance.



Sustainability report (SR) 2022

Reviews our performance in managing significant ESG impacts and addressing sustainability issues of interest to a broad range of stakeholders.



Annual financial statements (AFS) 2022

Comprehensive review of our financial results, with audited financial statements, prepared in accordance with IFRS.

These are all available at:



www.tigerbrands.com

Double materiality

We adopt a "double materiality" perspective across our reporting suite: our AFS and IR focus on issues that are seen to be financially material, while our SR focuses on our material impacts on people, society and the environment. In assessing those issues that materially impact value creation we have looked beyond the conventional financial reporting boundary to provide for the relevant interests of key stakeholders. We have also considered the most significant risks, opportunities and impacts associated with our activities over the short term (less than 12 months), medium term (one to three years) and long term (beyond three years).

Reporting frameworks

Our reporting process is guided by the principles and requirements contained in the International Financial Reporting Standards (IFRS) including the Exposure Drafts released by the International Sustainability Standards Board (ISSB), the International <IR> Framework, the King Code on Corporate Governance 2016 (King IVTM*), the JSE Listings Requirements and Sustainability Disclosure Guidance, the South African Companies Act, No 71 of 2008, the GRI Sustainability Reporting Standards and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

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Forward-looking statements

Our reports, including this one, contain forward-looking statements that, unless otherwise indicated, reflect the company's expectations at the time of finalising the report. Actual results may differ materially from these expectations if known and unknown risks or uncertainties affect the business, or if estimates or assumptions prove inaccurate. Tiger Brands cannot guarantee that any forward-looking statement will materialise and, accordingly, readers are cautioned not to place undue reliance on these statements. The company assumes no obligation to update or revise any forward-looking statements, even if new information becomes available as a result of future events or for any other reason, save as required by legislation or regulation.



OUR SUSTAINABILITY REPORT

Our sustainability report (SR) reviews Tiger Brands' environmental, social and governance (ESG) performance for the period 1 October 2021 to 30 September 2022, and is informed by the GRI Sustainability Reporting Standards, JSE Sustainability Disclosure Guidance and the Task Force for Climate-related Financial Disclosures (TCFD). The SR is written as a supplement to the integrated annual report (IR), and targets a broad range of stakeholders, including shareholders, employees, local communities, non-governmental organisations (NGOs), investors, customers, partners, suppliers and government. The report covers the activities of all our operations in South Africa and includes a report on our operations in Cameroon.

Acknowledgements

It is with sadness and gratitude that we say farewell to Stiaan Wandrag, our sustainability and external reporting director. Stiaan left the company in September 2022, due to an ongoing health concern. Stiaan joined Tiger Brands in January 2018, and over the past five years has been integral to moving our sustainability agenda and reporting forward. His contribution to our business is evident in the many programmes we have introduced in recent years to strengthen our ESG performance. We will miss his expertise, and the warm and generous way he shared his time and experience.



Impact materiality

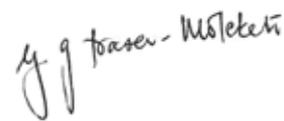
In accordance with our “double materiality” approach [↪ page 2](#), we adopt an “impact materiality” perspective in this report, focusing on our material impacts on people, society and the environment. Our aim is that all the information in this report is of material interest to users wishing to make such an assessment of our impact and is structured in a manner that supports this. The structure of the report follows our sustainability strategy on [↪ page 13](#), which represents a framework of our most material ESG issues.

Assurance

We use a combined assurance model comprising assurance obtained from management and from internal and external assurance providers. Aside from our broad-based black economic empowerment (B-BBEE) performance, and select emissions data, the non-financial data in this report has not been independently assured. Assurance for this report is limited to sign-off by the chief officers for the sections under their control [↪ page 11](#).

Board approval

The Tiger Brands Board, supported by the social, ethics and transformation committee (SETCO), has overall accountability for this report. The audit committee reviewed the completeness of the disclosures and recommended it to the board for approval. The board is satisfied that the report addresses the most material sustainability concerns for the business, provides an accurate reflection of the group's strategic commitments, and a fair account of our performance for the financial year ended 30 September 2022. The board approved and signed off on the sustainability report on 1 December 2022.



Geraldine Fraser-Moleketi
Chairman



Noel Doyle
Chief executive officer



Cora Fernandez
Chairman of audit committee



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SETCO'S WELCOME

EMMA MASHILWANE SETCO CHAIRPERSON

Welcome to readers of the Tiger Brands sustainability report 2022. The sustainability report is aimed at stakeholders who are interested in Tiger Brands' sustainability strategy, and how the company is performing in managing its positive and negative impacts on society. The social, ethics and transformation committee for which I am the chairperson, ensures that there is board-level oversight on sustainability management at Tiger Brands, so I am well-placed to offer a high-level overview of the company's positioning and progress.



Over the last few years, social and environmental upheaval has become commonplace in our operating context, and we accept that volatility and uncertainty are here to stay. Tiger Brands needs to build new capabilities to remain resilient going forward, and this is top of mind within the company.

Environmental, social and governance (ESG) considerations are featuring more strongly in board discussions, and there is increasing deliberation on the sustainability impacts of our decisions. We continue to ensure that Tiger Brands' policies and strategies are updated, and reflect adequate responses to key contextual developments, legislative requirements, and the concerns of stakeholders. Sustainability and the concept of ESG are relatively new to most of us on the board, but we all agree that moving on sustainability is no longer optional. Training for the board is planned for early next year.

The company is fielding more ESG-related questions from stakeholders, including from shareholders and investors who show an interest in our response to emerging sustainability-related risks and opportunities, including those relating to climate change and water security. Sustainability disclosure is becoming

both more demanding and more meaningful in driving investment, internally and externally. We aim to drive continual improvement in Tiger Brands' disclosure and invite your feedback on this report.

Tiger Brands' sustainability strategy is directly relevant to the core business and purpose of the company. It clearly frames the most material sustainability issues and responds to key stakeholder concerns. The immediate priority is to address public health and nutrition challenges through product innovation and social investment. The commercialisation of affordable healthier products has been a key focus, while investments in community food support and socio-economic development are ongoing. Covid-19 has become less of a risk, but key response measures remain and the company has settled into a flexible hybrid work model. There is a big emphasis on human capital, and inclusion and diversity are key principles in sourcing and developing talent, skills and leaders.

Tiger Brands' social performance is currently ahead of its environmental performance, and much work is being undertaken to better entrench environmental stewardship, including through the development of a new

strategy and standardising foundational site-level practices for safety, security, health and environment. Climate change was a hot topic with the SETCO this year, and we acknowledge that Tiger Brands' strategic response is still in the starting blocks. Steps forward are being taken to ensure that the company achieves net zero by 2050 for scope 1 and 2 emissions, including the setting of science-based targets and the installation of site-level solar power.

A key disappointment this year was the recall of Purity Essential Baby Powder, especially when considering the KOO cans recall in 2021. However, the company rightfully applied the precautionary principle, and chose to protect consumers and Tiger Brands' reputation by recalling all potentially affected product.

In closing, there has been much to keep us awake at night this year, yet there is also much to inspire confidence that the company is making progress to manage any emerging sustainability challenges.

Emma Mashilwane
SETCO chairperson

1 December 2022



CEO's REVIEW

➤ NOEL DOYLE CHIEF EXECUTIVE OFFICER

In a relentlessly tough operating environment, we have stabilised the business and made some important strides in delivering our sustainability strategy. We continue to increase our effort and investment in driving progress toward the achievement of our societal commitments on improving consumer health and nutrition, enhancing livelihoods and reducing our environmental footprint.



IT IS CLEAR THAT ENHANCING THE SUSTAINABILITY PERFORMANCE OF THE BUSINESS IS IN THE BEST INTERESTS OF THE COMPANY

Our sustainability strategy is aligned with our growth strategy, and has become integral to adapting the business to shifts in the consumer landscape and changes in our operating context.

The sustainability strategy has three strategic pillars: health and nutrition; enhanced livelihoods; and environmental stewardship. These strategic pillars highlight where we can create the most value for society through our core business activities. Our strategic pillars are underpinned by seven critical anchors: food safety and quality; ethical supply chain; safety, health and environment; responsible marketing; partnerships; and transparency. These critical anchors represent key capabilities that are crucial for building a strong foundation in responsible business practice in our sector.

Following a refresh of the sustainability strategy this year, we have placed more emphasis on driving the commercial imperatives behind our sustainability strategy, which are strongest in relation to improving consumer health and nutrition, building an inclusive value chain and responding to climate change. Another key focus this year has been on strengthening our foundational management systems for manufacturing, with benefits for food safety and quality, and security, health and environment. We have made meaningful investments and a robust effort to drive economic inclusion, launch healthier products, support food security, and drive resource efficiencies.

Our improvement plans focus on ensuring our sustainable business foundations are sound, resilient and consistently improving; while innovating and investing in new solutions. We can see the impact of our foundational work in the consistent improvement of our GHG, water and waste KPIs, the nutritional profile of our products, and socio-economic contributions. But we clearly have more to do. Our safety record and the two product recalls this year are just not good enough.

We recognise that collaboration is vital to achieving the collective impact required to build a more just and sustainable food system. We have strong partnerships with industry bodies and non-governmental organisations which inform our approach on key sustainability issues, and our engagement with government, regulatory bodies, unions and host-communities is gaining positive momentum.

Health and nutrition

We are committed to enabling consumers to improve their health and wellbeing by providing affordable good nutrition (→ [page 18](#)). Health and nutrition innovations continue to grow within our overall innovation funnel, and we launched seven healthier products in 2022. We spent R76 million on marketing healthier products (10,2% of our total marketing spend), and generated revenues in excess of R500 million from our health and nutrition focused innovation launches in the fiscal. Micronutrient enrichment has been delivered across >30% of our portfolio, and approximately 50% of our portfolio meets the Eat Well Live Well (EWLW) nutritional standards for “improved-for-you” and “good-for-you” categories.

Enhancing livelihoods

We are committed to improving the livelihoods of thousands of people by providing opportunities across our value chain for inclusive economic participation (→ [page 22](#)). Our Dipuno ESD Fund now stands at R104 million and we approved agri-development projects to the value of R54,4 million in 2022. We supported 67 farmers through our agriculture aggregator programme, and created 271 jobs in the small farmer sector. We slightly increased our local procurement from B-BBEE-verified suppliers to R14,1 billion, with R6,6 billion and R5,1 billion procured from black-owned and black women-owned enterprises respectively. Deliberate focus on our B-BBEE scorecard has seen us take an industry leading position as a Level 2 contributor. We spent R25,8 million on socio-economic development (SED), and delivered over 103 989 food hampers through our food and nutrition support programme.

Environmental stewardship

We are committed to significantly reducing our environmental footprint through foundational practices

and innovative solutions (→ [page 30](#)).

In 2022, we set a science-based emissions reduction target of 45% by 2030 for scope 1 and 2 emissions off a 2019 baseline. This target will help us work towards net zero by 2050 in alignment with a 1,5°C pathway. Our annual resource efficiency targets were to achieve a 6% reduction in electrical energy intensity, water intensity and GHG emissions, as well as a 20% reduction in waste to landfill, all of which were achieved.

Critical anchors

We are committed to continually raising the bar on our performance across all our critical anchors of responsible business practice (→ [page 36](#)).

Building our human capital remains a key priority, especially in the context of high employee attrition rates and skills shortage. We have made some progress on inclusion and diversity, with our workforce 31% female, and 78% ACI across all management levels. We filled 40% of our leadership vacancies internally of which 81% were filled with ACI employees, and spent R96,9 million on learning and development for employees. Our employee engagement score was 66 in our Voice of Tiger survey, and constructive employee feedback continues to drive our culture transformation. We successfully concluded 21 site negotiations out of 27 planned without industrial action.

We have not performed well on safety in 2022, and we have a long way to go to improve. I deeply regret the three fatalities we recorded across the business this year, and my condolences go out again to the families. Two contractors lost their lives, one in manufacturing and one in logistics, and one employee died in a route-to-market road accident. We also recorded a significant increase in manufacturing incidents this year, largely driven by improved reporting of contractor lost-time injuries (LTIs) that have previously been under-

reported. Our lost-time injury frequency rate (LTIFR) increased from 0,31 in 2021 to 0,45 in 2022. Albany route-to-market incidents remain a significant security threat that is impacting the business. We experienced a slight decrease in incidents this year, recording 91 incidents against 105 in 2021, fortunately with zero loss of life. Losses of cash, bread and crates relating to these incidents cost the business R446 000 in 2022, compared to R748 000 in 2021.

Appreciation

It has been both a rewarding and challenging year. We have lost some good people, but have focused hard on filling vacancies, and are succeeding in strengthening our talent and teams. The relaxation of Covid-19 restrictions has returned energy to the business by enabling us to come together more often, and celebrate our connections and contributions. I continue to be humbled by the enormous amount of dedication and goodwill that so many at the company bring to their work and colleagues. This has a massive impact on the performance and culture of the business, and will be our differentiator in the years to come. I give my sincere thanks to all employees, including my colleagues on the executive team and board. We have hung on, gained purchase in difficult ground, and are moving with greater confidence in the right direction.



Noel Doyle
Chief executive officer

1 December 2022



SUSTAINABILITY APPROACH

GOVERNANCE

Our societal purpose and commitment to ethical principles, shapes our approach to sustainability governance and management. The Tiger Brands' board has ultimate oversight on our societal value proposition, and our sustainability performance, activities and approach.

Board oversight

The Tiger Brands board provides ethical leadership and strategic direction in the best interests of stakeholders and the business. The board has ultimate oversight on all aspects relating to the governance and management of the company, including sustainability. The board delegates responsibility for different aspects of sustainability governance and management to specific board committees. The board has delegated primary oversight on sustainability, including climate change, to the social, ethics and transformation committee (SETCO).

The SETCO is responsible for overseeing the governance and management of sustainability, including all aspects relating to environmental, social and governance (ESG) impacts, risks and opportunities, and integrating these issues into Group strategy. The SETCO monitors and reviews the ethical policies and conduct of the company, stakeholder relationships, and positive and

negative impacts on people and society. The SETCO works closely with the risk and sustainability committee (RSC), and delegates responsibility for monitoring and reviewing the company's positive and negative impacts on the environment, health and safety to this board committee.

The RSC is responsible for overseeing the governance and management of risks and opportunities for the group, including risks and opportunities relating to ESG matters, including climate change. The RSC monitors and reviews the processes and procedures for identifying, assessing and prioritising ESG-related risks and opportunities, including climate change, and integrating these issues into group risk management processes. The RSC further monitors and reviews the company's impacts on environment, health and safety, and reports on these to the SETCO, as well as on ESG-related risks and opportunities, including climate change.

Together, the SETCO and RSC monitor Tiger Brands' most material impacts on people, society and the environment,

as well as the group's most material ESG-related risks and opportunities, including those impacts, risks and opportunities relating to climate change. These committees meet three times a year, give guidance to the CEO and executive team on the management of these ESG issues, and report to the board after each meeting. The SETCO's reports to the board include feedback on Tiger Brands' sustainability performance, activities and approach more generally. Both the SETCO and RSC also play a key role in sustainability reporting, reviewing the report prior to the audit committee, which ultimately reviews the completeness of disclosures in the report, and recommends it to the board for approval → [page 3](#).

The terms of reference for each board committee reflect their sustainability mandate. These terms of reference are available online at  www.tigerbrands.com

Each committee submits a report to the board on how they have reviewed the sustainability matters under their responsibility.

Other board committees that play a role in the governance of sustainability, include:

- › The nomination and governance committee (NAGC), which monitors and reviews the performance of the board, ensures protocols for ethical governance and succession of leadership are followed, and facilitates the induction, training and ongoing development of board members.
- › The remuneration committee (REMCO), which engages on and approves remuneration policy and strategy, including any remuneration incentives linked to sustainability performance targets.
- › The audit committee (AC) reviews and approves the sustainability performance data, oversees the external assurance of select elements of this data, and reviews the integrity of the sustainability report, recommending it for sign-off by the board.

The board charter and terms of reference for each committee give due consideration to the relevant provisions of the King IV Code on Corporate Governance, the JSE Listings Requirements, and the Companies Act. The terms of reference of the SETCO further consider the

principles of the United Nations Global Compact (UNGC), OECD recommendations on corruption, the South African Employment Equity Act, and the Broad-Based Black Economic Empowerment Act. The terms of reference for both the SETCO and RSC make explicit reference to climate

change, regarding the mandate of each committee to monitor and review environmental impacts, risks and opportunities, and oversee the governance and management of Tiger Brands as a responsible corporate citizen.

Board committee roles in ESG matters

	AUDIT	SETCO	RISK AND SUSTAINABILITY	REMUNERATION	NOMINATION AND GOVERNANCE
ENVIRONMENTAL					
Climate change					
Greenhouse gas emissions					
Energy, water and waste					
Pollution					
Environmental compliance					
Biodiversity					
Resource scarcity					
SOCIAL					
Employee relations					
Training and education					
Diversity and equal opportunity					
Non-discrimination					
Human rights					
Health and safety					
Privacy and security					
Labour relations					
Local community impact					
GOVERNANCE					
Board diversity and structure					
Executive pay					
Bribery and corruption					
Stakeholder engagement					
Procurement practice					
Risk management					
Internal policies					

More information on the composition, capabilities, and committees of our board, and our practice of good corporate governance, is reported in the IR, available at www.tigerbrands.com



SUSTAINABILITY APPROACH CONTINUED

MANAGEMENT

Sustainability thinking and practice is growing in strategic importance across Tiger Brands. Sustainability imperatives cut across the key pillars of our growth strategy, and executive management plays a key role in driving the implementation of our sustainability strategy to meet strategic business objectives.

Management's oversight

The implementation of our sustainability strategy [↪ page 12](#) is driven by chief officers who are members of our executive committee (Exco) and supported by senior managers with direct responsibility for specific sustainability-related activities. Our Exco facilitates the management of Tiger Brands' operational activities, and is directly responsible for overseeing the development and implementation of policies and strategy, and driving progress against operational-level goals and targets, including those relating to sustainability and climate change. The Exco meets at least monthly, and more often when necessary. More information on the Exco is reported in the IR, available at  www.tigerbrands.com

Remuneration incentives

We provide performance incentives for the management of sustainability-related issues through the short-term incentive scheme (STI). Our STI remuneration incentives are indirectly related to sustainability performance via weighted measures for achieving strategic objectives in efficiency, quality and safety. The incentives are applicable across the group from senior executives to factory workers. We continue to enhance our remuneration strategy to improve alignment with the key performance indicators (KPIs) used to measure and reward performance against our business strategy [↪ page 46](#).

Key sustainability management roles:

- › The chief marketing and strategy officer – supported by the innovation director, research and development operations director and category marketing directors implement activities aimed at enabling consumers to improve their health and wellbeing and ensuring responsible marketing and communications practice.
- › The chief human resources officer – supported by the people experience director and human resources directors for categories and functions implement activities aimed at building a purpose-led culture, characterised by strong leaders, diverse future-fit talent, robust employee relations and an inclusive and energising workplace.
- › The chief corporate affairs and sustainability officer – supported by the director for enterprise and supplier development, director external affairs, and sustainability and external reporting director – implement activities aimed at building partnerships, improving the livelihoods of thousands of people, driving accountability to society and reporting on sustainability to the public.
- › The chief manufacturing officer – supported by the supply chain operations support director, director for safety, health and environment, and risk and sustainability director – implement activities aimed at building an ethical supply chain, ensuring food safety and quality, managing safety, security, health, and environment (SSHE), and significantly reducing our environmental footprint.
- › The chief growth officers (CGOs) for Consumer Brands, Milling and Baking, have full responsibility and accountability for the sustainability performance of their divisions, and report directly to the CEO.
- › The chief legal officer – supported by the compliance director and group company secretary, drives processes and systems aimed at inculcating a culture of ethical behaviour and managing activities relating to human rights protection, whistleblowing, anti-corruption and bribery, and training in respect of the code of conduct and declaration of interest policies.
- › The Chief Corporate Affairs and Sustainability Officer – supported by the Sustainability and External Reporting Director – is responsible for the management of sustainability- and climate-related risks and opportunities, and driving the integration of these issues into our existing Group risk management processes (see the IR).
- › The chief executive officer (CEO), is fully accountable to the board on the management of sustainability issues, and ensures that the sustainability strategy is effectively integrated into the business.

Management processes

Policy framework

We have a robust policy framework that supports the governance and management of ethical business practice and behaviour, and social and environmental impacts. Our policy framework aligns with all relevant legislation and supports our compliance activities. All policies are audited internally on a regular basis to ensure they adequately drive compliance with relevant legislation, and routine management processes ensure that all policies are regularly updated.

Impacts, risks and opportunities

Sustainability and climate impacts, risks and opportunities are very relevant to Tiger Brands' business model and operations, with key impacts and risks in the supply chain, and key opportunities in our value chain. We have formalised processes for identifying sustainability and climate change impacts and risks at operational and strategic levels and are making continuous improvements to these processes. We aim to improve our visibility on and management of these issues to build the resilience of our business going forward, and to strengthen our sustainability disclosure.

We assess social and environmental impacts and risks at an operational level through our manufacturing excellence customs and practices (MECP) standardised practices. The manufacturing units report on environmental and social indicators, which are collated into an overall scorecard, included on the risk register if necessary, and reported quarterly to Exco. Any necessary mitigation plans are reviewed on a quarterly basis in the RSC and SETCO, and ultimately reported to the board.



We assess sustainability and climate-related risk at a strategic level in relation to our strategic business objectives as part of our enterprise risk management (ERM) processes, and we include these risks in the group risk matrix. Currently, we treat sustainability and climate change each as a single emerging risk, because of the sheer size and complexity of the issues in their scope, which we are now beginning to unpack. We have not formally ranked these risk areas, but we have tabled them with the RSC.

We do not yet have a formal system for integrating detailed analysis of these risk areas into our existing risk management processes, but are still making progress on building our insights into these issues through our current processes. We monitor the emerging sustainability and climate-related risks from both bottom-up and top-down directions through our operational MECP and strategic ERM processes, and capture specific risk sub-themes as the relationship with our business becomes apparent. The risks

captured are reviewed through the RSC and escalated where necessary. This includes the potential impact of climate change on our operations, strategy, supply chain, and markets.

More information on our risk management processes is reported in our IR, available at  www.tigerbrands.com

Assurance

We have adopted a combined assurance model that includes internal and external assurance processes for financial and non-financial data, as described more fully in our IR [→ page 2](#). We are working to build a more sophisticated digital system for the management of our sustainability data, and have approved a project and budget to do so in 2023. This data management system will enable the establishment of more formal assurance processes for a wider array of non-financial sustainability data, as well as more robust assurance of this data through a formal assurance statement.



SUSTAINABILITY APPROACH CONTINUED

STRATEGY

The nature of our business, the relationships we have with stakeholders and the changing dynamics in our operating context, determine our most material sustainability issues and shape our purpose and strategy to create societal value.

We are a food business with aspirations for growth across Africa. Our operating context is characterised by intensifying market dynamics, shifting consumer and stakeholder expectations, and increasing complexity in which deepening social and environmental declines are becoming material to business performance → IR [page 24](#). The health of our trade over the long term undeniably lies in the health and productivity of the natural systems we source from, and the people we employ and serve.

Our sustainability strategy supports delivery on our core purpose, communicates our forward-looking approach to sustainability, and orients the business towards improved environmental, social and governance (ESG) performance. The strategy articulates our societal value-proposition and reflects our commitment to addressing our most material impacts and to creating broader social, economic and environmental value.

The strategy comprises three clear focus areas: health and nutrition;

enhanced livelihoods; and environmental stewardship. Our commitments under these strategic pillars drive the pursuit of commercial opportunities in health and nutrition, the systematic transformation of our supply chain to promote more inclusive economic development, and the adoption of environmentally responsible production practices.

These strategic pillars are underpinned by a set of seven critical anchors: food safety and quality; ethical supply chain practices; safety, health and environment; responsible marketing; partnerships; and transparency. Our critical anchors represent key areas of competency and practice that are crucial for building a strong foundation in responsible business practice in our sector.

We have mapped our strategic goals and critical anchors across the SDGs, and prioritised eleven SDGs where we believe we can make the biggest contribution through our business and sustainability strategy.

Materiality process

We use a structured independently facilitated materiality process to help identify our most material ESG issues, and shape our sustainability strategy and disclosure → [page 2](#) and → [page 8](#). The process is participatory in nature, and comprises a half-day workshop with relevant members of our executive and senior management teams. Through the process, we collectively analyse our business model, dependencies and impacts, external environment, and stakeholder interests. This analysis is followed by a discussion of the implications for (and of) our strategy, and a re-appraisal of the purpose and rigour of our reporting. We used this process in 2019 to first develop our sustainability strategy, and we ran a similar process in 2022 to validate our material issues, reflect on our strategy, guide our disclosure, and onboard new team members into the reporting process.

SUSTAINABILITY STRATEGY

Health and nutrition	Enhanced livelihoods	Environmental stewardship
<p>Enable consumers to improve their health and wellbeing</p>	<p>Improving the livelihoods of thousands of people</p>	<p>Significantly reducing our environmental footprint</p>
<p>We will enable consumers to improve their health and wellbeing by providing affordable good nutrition</p>	<p>We will improve the livelihoods of thousands of people by providing opportunities across our value chain for inclusive economic participation</p>	<p>We will significantly reduce our environmental impact through innovative solutions</p>
<ul style="list-style-type: none"> › Develop nutritional standards for our products that meet or exceed globally recognised nutritional guidelines › Develop more nutritious, affordable food products, including fortification of new and existing products › Leverage our brand and marketing activities to promote consumer nutrition and health awareness and inspire positive behaviour change › Play a leading role in modern food labelling practices 	<ul style="list-style-type: none"> › Support new black and black women-owned enterprises and create sustainable livelihood opportunities by 2030 › By 2030, 50% of our total local procurement spend will be towards black and black women-owned suppliers › Annually contribute at least 1,5% of net profit after tax towards socio-economic development activities that promote sustainable thriving communities › Attract, source and develop a skilled and diverse workforce, create an inclusive and collaborative work environment where our people can thrive, grow and innovate 	<ul style="list-style-type: none"> › Optimise our energy usage through integrated and environmentally friendly energy options › Optimise our water consumption through the evaluation of water reuse opportunities and responsible effluent discharges › Develop innovative product offerings that are “good for you” and “kind to the environment” › Provide innovative packaging solutions that minimise environmental impact › Implement circular economy initiatives that stimulate sustainable economic opportunities › Leverage our brand and marketing activities to inspire positive behaviour change in consumers

CONTRIBUTING TO THE SDGs



CRITICAL ANCHORS

- ▼ Ethical behaviour
- ▼ Purpose-led culture
- ▼ Safety, health and environment
- ▼ Responsible marketing and communication
- ▼ Partnerships and transparency
- ▼ Ethical supply chain
- ▼ Food safety and quality



METRICS AND TARGETS

We aim to report meaningfully against the delivery of our sustainability strategy and the UN Sustainable Development Goals (SDGs), and are working to define clearer targets and milestones to 2030.

Delivering on our sustainability strategy

We use the roadmap below to track our sustainability performance against key commitments, while we continue to work on refining our approach.

HEALTH AND NUTRITION

Priority SDGs



2030 TARGETS	KEY COMMITMENT	2022 ACHIEVEMENTS
<p>Empower good nutrition choices for 100 million African consumers annually, through:</p> <ul style="list-style-type: none"> › EWLW (Eat Well Live Well) › Product innovation and renovation › Branding and messaging › Feeding schemes and SED partnerships › Venture funding of healthy food companies › Portfolio shifts <p>75% of our food portfolio to meet our EWLW nutritional standards for healthier product categories “improved-for-you” and “good-for-you”.</p>	<p>Develop nutritional standards for our products that meet or exceed globally recognised nutritional guidelines.</p>	<ul style="list-style-type: none"> › Standards continue to be formalised through NICUS › Introduced a three-tier nutritional categorisation of our products › Ongoing categorisation of product range against criteria › ± 50% of our portfolio meets EWLW nutritional standards for healthier product categories “improved-for-you” and “good-for-you”
	<p>Develop more nutritious and affordable products, including fortification of new and existing products.</p>	<ul style="list-style-type: none"> › Monthly health and nutrition strategy into action workshop sessions to ensure execution › Micronutrient enrichment across >30% of our portfolio › Seven healthier products launched
	<p>Leverage our brand and marketing activities to promote consumer health and nutrition awareness, and inspire positive behaviour change.</p>	<ul style="list-style-type: none"> › R76 million spent on marketing health and nutrition products › R3,3 million EWLW spend › KOO “Colour Your Plate” TV show continued for second season › Reached millions through EWLW and Morvite campaigns
	<p>Play a leading role in modern food labelling practices.</p>	<ul style="list-style-type: none"> › 100% adherence to EWLW and Be-Nutrient-Wise standards › Continue to support “good for you” pouch reformulations through new Purity fruit products

ENHANCING LIVELIHOODS

Priority SDGs



2030 TARGETS	KEY COMMITMENT	2022 ACHIEVEMENTS
<p>Invest in sustainable communities</p> <ul style="list-style-type: none"> › 20 community enterprises <p>Enterprise and supplier development</p> <ul style="list-style-type: none"> › Support 1 000 black enterprises › Create 4 000 jobs › ESD fund of R400 million through partnerships <p>Preferential procurement</p> <ul style="list-style-type: none"> › Prioritise local/regional sourcing of agricultural raw materials › 50% of our total local procurement spend towards black/black women-owned suppliers › 100% of our products ethically sourced <p>Employee diversity</p> <ul style="list-style-type: none"> › 50% female representation › 80% African, Coloured and Indian (ACI) representation across all management levels 	<p>Annually contribute at least 1,5% of net profit after tax towards socio-economic development (SED) activities that promote sustainable thriving communities.</p> <p>Support new black/black women-owned enterprises and create sustainable livelihood opportunities by 2030.</p> <p>50% of our total local procurement spend will be towards black/black women-owned suppliers by 2030.</p> <p>To attract, source and develop a skilled and diverse workforce, and create an inclusive and collaborative work environment, where our people can thrive, grow and innovate.</p>	<ul style="list-style-type: none"> › R25,8 million SED spend › 300+ schools reached through EduPlant › 14 university campuses included in Plates4Days › 103 989 food hampers delivered › 58 048 reached through Family Food programme › R104 million Dipuno Fund › Two new agriculture aggregators on-boarded › Three black aggregators supported to cultivate white beans, groundnuts, tomatoes, wheat and sorghum › Two black aggregators supported to cultivate maize › 67 farmers supported under the aggregator model › 271 permanent jobs created to date in small-scale farming sector and 628 seasonal jobs bringing a total of 899 seasonal and permanent jobs › R54,4 million investment in agriculture projects › Winner of ABSA/Business Day ESD Award, and Collaboration Award › 91% of total procurement spend with local suppliers (municipalities, public sector companies and includes international suppliers with a local presence) › 56% of local procurement spend with B-BBEE-verified suppliers › 47% of total local procurement spend with black and black women-owned suppliers › R25 billion with local suppliers › R14,1 billion total spend with B-BBEE-verified suppliers › R6,6 billion with suppliers that qualify as black-owned › R5,1 billion with suppliers that qualify as black women-owned › 31% female workforce › 42% female senior management, and 30% female top management › 58% ACI in senior management, and 60% at top management › 78% ACI across all management levels › 0,6% people with disabilities



METRICS AND TARGETS CONTINUED

ENVIRONMENTAL STEWARDSHIP

Priority SDGs



2030 TARGETS	KEY COMMITMENT	2022 ACHIEVEMENTS
<p>Sustainable manufacturing facilities:</p> <p>Energy</p> <ul style="list-style-type: none"> > 65% of all electrical energy at manufacturing sites from sustainable energy solutions > Reduce energy intensity (kWh/tonne) across all sites by 30% <p>Water</p> <ul style="list-style-type: none"> > Reduce water intensity (kl/tonne) across all sites by 30% > Achieve a water intensity figure of 1,12 kl/tonne <p>GHG emissions</p> <ul style="list-style-type: none"> > Reduce carbon emissions by 45% for scope 1 and 2 emissions > Work towards achieving net zero carbon emissions by 2050 <p>Waste</p> <ul style="list-style-type: none"> > Zero waste to landfill at all sites > 50% reduction in production of food waste from a 2022 baseline <p>Sustainable packaging solutions</p> <ul style="list-style-type: none"> > 100% of plastic packaging is recyclable/compostable > All plastic packaging (by volume) to contain at least 50% recycled plastic 	<p>Optimise our energy usage through integrated and environmentally friendly energy options.</p> <p>Optimise our water consumption through the evaluation of water re-use opportunities and responsible effluent discharges.</p> <p>Develop innovative product offerings that are “good for you” and “kind to the environment”.</p> <p>Provide innovative packaging solutions that minimise environmental impact.</p> <p>Implement closed-loop/circular economy initiatives that stimulates sustainable economic opportunities.</p> <p>Leverage our brand and marketing activities to inspire positive behaviour change in consumers.</p>	<ul style="list-style-type: none"> > Continued with energy system optimisation (ESO) and energy management systems (EnMS) programmes > 7,2% year-on-year reduction in absolute energy use > 7,9% year-on-year reduction in electrical energy intensity > 13,1% year-on-year reduction in absolute direct (scope 1) GHG emissions > 12,9% year-on-year reduction in GHG emissions intensity <ul style="list-style-type: none"> > Industrial water efficiency (IWE) assessments conducted at most water-intensive operations > 8,3% year-on-year reduction in absolute water use > 7,1% reduction in water-use intensity <ul style="list-style-type: none"> > Continued with waste reduction projects at site level, diverting organic waste from landfill to animal feed > 32% year-on-year reduction in waste to landfill intensity > Baseline assessment of packaging footprint completed representing 80% of volume and sales > Light weighting optimised across portfolio > Committed to the SA Plastics Pact targets > 70% of plastic packaging is recyclable <ul style="list-style-type: none"> > Continued exploring value-adding circular economy projects for recycled plastic waste > Continued to work through CGCSA to develop a voluntary industry food-waste reduction framework for South Africa

OUR CONTRIBUTION TO THE SDGs

The UN Sustainable Development Goals (SDGs) set a long-term agenda to end poverty, protect the planet and ensure prosperity for all by 2030. We are committed to playing our role in delivering on these goals, and our sustainability strategy prioritises eleven SDGs where we believe we can make the biggest contribution.

	<p>We work to end poverty and reduce inequality by prioritising the employment of historically disadvantaged South Africans (→ see page 41); prioritising black economic empowerment through our ownership and procurement structures; creating opportunities for inclusive economic participation in our value chain; investing in socio-economic development (→ see page 22); and working to promote decent work and sustainable economic growth (see SDG 8).</p>		<p>We work to end hunger, improve nutrition, and ensure good health and wellbeing by protecting the health and wellness of our employees (→ see page 56 and page 41); providing direct food aid to households and students; investing in community food resilience; investing in in-school food programmes (→ see page 22); tackling food waste and loss (→ see page 30); producing affordable nutritious food products; fortifying staple foods and other food products; promoting healthy diets and lifestyles; and supporting consumer education on health and nutrition (→ see page 18).</p>
	<p>We promote and work towards sustainable consumption and production, including work to ensure water availability and protect terrestrial ecosystems, by participating in industry action on waste and food waste; optimising energy and water use; managing effluent; and minimising solid waste, plastic packaging, food waste (→ see page 30); promoting environmentally responsible sourcing practices (→ see page 53). We further address water availability concerns by taking action to combat climate change (see SDG 13).</p>		<p>We work to achieve gender equality and empower women by prioritising the employment, development and promotion of women across the business; prioritising the appointment of women to senior management and leadership positions; supporting a women's employee network; providing unique development opportunities for female employees and leaders; and practising equal work for equal pay (→ see page 41).</p>
	<p>We work to combat climate change by committing to achieve net zero emissions by 2050, and implementing initiatives to optimise our energy use and reduce our GHG emissions, including through onsite renewable energy development (→ see page 30).</p>		<p>We work to ensure decent work, protect terrestrial ecosystems, and promote sustainable economic growth by executing our growth strategy and implementing our sustainability strategy (→ see IR and page 12); ensuring sound and ethical business governance and management (→ see IR and page 8); upholding human rights, good labour standards and working conditions (→ see page 36 and page 53 and page 41); practising fair remuneration (→ see page 46); reducing inequality and gender inequality (see SDG 10 and 5); and promoting responsible consumption and production (see SDG 12).</p>
	<p>We work to build partnerships and strengthen the means of implementing sustainable development by prioritising partnerships in our approach to implementing our sustainability strategy, addressing our most material environmental, social and governance (ESG) impacts, and contributing to the achievement of all our priority SDGs (→ see page 12 and page 66).</p>		



HEALTH AND NUTRITION

We are committed to enabling consumers to improve their health and wellbeing by providing affordable good nutrition.

South Africa's population is one of the least healthy globally, characterised by high levels of obesity, lifestyle-induced non-communicable disease (NCD) and persistent hunger and malnutrition. Covid-19 has exacerbated these public health and food security challenges, as well as amplified public aspirations for health and wellness, yet current economic realities mean that people have less money to invest in healthier lifestyle choices.

As Africa's biggest food company, we are aware of the significant role that our products play in the everyday lives of people, and the potential to leverage our brands to inspire positive behaviour change among consumers. Our health and nutrition agenda is integral to our purpose to nourish and nurture more lives every day, and key to meeting the needs of consumers in a shifting landscape.

Consumer-based product innovation is a core priority for growing our business [↪ see IR, page 41](#), and we see valuable opportunities in leading the health and nutrition agenda in South Africa and across the continent. We are looking to realise these commercial opportunities through our health and nutrition strategy, and are building a strong

innovation pipeline that looks to combine health and nutrition with trends for convenience, affordability and value.

Our health and nutrition strategy addresses the poor state of health and nutrition in South Africa, responds to pending regulatory developments in labelling, marketing and nutrition, and positions the company to compete and grow in the health and nutrition segment. We have recently revised the strategy, emphasising a focus on commercialisation to enhance our delivery of new product innovations [↪ see IR, page 38](#).

Our 2030 targets

- › Empower good nutrition choices for 100 million African consumers annually through our various initiatives
- › 75% of our food portfolio to meet our EWLW nutritional standards for healthier product categories "improved-for-you" and "good-for-you"

Our key initiatives to deliver on this commitment:

- › Develop nutritional standards for our products that meet or exceed globally recognised nutritional guidelines
- › Develop more nutritious, affordable food products, including fortification of new and existing products
- › Leverage our brand and marketing activities to promote consumer nutrition and health awareness and inspire positive behaviour change
- › Play a leading role in modern food labelling practices.

PRODUCT RENOVATION

We are building the integrity of our portfolio by renovating our existing product range to comply with robust nutritional standards, meet the requirements of modern food labelling practices, and to move our existing products, labels and ingredients towards alignment with best-practice initiatives in health and nutrition.

Nutrition labelling

We are committed to playing a leading role on nutrition labelling to make it easier for consumers to make informed choices about our food products and their health.

Basic nutrition labelling and the declaration of certain ingredients and allergens is regulated by South Africa's national Department of Health, through the regulations relating to the advertising and labelling of foodstuffs. We remain in full compliance with these requirements. Beyond compliance, we declare the presence of beta glucan (insoluble fibre) in some of our Jungle Oats products in regard to heart health benefits, and label the glycaemic-index and glycaemic-load of Albany Low-GI breads in relation to sustaining energy levels.

We are following developments relating to the forthcoming front-of-pack (FOP) nutrition labelling regulations in South Africa, and have developed a position on FOP labelling, which will guide our engagement on these regulations with government and other stakeholders. We are committed to providing a FOP labelling solution that best enables consumers to make an informed

decision regarding their food choices. We maintain full adherence to the on-pack nutrition labelling requirements of our Eat Well Live Well (EWLW) and Be-Nutrient-Wise initiatives. Under the EWLW programme, we continue to restructure label architectures and artwork across various brands to accommodate more nutrition information [↔ see page 64](#).

Nutrition standards

We monitor advances in nutrition and broader public health issues, including through the World Health Organisation (WHO) and South African Department of Health, and regularly review our nutritional standards, so that our products meet or exceed globally recognised guidelines. We remain in full compliance with the latest sodium regulations and sugar tax in South Africa.

We have recently updated the EWLW nutritional standards to align with locally and globally recognised dietary guidelines. These standards have been formalised through the Nutrition Information Centre of the University of Stellenbosch (NICUS), and plan to have these standards reviewed through NICUS every three years. We have introduced an EWLW nutritional assessment tool that we use to categorise the nutritional value of our products across three tiers: indulgent, improved-for-you and good-for-you. We have categorised all new and existing products, and approximately 50% of our food and beverage portfolio meet the standards for the healthier categories: improved-for-you and good-for-you. All products in our

portfolio have Guideline Daily Amounts (GDAs) and/or the Be Nutrient Wise/ Eat Well Live Well stamp-of-approval on-pack.

Fortification

Malnutrition affects a significant proportion of the populations we serve. In this context, manufacturing quality staple foods, such as bread and maize meal for lower-income households, comes with additional responsibility for supporting nutrition outcomes. We fortify new and existing products.

We fortify staple foods such as brown and white bread, wheat flour, cake flour and maize meal, in alignment with South African regulations. We fortify these staple foods with key vitamins and minerals, including vitamins A, B1, B2, B3, B6, B9 (folic acid), iron and zinc. Amendments to the national regulations stipulating the amounts of these vitamins and minerals, including the appropriate type of Iron to be used, are currently pending approval, and we are contributing to this process. We will ensure that our affected products comply with these new regulations once published.

We voluntarily enrich additional products across Cereals, Bakeries, and Baby food, including Morvite, certain Jungle cereals, and Ace Instant, with micronutrients commonly deficient in South African diets. Currently, we have delivered micronutrient enrichment across >30% of our portfolio (as measured by net sales), predominantly in our Grains products. We also develop fortified products that target a specific nutritional health

improvement, and in 2022 launched Energade BOOST to support healthy eyes and immune function. In addition to the inclusion of micronutrients, we are excluding and substituting certain preservatives, colourants and sweeteners with more natural alternatives. In 2022, we launched reformulated Purity Jars in which modified ingredients have been replaced with more natural ones.

PRODUCT INNOVATION

We are prioritising new product development in health and nutrition within our existing brand portfolios, and through the launch or acquisition of new brands, as well as through exploring entirely new product territories.

We have taken deliberate steps to prioritise health and nutrition in our programme to deliver growth through innovation. Our innovation capability is focused on new product development, and health and nutrition is one of our core focus areas [↔ see IR, page 38](#). We have a world-class innovation toolbox and commercialisation process, including recently refreshed product-design standards, “health and nutrition by design” framework, fortification decision toolkit, and updated EWLW nutrition criteria. Our innovation management process includes thorough checks from a nutritional, regulatory and legislative perspective, including in relation to responsible marketing and labelling [↔ see page 64](#), while also driving speed to market, agility, and execution discipline.



HEALTH AND NUTRITION CONTINUED

TIGER BRANDS' FIRST INVESTMENT IN A PLANT-BASED FOOD COMPANY

Our R100 million Venture Capital Fund was set up in mid-2021 to support up-and-coming consumer brands in the food and beverage sector. This forms an important part of our strategy to stay ahead of the curve in terms of key consumer trends, to ensure that we are better able to address the evolving needs of our consumers, and to give us access to exciting new developments in emerging brands and technologies. The fund's first investment, made in March 2021, was in Herbivore Earthfoods, a company founded in 2014 with the goal of making healthy, plant-based foods accessible and affordable in South Africa. Their first product was kale chips, and their product lines now include dairy-free milk alternatives and desserts, confectionery and protein alternatives.

Through our investment in Herbivore Earthfoods – which includes financial capital, as well as support in the form of distribution, brand building, and research and development – we are partnering with the company to provide the necessary scale to make plant-based foods more accessible for the South African consumer, an important part of delivering on our purpose to nourish and nurture more lives every day. Since our investment, Herbivore has acquired additional machinery to increase capacity and drive innovation, with their recent crumbed range launch and additional dairy-free offerings gaining traction. The partnership with Tiger Brands has enabled the company's first foray into the food service and quick service restaurant market, leveraging the strategic expertise of our out-of-home team. This is a market we believe will be core to the growth of the segment. We are encouraged by the continued increase in demand from consumers for plant-based meat and dairy alternatives, and confident in the Herbivore team's ability to deliver these at affordable prices.

The Venture Capital Fund has a strong pipeline in health and nutrition, and looks forward to executing these opportunities once we have conducted our due diligence.



We have made some important strides in 2022. We have put more weight behind the commercialisation of our EWLW endorsed products, improved our project tracking process, and initiated a monthly workshop with relevant Brand teams to ensure that all brand-related health and nutrition activations are aligned with EWLW. Our health and nutrition innovations continue to grow within our overall innovation funnel, and we delivered seven product launches during the year and generated revenues in excess of R500 million from our health and nutrition focused innovation launches in 2022.

2022 Health and nutrition product launches:

- > Energade BOOST**
An energy drink that supports healthy eyes and immune function
- > Purity Jars (reformulated)**
Where modified ingredients have been substituted with more natural ones
- > ACE Instant Porridge**
A porridge that offers everyday immune support benefits
- > Tastic Rice Cakes and Chips**
A better-for-you snacking option
- > Energade Zero**
A sports drink with zero sugar
- > Vi-Daylin Gummies**
An immune-supporting multi-vitamin gum chewy for children
- > Purity Baby Oats**
A healthy grain for weaning infants



CONSUMER EDUCATION

Eat Well Live Well (EWLW) is helping consumers make healthier food and product choices, and positioning Tiger Brands as a leading voice and trusted partner on health and nutrition in South Africa.

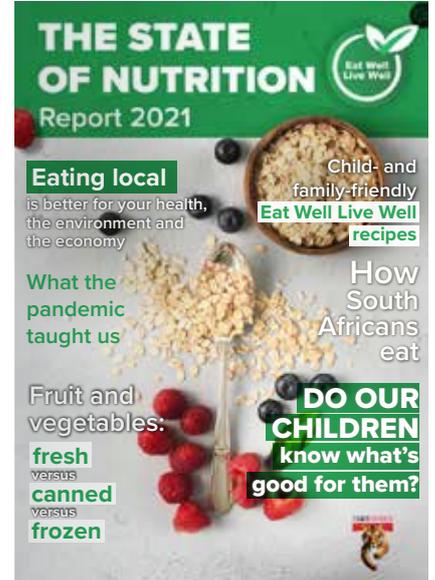
We have repositioned key brands and products in relation to their flagship health and nutrition attributes, and introduced clear and simple on-product health claims for Jungle (heart health), Ace breakfast porridge (immunity), Brookes Low-Cal (low-kilojoule) and Albany Low GI (for sustained energy).

Over the last two years, we have released two EWLW state of nutrition reports to create awareness around the challenges to health and wellbeing in South Africa, and to build understanding of what constitutes balanced nutrition and a healthy lifestyle. In May 2022, we launched two easy-to-understand nutritional guidebooks that address portion control and demystify on-pack nutritional guidelines for consumers. The development of the EWLW nutritional guidebooks were done in consultation with the Association for Dietetics in South Africa (ADSA). We shared the guidebooks with 100 dietitians at the Nutritional

Solutions CNE Conference in August 2022, and continue to market these free nutritional guidebooks directly to the public on social media. We have engaged with the National Department of Basic Education (DBE) on the use of the guidebooks in education, and hope to reach 600 school teachers through the “Educator” conference in 2023. All EWLW resources are available at

www.ewlw.co.za

We have strengthened our focus on health and nutrition marketing. A key highlight has been the activation of EWLW and several of our “good-for-you” brands through successful media campaigns that have reached millions in South Africa via TV, radio, and social media channels. Our key campaigns include the KOO “Colour Your Plate” TV show which is back for a second season; the EWLW “28 Days to Health” challenge video series with popular comedian Trevor Gumbi; and the Morvite “Laugh with Skhumba” radio show, and “Shintsa with Skhumba” social media campaign. We spent R76 million on marketing health and nutrition products in 2022, amounting to 10,2% of our total marketing spend. We spent R3,3 million on direct EWLW marketing.



THE EAT WELL LIVE WELL PROGRAMME

Tiger Brands launched Eat Well Live Well (EWLW) in 2009 to help South Africans make healthier food choices for a better life on a budget. We refreshed the initiative in 2020 to help drive our health and nutrition strategy, and create better alignment with our purpose to *nourish and nurture more lives every day*. Through EWLW, we are promoting consumer health and nutrition awareness, and establishing a nutrition science “centre of excellence” within Tiger Brands that can both drive the development of our health and nutrition portfolio, and support consumers and other key stakeholders as a trusted healthy-eating education partner in South Africa. The EWLW stamp-of-approval provides a “healthier choice” endorsement, and the EWLW and Be-Nutrient-Wise guideline daily amount (GDA) nutrition-labelling system helps consumers be mindful of their daily nutrient intake and make more informed product choices. The EWLW website provides a digital reference for healthy living, and a portal to access guidance from our nutritionist. All EWLW research and resources are available for free download, and we are active on social media. Visit the website at

www.ewlw.co.za

CHALLENGE ACCEPTED **LEAD US GURUMBI** **LET'S DO THIS!**

YOUR GUIDE TO EAT WELL LIVE WELL WITH GURUMBI

EP1: Balance EP2: Overeating EP3: Exercise EP4: Hydration

CHALLENGE: South Africans are not getting any healthier. In fact, we're becoming less healthy as we become more affluent.

SOLUTION: Help us get out of this vicious cycle and the health consequences it's a difficult one but essential for our children, and other people's children too.

Reach 4.2 Million (vs 3.75 Million)

Engagement 21.48% (vs 19.12%)



ENHANCED LIVELIHOODS

We are committed to improving the livelihoods of thousands of people by providing opportunities across our value chain for inclusive economic participation.

South Africa is the most unequal country in the world, characterised by extremely high levels of unemployment and poverty that reflect a legacy of racial exclusion. The economy consistently underperforms, and the majority of households are under significant pressure. Covid-19 has exacerbated the economic challenges of households, and amplified the need for business to drive social redress and inclusive economic empowerment.

We depend on a strong economy, productive households and healthy consumer demand to drive sales of our products. Poverty and inequality, on the back of social injustice, fuels divisions and resentments that, in combination with the emerging food, land, water, and climate crises, create a context ripe for social unrest, and presents compound social and environmental risks to business.

By driving economic inclusion and empowerment through our supplier network and procurement practices, and by investing in socio-economic development, we can have a positive impact on society and address key emerging business risks.

Our key initiatives to deliver on this commitment:

- › Support new black and black-women owned enterprises and create sustainable livelihood opportunities by 2030.
- › By 2030, at least 50% of our total local procurement spend will be towards black/black women-owned suppliers (restricted by global multinational supplier exclusions).
- › Annually contribute at least 1,5% of net profit after tax towards socio-economic development activities that promote sustainable thriving communities.
- › To attract, source and develop a skilled and diverse workforce, create an inclusive and collaborative work environment where our people can thrive, grow and innovate.

Approach

We support economic transformation in South Africa in alignment with the Broad-Based Black Economic Empowerment (B-BBEE) Act and related codes of good practice. Going beyond B-BBEE compliance, we aim to contribute to the building of sustainable livelihoods, internally and externally, through our core business activities, as well as through corporate social investment (CSI).

Internally, we promote inclusion and diversity, implement employment equity and practice equal pay for equal work. None of our employees are remunerated below minimum wage, and we have an active and robust wage negotiation process → see [page 41](#). Externally, we drive enterprise and supplier development (ESD) through the Dipuno Fund, supporting small-scale farmers to become suppliers, and practice preferential procurement to ensure that those who were previously excluded are afforded the opportunity

to participate. Our preferential procurement practices and ESD programme work hand-in-hand towards the transformation of our supply value chain. Our CSI activities are actioned through our socio-economic development (SED) programme, which is focused on providing food and nutrition support to vulnerable communities in close proximity to our operations.

We have a B-BBEE working group that monitors our activities and performance against B-BBEE compliance targets, relating to ESD, SED, employment equity and skills development. The working group reports into a B-BBEE subcommittee made up of the chief corporate affairs officer, the chief supply chain officer and the chief HR officer. The chief corporate affairs officer reports into the Exco on how these impacts are being managed and also in turn reports to the SETCO.

Our five-year ESD strategy outlines our approach to driving economic transformation and enhancing livelihoods in our external environment through our core business activities. The strategy outlines five key focus areas: preferential procurement, market access, capacity building, agri-development, and channel development. We updated our strategy in 2022, and the new strategy will guide our activities for the next five years, from 2023 onwards.

ENTERPRISE AND SUPPLIER DEVELOPMENT (ESD)

Our ESD programme focuses on developing the operational and financial capacity of black/black women-owned enterprises to become part of our value chain. We have made good progress on implementing our five-year ESD strategy, which has enabled us to successfully develop the enterprises of black farmers, suppliers and distributors, and integrate them into the heart of our supply chain.

OUR ESD FOCUS AREAS

▼ Preferential procurement

Practice preferential procurement to prioritise the inclusion of small-scale and black-owned enterprises.

▼ Capacity building

Build the capacity of small-scale and black-owned enterprises by supporting business development, providing access to capital, facilitating market access, and developing business management skills.

▼ Channel development

Develop black-owned and black women-owned primary wholesale and last-mile distributor enterprises by providing stock finance and business support.

▼ Market access

Set-up and manage an ESD fund to invest in market access for small-scale and black-owned enterprises.

▼ Agri-development

Focus on farming and agri-processing enterprises, farmer development, and an aggregator programme to support the achievement of scale.

We partner with black/black women-owned farming enterprises through our smallholder farmer and agriculture aggregator programmes, and actively support their inclusion in our supply chain. We aggregate small farmers into collectives to help them reach scale, and provide incubation, financing, business development and technical support to help them meet our supplier requirements.

We work with Bid Hub (an entrepreneur support agency) to identify potential participants, and produce a development plan for each participant, based on a financial analysis of the opportunity available, and a gap analysis in respect of the suppliers' developmental needs. Our Dipuno ESD Fund is the primary mechanism through which we provide liquidity to participating enterprises, and invest in capacity building and business development and management support.

Our 2030 targets

- › Support 1 000 black enterprises
- › Create 4 000 jobs
- › Build an ESD fund of R400 million through partnerships

Key initiatives

Our focus in 2022 was to consolidate our aggregator and farmer development programmes, and enhance government partnerships in ESD, which we achieved successfully. We started supporting black distributors through the programme, a category of enterprise not previously covered, yet one that holds value for enhancing Tiger Brands commercial plan. We provided support to three black-owned distributors this year, against a target of four.

Our key initiatives included:

- › The on-boarding of two new agriculture aggregators: Wouldn't It Be Cool (WIBC) and Ekurhuleni Agriculture College.
 - A partnership with the National Department of Agriculture, Land Reform and Rural Development to finance agriculture aggregators across various provinces through our agriculture aggregator programme. In 2022, one of our aggregators, Khumo Ea Tsabo (KET), was awarded a R108 million procurement contract, which it was able to leverage through a co-investment of R20 million from the Tiger Brands Dipuno Fund and R40 million from government. This award has a footprint in five

provinces (North West, Mpumalanga, Limpopo, Gauteng and Free State), and benefits 39 black smallholder farmers.

- A partnership with Exxaro Resources to co-invest in Servicios Empresariales Holdings (SEH), an agricultural aggregator that assists small women-owned enterprises in the agricultural sector. We invested R10,7 million and Exxaro invested R8,7 million to enable SEH to deliver on a R33 million procurement contract with Tiger Brands. This award has a footprint in two provinces (Limpopo and North West province), and benefits 18 black smallholder farmers.

Performance

We performed well this year, staying on track with most of our goals and building brand equity for Tiger Brands through work that makes sense for both society and business. The ESD team won the *Heart of the Tiger Award* at the Tiger Stripes Awards this year, which reflects this effort. That being said, it has also been a challenging year. The war in Ukraine increased the cost of agricultural inputs by 30% to 50%, affecting the financial performance of agriculture projects, and exacerbated by erratic weather, which has exposed the vulnerability of small-scale farmers to environmental factors, including climate change. This is a risk we need to pay further attention to in coming years

→ see [page 30](#).

In 2022, we further capitalised the ESD fund with R19 million, bringing the total capital investment to R104 million, and thereby achieving our milestone target of an ESD fund of R100 million by 2025. To date, the Dipuno Fund has approved ESD projects in agri-development to the value of R54,4 million and a further R10 million set-aside for a stock credit guarantee that supports black-owned food distributors to buy stock from Tiger Brands. The programme unlocked procurement opportunities exceeding R130 million and government funding of R60 million for agricultural aggregators to deliver on Tiger Brands' contracts. We supported 67 farmers through our aggregator programme



ENHANCED LIVELIHOODS CONTINUED

created 271 permanent jobs and 628 seasonal jobs in the small farmer sector (2021: 157 and 302 respectively).

We were pleased once again to receive a number of ESD-related awards in 2022. In the fourth annual Absa Business Day Supplier Development Awards, held in November 2021, Tiger Brands was announced as the overall winner, and won the Collaboration Award.

PREFERENTIAL PROCUREMENT

We are committed to supporting black economic empowerment in South Africa, and prioritise the award of procurement contracts to suitably qualified B-BBEE suppliers in line with the B-BBEE Act. Approved B-BBEE suppliers are given preference among competing bidders where all other selection criteria are met, and we reserve the right to restrict any business with suppliers suspected of B-BBEE fronting.

Our process for prioritising the award of procurement contracts to B-BBEE candidates is integrated into our primary strategic sourcing. We assess potential suppliers across a range of criteria, and give preference to a preferred supplier that scores highest. The assessment criteria differ slightly for each commodity, but include commercials, price, business requirements fit, and B-BBEE score. The B-BBEE score carries a 10% weighting across the full range of assessment criteria.

This inclusive approach ensures that our requirement for the best-value package are met, comprising best price, quality, service and delivery performance. Our procurement team has rationalised these strategies to deliver value to the business and meet transformation obligations. We support suppliers to improve their B-BBEE credentials, and we support selected B-BBEE suppliers in the agri-development space to access capital, skills and markets through our ESD programme.

Our 2030 targets

- › Prioritise local/regional sourcing of agricultural raw materials
- › 50% of our total procurement spend towards black/black-women-owned suppliers
- › 100% of our products ethically sourced

Our ESD programme is critical to advancing the empowerment impact of our preferential procurement approach. A fundamental challenge we face is that transformation in the ingredients and agricultural categories is slow due to the high levels of capital, skills, inputs and land required to establish a sustainable supply. The volumes that Tiger Brands sources and our rigorous compliance requirements also make it difficult for individual smallholder farmers to compete. We are advancing our ESD programme, amplifying our investment commitments, and proactively seeking partnerships to unlock collective impact and better address black economic empowerment together.

Over the last two years, however, Covid-19 and the war in Ukraine have led to significant changes in the global supply chain, which have increased cost pressures and created shortages that have impacted our business. As a result, our procurement practice has necessarily become less intentional and more reactive. We have had to adapt speedily to unforeseen changes, and source what we can, where we can, to keep our operations running. We have also faced internal challenges this year, struggling to fill a number of vacancies and stabilise our procurement team → see [page 41](#). It has been very difficult to prioritise local sourcing and empowerment suppliers in this context, and our number one priority has been security of supply. Fortunately, we were able to make some key appointments during the latter half of the year, including a new procurement director: ingredients.

In 2022, our total procurement spend was R28,1 billion, of which 91% was with local suppliers. Our total local procurement spend was R25,7 billion, of which 56% was with B-BBEE-verified suppliers. We procured

PERFORMANCE

Our B-BBEE procurement spend

In 2022, we spent a total of: R14,1 billion with B-BBEE verified suppliers (2021: R13,5 billion), including:

- R6,6 billion with suppliers that qualify as black-owned (2021: R5,6 billion)
- R5,1 billion with suppliers that qualify as black-women owned (2021: R4,3 billion)
- R1,3 billion with suppliers that qualify as small enterprises or exempt micro-enterprises (2021: R1,4 billion)

0,88 million tonnes of grains (excluding rice), of which 68% was procured locally. In addition to the grains procured, 0,29 million tonnes of rice was imported as rice is not grown locally. We procured 262 000 tonnes of fruit and vegetables, of which 100% was procured locally. Currently 0,9% of the fruit and vegetables we procure locally are from verified B-BBEE suppliers, with grains remaining a challenge at less than 1% from B-BBEE suppliers.

Our procurement team is working in tandem with our ESD programme, particularly the agriculture aggregator programme, to improve our B-BBEE procurement performance. A primary focus is building local production capacity for certain crops, including groundnuts, small white beans, tomatoes, sorghum, maize and wheat. In 2022, we increased our local procurement from B-BBEE-verified suppliers across groundnuts (1 300 tonnes), small white beans (2 850 tonnes), and wheat (2 027 tonnes), procuring a total of 5 450 tonnes compared to a total of 4 366 tonnes in 2021. Fruit and vegetables volumes declined by 20% due to lower tomato yields in the 2022 season. Fruit reduced due to lower demand from our LAF plant, and unprofitable margins. Farmers are starting to replace fruit and vegs with more profitable crops.

INSIGHT

> Our B-BBEE performance

Our current B-BBEE score is Level 2, an improvement from Level 3 in 2020, against the amended agriculture sector (agri-B-BBEE) codes gazetted in December 2017. Deliberate focus on our B-BBEE scorecard has seen us take an industry leading position, moving from Level 6 (discounted to 7) in 2018 to Level 2 in 2021. Our updated group transformation strategy has enabled this improvement, and will continue to drive further progress, as we maintain a focus on integrating and executing all elements of the B-BBEE scorecard. We disclose our 2021 scorecard alongside, as the 2022 results only become available after the publication of this report. Our B-BBEE scorecard is verified by EmpowerLogic. The 2022 scorecard will be posted when available at  www.tigerbrands.com

TIGER BRANDS B-BBEE SCORECARD 2021

As at December 2021	Target score	Actual score
Ownership	25	20,83
Management control	19	12,74
Skills development	25	12,78
Enterprise and supplier development	44	33,95
Socio-economic development	15	15
Total	128	95,29
Level	Level 2	Level 2

B-BBEE OWNERSHIP 2021

As at December 2021	% ownership by black people
Thusani Trusts (beneficiaries are children of black employees)	1,89%
Tiger Brands Black Managers Trust	0,56%
Tiger Brands Foundation Special Purpose Vehicle (SPV)	4,80%
Tiger Brands General Staff Share Trust	0,11%
Mandated investments	26,56%
Total	33,92%

SOCIO-ECONOMIC DEVELOPMENT (SED)

Approach

Tiger Brands' socio-economic development (SED) efforts are fully committed to using our resources to promote food security in South Africa and to address the critical challenge of hunger faced by millions of South Africans. Many of the communities in which we operate face significant challenges in regard to health, nutrition and income generation, which have been exacerbated by Covid-19. Given our scale and the nature of our business, working to improve food security through local economic development approaches makes

sense, and aligns with our purpose to nourish and nurture more lives every day.

Socio-economic development is integral to our business operations and ensures our social licence to operate. The B-BBEE codes for the Agri-sector stipulate that companies spend 1,5% of net profit after tax (NPAT) on SED that facilitates sustainable economic inclusion. Tiger Brands fully aligns with these national requirements, spending a total of R25,8 million on SED in 2022, compared to R22,9 million in 2021.

Our SED strategy that supports our compliance with the B-BBEE codes, takes us beyond compliance and to long-term social impact. We are moving away from traditional philanthropy, towards a role of facilitating economic empowerment and sustainable development. Our aim is to make a meaningful and lasting positive impact on local development and food resilience in our host-communities, and contribute to achieving SDG 2, 3, 8 and 10 [↔ see page 17.](#)



ENHANCED LIVELIHOODS CONTINUED

Our 2030 target

- › Support 20 community enterprises

We work primarily through partnerships, and target the communities in close proximity to our sites, focusing our SED programmes across: food and nutrition, skills development, and enterprise development. Brand activations, employee volunteering and occasional ad hoc initiatives further feed into these core areas of focus.

Management

Supporting local economic development in our host-communities and providing nutritious food to thousands of beneficiaries across South Africa is a significant task, and one that requires building strong relationships with key external stakeholders. We build strong partnerships with various local non-profit organisations (NPOs) to implement initiatives, and help refine our programme over time. In 2017, we conducted a stakeholder engagement to inform our SED approach, and we have since refined our strategy and initiatives iteratively together with our implementing partners.

We manage our initiatives and relationships directly with our partners via email, face-to-face and online meetings, site visits, and regular reports on progress and performance. Moving toward more digital and socially networked ways of working would help greatly in building partnerships, opening-up peer-to-peer opportunities, driving efficiency, improving data management and reporting.

We have appointed SED champions at each of our sites, and part of their mandate is to engage local stakeholders and identify community development needs in close proximity to their operations. We have more than 40 sites, and so we prioritise our SED investment to achieve the biggest impact. For this reason, we favour building long-term partnerships and projects. We have a set of standard operating requirements that guide our investment across health and nutrition, community skills and enterprise development.

We engage our partners regularly, receive quarterly and annual progress reports, and conduct follow-up site visits and workshop discussions to monitor progress, track performance,

and capture lessons learned. In 2020, we ran an exercise to calculate our social return on investment (SROI) which proved very useful in qualifying our most impactful projects. The progress reports we receive from our partners are drafted according to set requirements, and include key performance information, such as: number of beneficiaries, details of activities, details of training delivered, key challenges, key opportunities and highlights.

Key initiatives

Our key SED initiatives drive impact across food and nutrition, and community skills and enterprise development. Through our food and nutrition programme, we provide food hampers to over 52 000 families annually, and 5 200 university students per month through Plates4Days. Through EduPlant, we support school learners at over 300 schools to grow food for their schools, families and communities. We also provide food relief in partnership with organisations such as Food Forward, SA Harvest and Gift of the Givers. In 2022, our disaster food relief efforts were directed at people uprooted by the floods in KwaZulu-Natal, South Africa.





CASE STUDY

PLATES4DAYS GENERATES OUR BIGGEST SOCIAL RETURN ON INVESTMENT

Tiger Brands' flagship food and nutrition projects. Through Plates4Days, we distribute monthly food hampers to the most vulnerable students at tertiary education institutions across South Africa. The food support we provide to these students directly translates to the completion of their studies, their entrance into the workforce, and their ability to generate an income for themselves and their families.

In 2020, we commissioned a SROI study, to track and measure the impact of some of our key SED

activities. The results of the analysis indicated that our programme delivers a SROI of 4,65:1. This means that for every R1,00 we invested, we created R4,65 of social value. Our Plates4Days programme yielded the highest return on investment at 5:1.

In 2022, we amplified our activation of the Plates4Days project to raise awareness of the largely unacknowledged issue of food security for higher-education students, and to position Plates4Days as a key national support project. We have started hosting in-person events where young talent from Tiger Brands visit participating universities, and spend a day packing hampers, meeting participating students, and engaging with invited media.

Plates4Days currently provides monthly food hampers to 5 200 university students at seven universities, across 14 campuses. In 2022, we welcomed the University of Pretoria as a new participating institution.



CASE STUDY

THE EDUPLANT SCHOOL GARDENING AND NUTRITION PROGRAMME

Tiger Brands is the principal partner of the EduPlant School Gardening and Nutrition Programme implemented by Food & Trees for Africa (FTFA). EduPlant is one of South Africa's longest-running and most successful school greening and gardening programmes, and is endorsed by the Department of Basic Education,

through their National School Nutrition Programme (NSNP). EduPlant's mission is to drive food security impact through gardening and nutrition education and practice. The programme achieves this by integrating gardening and nutrition learning into the national curriculum and using student food gardens to supplement national school feeding schemes. The programme focuses on schools, learners, and their surrounding communities, and progressively builds school-linked food-security clusters in under-resourced communities and townships. The gardens created at these schools also offer teachers the opportunity to use these gardens as outside practical classrooms teaching subjects such as biology.



CASE STUDY

TIGER BRANDS FOUNDATION: SUPPORTING IN-SCHOOL NUTRITION

The Tiger Brands Foundation was founded by Tiger Brands in 2009 to enhance our social impact relating to food and nutrition, and deliver on our purpose to nourish and nurture more lives every day.

The Tiger Brands Foundation (TBF) is governed by an independent board of trustees, and the organisation has various funders and partners, the founder and major funder being Tiger Brands. We support the TBF through our ownership structures, with approximately 5% of shareholding dividends annually. The social investment activities of the TBF run in addition to Tiger Brands' own SED activities, and focus on in-school feeding: the delivery of in-school breakfasts, the construction of school kitchens, and the training of volunteer food handlers to prepare meals. The TBF also invests in research that supports evidence-based decision making on school nutrition in South Africa, and advocates for the inclusion of a breakfast meal within the National School Nutrition Programme run by the Department of Basic Education.

2022 highlights

- › 74 177 breakfasts served every school day across 95 schools
- › 100 millionth meal served
- › Six kitchens delivered in the year
- › Restarted the food handler training programme, training 57 people

The Tiger Brands Breakfast Programme

The Tiger Brands Foundation provides an in-school breakfast to non-fee paying primary and secondary schools, facilitates the construction and refurbishment of school kitchens, and invests in capacity building for the volunteer food handlers who prepare the meals at participating schools.

The Tiger Brands breakfast programme provides the essential breakfast meal to 74 177 learners each school day at 95 schools across all provinces in South Africa. The programme has served a cumulative total of 109 million breakfasts since 2011 (2021: 99 million). In 2022, we served 10 million breakfasts and added one new school to the programme. Unfortunately, we lost nine schools in Gouda Western Cape, as one of our sponsors did not renew their contract due to a strategic CSI refocus on their part.

School kitchens are essential for delivering the breakfast programme, and to ensure that food is prepared in a hygienic environment. In 2022, we delivered six kitchens at a total value of R2,93 million, including two new kitchens in Mpumalanga, two new kitchens in Eastern Cape, and two renovations in Northern Cape.

Successful implementation of the breakfast programme relies on the collective effort of district officials, school monitors, regional coordinators, school governing body members, and volunteer food handlers. Regional coordinators are full time employees of TBF, and school monitors work a half-day to support the coordinators in some provinces. Volunteer food handlers prepare and serve the breakfast at participating schools, and are employed by the school to cook the daily meal for the National School Nutrition Programme (NSNP). The TBF breakfast programme utilises the same food handlers as the NSNP, and pay an additional stipend for them to cook the breakfast. After a two-year hiatus we have restarted our food handler training programme with funding from Tiger Brands. The training programme is attended by all key personnel involved in executing the breakfast programme, and is delivered through workshops that cover food hygiene, food safety, food nutrition, and food preparation, as well as food employment and entrepreneurship. The training is certified by City and Guilds, and the Culture, Arts, Tourism, Hospitality and Sports Sector Education and Training Authority (CATHSSETA). In 2022, 57 people were trained through the programme in the Upington area of the Northern Cape.

The National School Nutrition Programme (NSNP)

The NSNP is the largest social support programme (after social grants) in South Africa, and delivers a cooked school meal to 9,2 million learners every school day. The NSNP recognises the value of adding a breakfast to the current single meal and this has been supported by the TBF's research and advocacy work. The TBF works together with the

NSNP to deliver an additional breakfast meal through the NSNP, with the aim of assisting learners that come to school hungry to get the most out of their school day. As a result, breakfast programmes are being piloted in the Eastern Cape and North West using existing NSNP funding, with the aim to launch a full breakfast programme for quintile 1 to 3 schools in the Eastern Cape from 2023.

Responding to Covid-19

During the Covid-19 pandemic, we paused our research and advocacy activities, and reallocated this budget to providing emergency food hampers. All told, we have provided 68 934 emergency food hampers since the start of the crisis in 2020, and in 2022 provided 9 000 hampers. We also ran a back-to-school campaign for the second year in a row to celebrate the easing of the pandemic, while continuing to assist schools with preventing Covid-19 infections. We ran the campaign in all partner schools, and donated 70 000 washable and reusable facemasks.

Research and advocacy

In 2022, with the Covid-19 crisis alleviated somewhat, we restarted our research and advocacy activities. We completed two research projects in July 2022 in partnership with the Centre for Social Development (CSDA) at the University of Johannesburg (UJ).

- › The first study *The effects of Covid-19 on in-school nutrition: the voice of the child*, explored the impacts of Covid-19 on in-school nutrition programmes from the perspective of the school learners.
- › The second study *Assessment of the nutrient content of school-feeding programme in South Africa: Effect on nutritional status of school children*, assessed the nutritional value of in-school nutrition programmes delivered at selected schools across four South African provinces.



ENVIRONMENTAL STEWARDSHIP

We are committed to significantly reducing our environmental footprint through foundational practices and innovative solutions.

Natural ecosystems are in global decline, with industrial food production playing a significant role in land conversion, climate change, topsoil-loss, biodiversity-loss, water extraction and pollution, food waste and loss, and the proliferation of waste plastic-packaging and micro-plastic pollution. Our business depends on healthy ecosystems and productive agriculture for the natural resources, commodities, and ingredients that go into producing our food products.

We are aware of the global environmental crisis, and the role that the industrial food system plays in current patterns of environmental decline. We are also aware of the positive regional environmental impact we could potentially leverage through the scale and presence of our organisation, but we must acknowledge that first we need to establish a strong base in foundational environmental practices before we are in a position to significantly scale our impact through environmental opportunities. This is what we are driving through the work of our SSHE team → see [page 56](#).

Our key initiatives to deliver on this commitment:

- › Reduce thermal energy consumption through optimisation of our steam generating systems, including the improvement of condensate return
- › Reduce electrical energy consumption through process optimisation and the implementation of integrated and environmentally friendly energy options
- › Reduce water consumption through process optimisation and the evaluation of water reuse opportunities and responsible effluent discharges
- › Implement circular-economy initiatives that stimulate sustainable economic opportunities

ENERGY AND CLIMATE CHANGE

Climate change is a strategic risk for Tiger Brands, with the potential to significantly impact our business and value chain. We are starting to unpack the implications of climate change for our business, and take steps towards better mitigation of our impacts and better management of the risks. Our current climate change activities are focused on ensuring compliance with relevant legislation, optimising our energy-use and reducing our GHG-emissions through more efficient systems and technologies, and building stronger and cleaner energy self-sufficiency through onsite renewable energy installations.

In recent years, the civil unrest in 2021 on the back of Covid-19, followed by the disastrous floods in KwaZulu-Natal earlier this year, and not to mention other climate-related natural disasters around the world, have brought home the real potential and significance of compound risks and business impacts that relate to climate change. The commitment and understanding of our board and Exco is growing, and external factors are part of driving this, including legislative and cost pressures. Our approach is informed by compliance requirements, emerging climate change disclosure guidance (including guidance from the TCFD, ISSB, and JSE), and our support of the *We Mean Business* coalition and the National Business Initiative's (NBI) *Just Transition Initiative*.

Management

We continue with our mandatory reporting to the Department of Environment, Forestry and Fisheries (DEFF), and monitor relevant legislative developments with interest. We have

set an internal price for carbon in response to the South African carbon tax, and paid R4 297 107 in carbon tax in 2022 for the 2021 operating year. We have explored the potential financial

impact of the tax on our business, and are monitoring the situation with regard to a planned increase in the tax, as well as the development of a new Climate Change Act in South Africa.

INSIGHT

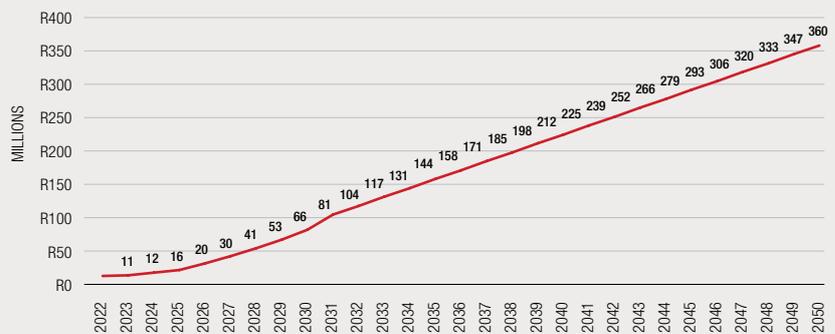
Projected carbon tax impact on Tiger Brands

The current carbon tax rate is R144/tCO₂e, and stipulated to increase at CPI plus 2% until December 2022, and at CPI only thereafter, during the first phase of the tax, to end on 1 January 2026. However, the government is proposing increases to this original plan that will see a significant escalation in carbon tax increases between now and 2050. The proposed increases will see the tax reach 20 USD/tCO₂e by 2026, 30 USD/tCO₂e by 2030, and 120 USD/tCO₂e by 2050. We have forecast the potential financial impact of the carbon tax on our business under this scenario of planned tax rate increases.

By 2030, our carbon tax is estimated to exceed R60 million per year. This would be a significant cost for the business to bear, and poses a significant potential risk for the business going forward, without due commitment to climate

change mitigation and investment in GHG emissions reduction. Our GHG emissions reduction projects are aimed at ensuring that this financial impact is significantly reduced over time.

IMPACT OF THE PROPOSED CHANGES – IF BASIC ALLOWANCE IS REMOVED



We are committed to working towards the achievement of net zero emissions by 2050, and have set a science-based emissions reduction target of 45% by 2030 (from a 2021 baseline) to help us achieve this net zero commitment. With loadshedding a constant challenge in South Africa, and the financial impact of the South African carbon tax looking significant over the medium term, science-based targets provide a credible mechanism for holding us to account on decarbonisation, while simultaneously supporting us to

reduce energy costs, strengthen energy self-reliance and build climate resilience. We also set annual performance targets at the start of each financial year. These annual targets drive incremental year-on-year improvements, and are based on our 2030 goals, current performance and any initiatives planned. Our annual targets for 2022 were to achieve a 6% reduction in electrical energy intensity, water intensity and GHG emissions, which we have achieved.

Our 2030 targets

- › 65% of electrical energy at manufacturing sites is sourced from sustainable energy solutions
- › 30% reduction in electrical energy intensity (kWhr/tonne)
- › 45% reduction in scope 1 and 2 emissions (tonnes)



ENVIRONMENTAL STEWARDSHIP CONTINUED

INSIGHT

> Setting science-based targets

In 2022, we commissioned an exercise to determine Science-Based Targets (SBTs) for the business. The SBTs were developed by the Science Based Target Initiative (SBTi) in collaboration with the UNGC, WRI, WWF and the Carbon Disclosure Project (CDP). The results of the assessment indicated that we would need to reduce GHG

emissions by 22,5% by 2030 to achieve decarbonisation under a 2°C pathway, and by 42% by 2030 to achieve decarbonisation aligned with a 1,5°C pathway. The Exco approved a target of 45% by 2030 in alignment with a 1,5°C pathway. We are currently identifying projects that can be used to achieve this target, as well as the associated investment required.

We have also launched a clean energy plan which will see the installation of onsite solar power and other renewable-energy solutions at 35 of our manufacturing plants by 2030. We signed a power purchase agreement this year with an independent power producer to introduce solar power at four of our sites – Hennenman Mill in the Free State, King Foods in the North West as well as Beverages Roodekop and Home and Personal Care (HPC) in Gauteng.

In 2022, we recorded a 7,2% decrease in absolute electrical energy consumption, and a 7,9% decrease in electrical energy intensity (kWh/tonne) from the previous year. Closer monitoring of energy consumption through more frequent measurements has enabled quicker response to energy-use inefficiencies and deviations.

Our electrical energy intensities are highest at our S&T plants, and although we make year-on-year improvements, these sites are still inefficient. We have identified actions for some of our sites, but improved metering is required to

Performance

OUR 2022 CARBON EMISSIONS

GHG emissions (tCO ₂ e)	2022	2021	2020
Scope 1 (direct)	181 707	209 314	350 143
Scope 2 (indirect)	235 553	266 130	280 633
Total scope 1 and 2 emissions	417 260	475 444	630 775



accurately address this issue. We plan to install more meters in the coming year. Our thermal energy intensities are highest at Musina and our S&T plants. Opportunities have been identified at the S&T sites largely related to inefficiencies in steam usage.

In 2022, we recorded a 12,2% decrease in our total GHG emissions, and a 12,9% decrease in GHG emissions intensity (CO₂/tonne) from the previous year. The significant reduction in GHG emissions recorded between 2020 and 2021 is attributable to our sale of the Value Added Meat Products (VAMP) business (→ see [page 52](#)).

Our emissions calculations include both stationary and mobile combustion (including use of generators and emissions from owned vehicles), and our figures have been externally verified by a third party. Our highest emitting facilities, based on direct emissions from onsite coal boilers, include LAF, King Foods, and Culinary Boksburg. Looking forward, we need to improve our coal boiler efficiencies, increase condensate return and explore fuel replacement options.

WATER AND EFFLUENTS

Water scarcity is ubiquitous where we operate in South Africa, and a key emerging strategic risk for our operations, closely linked to climate change. Approximately 74% of our facilities are in water-stressed catchments. We are aware of this emerging risk, as well as the potential for compound social and environmental risks to emerge in relation to a worsening water and climate change situation. We have a high-level understanding of the nature of the risk for our own operations, but need to get a true sense of our risk exposure and the status of the catchments within which we operate. We also need to do this for our supply chain, as we may face direct supplier-related water risk in the areas we source from, including areas outside of South Africa.

Our 2030 targets:

- › 30% reduction in water intensity (kl/tonne) from a 2019 baseline
- › Water intensity at 1,12 kl/tonne

Our approach is informed by compliance requirements, particularly the National Water Act, and municipal by-laws that set freshwater allocations, and effluent discharge permits and limits. Our effluent is tested by accredited labs in accordance with the South African National Standards (SANS). We are actively identifying and implementing water-use reduction initiatives across our sites. Both our water and energy optimisation initiatives are driven by our process optimisation department.

Management

We have set a 2030 water intensity reduction target. We conduct an annual goal-setting process at the start of each financial year, based on our 2030 goals, current performance and any initiatives planned. Our annual target for 2022 was to achieve a 6% reduction in water intensity, which we have achieved.

Informed by the “deep dive” into our environmental performance this year (→ see [page 56](#)), we focused much attention on improving our water monitoring and reporting. We have intensified our monitoring and reporting of onsite water-use, and have initiated a regime of daily measurement across our sites to enable a rapid response to any anomalies. We do weekly reporting, and a more in-depth monthly report and check on performance and the progress of key actions. This is currently done manually, but the new data management and reporting system we are to implement, will improve the efficiency of this process (→ see [page 56](#)).

Our water-use intensity is highest at our S&T, Baby, LAF and Boksburg sites. Opportunities to reduce water-use intensity have been identified at many sites, and further opportunities will be identified once we complete our planned installation of water meters. Another key challenge has been effluent compliance, yet this year we successfully reduced our effluent-related risk across almost all our sites.

OUR 2022 WATER CONSUMPTION

Total water consumption (kl)	2022	2021	2020
	3 544 841	3 863 743	3 791 666



ENVIRONMENTAL STEWARDSHIP CONTINUED

In 2022, we recorded an 8,3% decrease in absolute water-use from the previous year, and a 7,1% decrease in water-use intensity (kl/tonne) over the period. Closer monitoring of water consumption through more frequent measurements has enabled quicker response to leaks and other water-use inefficiencies.

WASTE

Plastic packaging plays a vital role in delivering our products to consumers in a manner that preserves the integrity of the product, promotes convenience, and safeguards health. Yet the waste generated from plastic packaging has serious negative implications for marine ecosystems, wildlife, climate change, and the quality of air, water and soil. Beyond packaging, a full third of all food is wasted and lost along the value chain, carrying the compound impact of all the wasted energy, water and nutrition embodied within this food, as well as the carbon emissions released during its production and decomposition in landfills.

Reducing packaging, and reducing food waste and loss, offer the dual benefit of supporting improved cost-efficiency and environmental performance, with social benefits a key potential in the diversion of food waste to those who need it most. The financial benefits of recycling are becoming more significant, and the diversion of waste from landfill reduces disposal costs, and offers potential income-generating opportunities through waste valorisation.

Approach

Our approach is informed by compliance requirements and participation in industry waste management initiatives through the Consumer Goods Council of South Africa (CGCSA). Key legislative instruments that apply to our waste management activities include the National Environmental Management:

Waste Act, extended producer responsibility (EPR) regulations, waste classification regulations, waste storage standards and local refuse removal by-laws. Through the CGCSA, we have committed to the South African Plastics Pact and Food Waste and Loss Voluntary Agreement.

As a signatory to the SA Plastics Pact, we have committed to a set of industry-approved 2025 targets for reducing plastic packaging, increasing recycling and the use of recycled content materials. Through the Food Loss and Waste Voluntary Agreement, we have committed to reducing food waste in alignment with SDG 12.3 – to halve per capita global food waste by 2030. We also set annual targets to guide year-on-year improvement towards these longer-term goals. Our annual waste minimisation target for 2022 was to achieve a 20% reduction in waste to landfill, which we have achieved. We do not have annual targets in place for food waste or plastic packaging, but have set a baseline this year to help us develop food waste reduction targets from next year onwards.

Our “SA Plastics Pact” 2025 targets

- › Act on plastic packaging through redesign, innovation or alternative (reuse) delivery models
- › 100% of plastic packaging to be reusable, recyclable or compostable
- › 70% of plastic packaging effectively recycled
- › 30% average recycled content across all plastic packaging

Management

Our current focus is on waste minimisation, and we see this as a springboard for future initiatives that may capture waste-streams and by-products as inputs for innovative new processes or products. Our key

initiatives focus on reducing waste-to-landfill, recycling packaging material, reducing food waste and loss and diverting food waste and loss towards new value creation opportunities. We take an inclusive approach to these initiatives, looking to create jobs and support micro-enterprises through the process. A consistent part of our food-waste minimisation strategy is to make regular donations of near-expiry food to vulnerable communities through our partner Food Forward SA.

We outsource all waste management at our sites to external service providers, who sign service-level agreements that contain specific conditions relating to the achievement of our waste management targets, including for plastic recycling, diversion of waste from landfill, and off-take of food waste for animal feed. A key challenge this year has been finding suitable waste management service providers, and we were not able to close-out all our waste management contracts. This will roll over to next year.

Another challenge relates to the lack of clarity around the new EPR regulations, which came into effect on 5 November 2021. We have been monitoring the development of this legislation, and have complied with the initial requirements. We have registered on the government website, signed up to the relevant producer responsibility organisations (PROs), and paid our levies. Yet, there is a lot of confusion, even among specialists, about what really needs to be done next to participate effectively, after these initial steps have been taken.

Performance

In 2022, our landfill waste intensity was 0,006 (tonne/tonne), representing a 32% decrease from the previous year. Improved waste segregation onsite at our facilities has led to an increase in the volume of waste diverted from landfill.

PACKAGING REDUCTION

In recent years, we have taken various steps to improve the efficiency and sustainability of our packaging. We have eliminated unnecessary packaging, optimised light-weighting, specified packaging made with recycled materials, and will soon be introducing alternative packaging solutions for some of our most popular brands.

Our key activities to date

Identifying innovation opportunities

We completed a baseline assessment of our packaging footprint and have identified non-recyclable items across all our categories. We followed this with a packaging sustainability gap-analysis to identify various packaging improvement opportunities. Based on this analysis, we will soon be introducing new packaging solutions across our most popular brands.

Optimising light-weighting

Most of our packaging across all our categories is at optimum weight or thickness.

Reducing primary, secondary and tertiary packaging

We have removed flat-boards as secondary packaging on new product lines, and all new products are now packed directly onto a pallet using a thinner but stronger shrink wrap. We will be extending these initiatives to the rest of our product range, and ultimately, we will eliminate the use of shrink wrapping with the introduction of automated palletisation.

Specify the use of recycled plastics

We have migrated most of our Beverages and HPC products to reusable and recyclable plastic packaging. Our beverage bottles now use 85% recycled PET (rPET), and we plan to increase this further in future. A key challenge is the limited availability of affordable high-quality recycled materials in South Africa. We are working with various stakeholders within the plastic recycling value chain to find opportunities to address this.

Replacing non-recyclable with recyclable

We are working with current suppliers to develop recyclable monolayer solutions for flexible plastic materials, and our first initiative will be the replacement of our two-kilogram Woolworths and Tastic rice packs with recyclable monolayer alternatives. The development of flexible and recyclable plastics remain a global challenge for industry.

Testing biodegradable and compostable packaging materials

We are testing a material made from sugarcane, for inclusion in all our high-density polyethylene (HDPE) closures and bottles. We are exploring the scalability of compostable materials in South Africa, but face challenges regarding costs and infrastructure. Solutions will require collaboration and collective impact.

Assessing reuse models

We are exploring reuse models that include product-refills and digital-ordering solutions, yet solutions will require collaboration and collective impact. 90% of the packaging in our Beverage and HPC businesses is reusable.

Piloting antimicrobial technology

We are exploring the possibility to extend the shelf-life of our bread products by incorporating anti-microbial additives into plastic bread bags and thereby reduce food waste and loss.



CRITICAL ANCHORS

ETHICAL BEHAVIOUR

Tiger Brands is committed to ethical business practice, and building a culture in which ethical behaviour is promoted, expected and naturally expressed through everyday interactions and engagements.

We are proactive in building an ethical workplace and culture, and have mechanisms in place to ensure that the principles expressed in our ethics-related policies are known, accepted, and put into practice every day by our people. Tiger Brands is a member of the Coalition for Ethical Operations, through which we support actions to combat unethical behaviour and corruption in our industry.

Our key policies

- › Code of conduct
- › Human rights policy
- › Ethical sourcing policy
- › Anti-bribery and anti-corruption policy
- › Gifts, entertainment and hospitality policy
- › Declaration of interest policy
- › Whistleblowing line policy

All our ethics policies, including our code of conduct, are regularly reviewed and updated, and made easily accessible for staff on our intranet. Ethics awareness activations feature routinely as part of internal communications, including through the placement of posters and banners online and at our facilities. We ensure that our ethics policies are translated into practice through routine and targeted ethics training, robust and expeditious Ethics Line investigations, and internal publication of our ethical behaviour trends and actions taken against perpetrators.

OUR CODE OF CONDUCT

Our code of conduct (code) represents a clear commitment to upholding good ethical practice in the workplace. All our employees subscribe to the code, which aligns with, inter alia, our human rights policy, diversity policy, and disciplinary code. Similarly, all our suppliers are required to acknowledge compliance with our supplier code of conduct, which aligns with our human rights policy and ethical sourcing policy. The code clearly frames all aspects of workplace-related ethics and provides explicit guidance on putting these ethical principles into practice in everyday and work-related situations. The 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. The code was last updated in 2020.

Consistent with our code and other ethics policies, we ensure that:

We abide by the law, protect human rights, and combat corruption

We supply products that are safe and of good quality

We contribute to the communities in which we operate

We minimise our impact on the environment

We establish ethical and responsible sourcing practices

We engage ethically and respectfully with all our stakeholders

We facilitate inclusion and diversity

We maintain a healthy and safe working environment

We remunerate fairly and support employee wellbeing

We promote fair competition

We promote and protect whistleblowers

Ethics training

We ensure that our employees receive regular training on ethics, including targeted training on human rights and to combat corruption and bribery among senior managers. Ethics learning is undertaken in-person at various sites, and online via a digital e-learning platform. This year, we rolled out in-person ethics training across our Grains business, after completing the same for Bakeries and part of Milling. The annual completion of an e-learning module on our code of conduct is mandatory for all employees, including all new employees. Prior to Covid-19, there was a mandatory in-person induction session on compliance and ethics for new employees, and this is being re-introduced. Looking forward, we plan to increase the total number of employees trained, and strengthen consequence management for those who do not complete the training. Our corporate communications department runs routine ethics awareness activations annually. In 2022, 65% of employees completed the ethics training.

Human rights

Recent years have brought significant changes in the business and human rights landscape, including stronger public scrutiny, the emergence of new legislative instruments and more detailed disclosure requirements. While the South African Constitution is strong on human rights, all of our markets in Africa are widely considered high-risk for human rights abuses. Crises like climate change and Covid-19 further destabilise society, and threaten to heighten the risk of human rights abuses.

Human rights is a key concern for Tiger Brands, with our exposure to human-rights risk potentially greatest in our supply chain. We are committed to promoting and protecting human rights in our own operations and through our supply chain, and aim to steadily improve our related management approach and processes. Taking action to protect human rights aligns with our core purpose and corporate values, and we fundamentally believe that upholding human rights helps build a society worth doing business in.

Our human rights policy is regularly reviewed and updated, with the most recent iteration published in 2020. The policy has been developed to uphold the inviolable rights of people and to protect the group, our stakeholders, assets and reputation. The policy establishes the principles and responsibilities for monitoring, managing and reporting on human rights' impacts and risks. It aligns with our ethical code, and applies to our own operations and to our suppliers, as well as all employees, temporary employees, contractors, service providers and consultants.

The policy is available online at

 www.tigerbrands.com

Human rights awareness is a regular feature of our annual internal communications programme, including the promotion of our whistleblowing Ethics Line, through which all employees and any person in our extended stakeholder network can report a potential human rights abuse. Content on human rights that relates to our code of conduct is integrated into our annual ethics-training calendar, is included in our induction programme for new employees, and is available as an online learning module for staff to access.

We watch the media and keep abreast of Corruption Watch reports to obtain visibility on potential human rights abuses in our supply chain. Audits for compliance with our ethics policies, including our human rights policy and code, are conducted as part of combined assurance plan. Should the need for a specific human rights impact assessment be identified, it will be managed through our risk and internal

YEAR-ON-YEAR ETHICS TRAINING PERFORMANCE





CRITICAL ANCHORS CONTINUED

audit function. As part of our ethical sourcing programme, we request that all our tier 1 suppliers sign an annual declaration of conformance to our supplier code of conduct, which integrates the protection of human rights → see [page 53](#). Going forward, we plan to strengthen the integration of human rights due-diligence processes into our risk and internal audit plan for our own operations and our suppliers. We recorded no human-rights-related infringements in 2022, nor received any human-rights-related complaints through our ethics line.

Anti-corruption and anti-bribery

We have a zero-tolerance approach to any action that goes against our code, including any acts of bribery and corruption. Our anti-bribery and anti-corruption policy, strictly prohibits lobbying, facilitation payments, and political donations in alignment 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 tailored fraud risk register, and an informal fraud risk management programme as part of our combined assurance plan, and run specific analytics to highlight any potential areas of concern. Audits for compliance with our ethics policies, including our gifts policy and code, are conducted as part of combined assurance processes. Monthly reports on the results are made to Exco, with Exco reporting quarterly to the board. In 2022, we subscribed to a procurement tool that helps us run checks on current and potential

suppliers to determine any conflict of interest, sanctions, criminal activity or other ethical red flags.

We run specific anti-bribery and anti-corruption training every two years for all senior management employees (above Grade DL) in risk-prone roles. The latest round of mandatory ethics training was held during Q2 and Q3 2022 and the next training cycle planned for 2023.

Whistleblowing

Promoting, supporting and protecting whistleblowers is an essential to achieving our aims for an ethical culture at Tiger Brands, particularly in the context of South Africa and Africa where fraud, bribery, crime and corruption represent real risks to the business. Providing a protected channel for whistleblowers to report unethical behaviour, empowers the people in our network to seek respite or do the right thing, and enables the company to discover and act on ethical transgressions that threaten our integrity and reputation. We protect whistleblowers as stipulated in South Africa's Protected Disclosures Act, and our whistleblowing policy upholds the principle of non-retaliation.

We have an established whistleblowing facility that supports the secure and anonymous reporting of unethical behaviour, including any ethical transgression, dishonesty or fraud relating to our business activities, personnel or relationships. The whistleblowing facility is an independently run service that makes use of the services of Tip-offs Anonymous, a division of Deloitte. The service includes an ethics hotline (Ethics Line) that supports all local languages, and is available 24/7 for all employees, suppliers, customers, consumers and members of the public. We regularly communicate the availability and anonymity of Ethics Line to all employees, and are looking to

strengthen our communication of this facility to our wider network in future. The service excludes customer product complaints, which are reported through a separate channel → see [page 49](#).

Ethics Line reporting has been placed under the responsibility of the group compliance director, and our ethics investigation framework guides the management of ethics-related complaints. Through this framework, we have systematised the screening and reporting of all Ethics Line complaints to expedite investigations and ensure satisfactory resolution of matters. All complaints made via the Ethics Line are received by the internal audit and risk director and the chief legal officer. All complaints are actioned within 24 hours, and all investigations are supported by a formal investigative report that is issued to the relevant line manager and CEO. Complaints are categorised to facilitate the management response and support deeper analysis and learning from incidents. Categories include: alleged corruption, fraud, health and safety, human resources (HR), theft and unethical behaviour. Prior to being tabled at Exco and audit committee meetings, a monthly ethics report is presented to Exco, where the status of all cases, including closed cases, are noted and discussed. We also publish the results of ethics reports internally to further encourage ethical behaviour and promote the use of the hotline.

Tip-offs Anonymous

Toll free

0800 80 80 80

Free fax

0800 00 77 88

Website

www.tip-offs.com

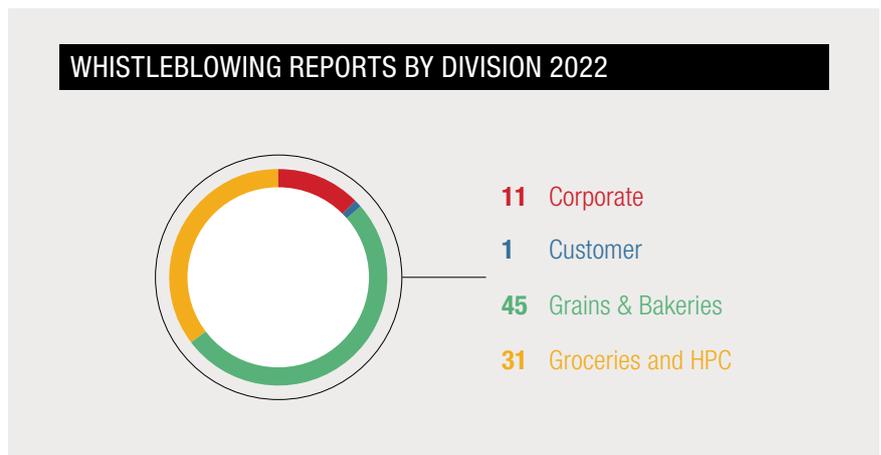
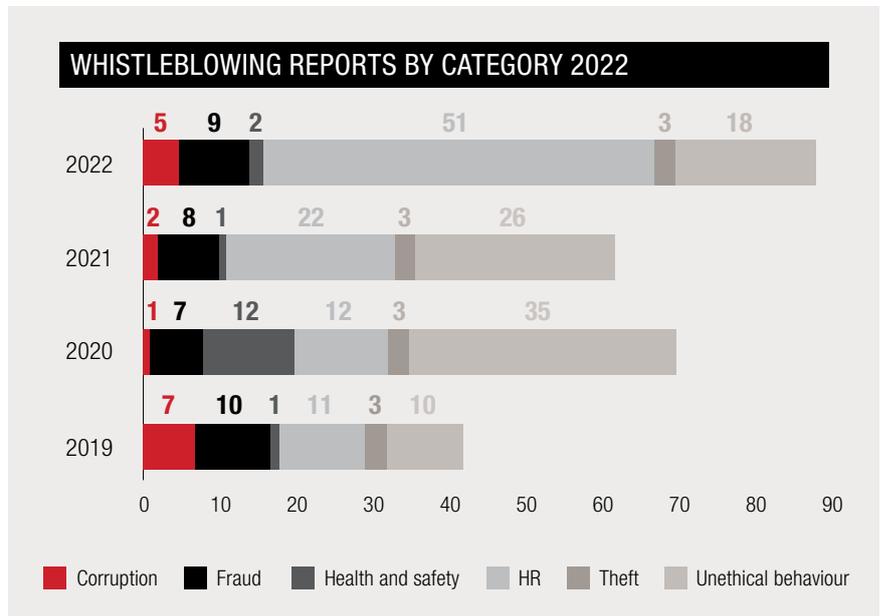
Email

tiger-brands@ethics-line.com

In 2022, 88 cases were reported via the Ethics Line, compared to 62 in 2021. We have investigated 87 (44 closed and 43 unsubstantiated) of these cases, with one still under investigation. There has been an increase in the number of cases reported in 2022. Cases relating to HR issues showed the most significant increase this year, with the highest number of complaints coming from our Grains and Bakeries division. We have learned that some complaints flagged as HR related may more accurately fall into a different category, and we have initiated a re-categorisation of complaints to facilitate more accurate and appropriate analysis and response. Going forward, issues will be categorised as relating to human resources when the complaint concerns a system, process or policy failure. We have planned to allocate resources and run training to address a number of the human resources complaints received.

Tax approach

Our tax objective is to protect and enhance shareholder value by achieving a sustainable tax result that complies with the tax laws in jurisdictions in which we operate. A continued focus on good governance has remained a priority by ensuring that robust and relevant tax controls are embedded within the group's tax framework. We continuously observe the changing tax landscape across jurisdictions to ensure compliance with all tax regulations to uphold the integrity of the group's reporting requirements. Our corporate values as a business forms the foundation of the group's tax objectives to ensure that we uphold and protect our corporate reputation. We will not enter into any transactions that will compromise our integrity and will continue to strive for openness and transparency in all our dealings with tax authorities.



The tax function has embedded tax controls that are subject to an internal audit review every year. These controls are applied across all taxes, including the carbon tax and sugar tax, as well as all the tax reporting responsibilities of the tax team. The controls were co-developed with the group's internal audit team to ensure that tax risks across the group are adequately mitigated. The external auditors also independently test our controls on an annual basis to ensure we comply with the control activities as defined

in the framework. The tax team is required to submit various documents for testing, based on an independent sample selection by the auditor. Any control failures are reported to the audit committee.

The group's effective tax rate for 2022 is 29,4% (before impairments, non-operational costs and income from associated companies) in comparison to the 2021 effective tax rate of 29,1%.

CRITICAL ANCHORS CONTINUED

Cybersecurity

It is of vital importance that customers trust Tiger Brands with the safety of their information. We highly value the security and privacy of the personal information we hold and process, and are increasingly prioritising the enhancements of these programmes as we adapt to keep pace with a rapidly evolving technology, digital and cybersecurity landscape.

In response to this fast-moving context, we are continuously and iteratively implementing plans to enhance our practices and build our cybersecurity capabilities over time. We remain committed in ensuring compliance with the requirements of the Protection of Personal Information Act 2013 (PoPIA) and EU General Data Protection Regulations.

We have built clear roadmaps to ensure that we are cyber-resilient across our environment, including our manufacturing plants. These roadmaps are underpinned by clear management commitments and are tracked and monitored through the risk and sustainability and audit committees. The group information officer is responsible for ensuring continued compliance to the PoPIA requirements and reports progress to the risk and sustainability committee, in line with the committee's annual work plan.

We have clear intentions to build a security-smart culture at Tiger Brands, and a key aspect of our approach is to reflect strategically on our actions and apply the lessons learnt. Supporting this practice, we regularly recruit independent assessments of our

performance against best-practice and industry standards, ensuring that any gaps are appropriately prioritised and remediated.

Training and awareness is a key focus, as this ensures that the insider threats are addressed. To this end, security campaigns focused on specific security-related topics are run quarterly, via newsletters, videos, podcasts and email inserts. Our policies are enforced through the implementation of our defined roadmaps, which work to instil a strong sense of the cyber-security principles and protocols across the organisation. In terms of readiness, cyber-incident simulations will continue to be run as a core element of our training at all levels. This will ensure we are as ready as possible when faced with a significant cyber-attack or related incident.



OUR PEOPLE

Tiger Brands is committed to sourcing and cultivating diverse top talent, developing the capabilities of our people and leaders, and igniting the passion of our teams to bring their best to work every day, in the pursuit of innovation, growth, and high-performance.

Covid-19 has precipitated significant changes in the way people work, and in the expectations employees have regarding their jobs and work environment. Technology has become a critical enabler of employee performance and experience, with hybrid work and flexible work practices

becoming mainstream. The importance of employee wellbeing has increased as a key concern, with leaders requiring stronger emotional and relational capabilities. Global talent shortages have reached a new high, compounded by higher talent attrition within most organisations. This challenging context compels us to be innovative in how we shape a fit-for-purpose employee value proposition and execute differentiated capability-building across the organisation.

Approach

Our people strategy drives the execution of our business strategy, supporting Tiger Brands to win in the market. The strategy sets us on a path to rigorously develop and effectively mobilise our talent, so that our people and the business achieve a leading position in the industry. The three pillars of the strategy – *Talent, Leadership,* and *Great place to work* – shape our

approach to attracting and sourcing diverse, talented people who have the core, future and leadership capabilities we need to accelerate innovation and create an agile culture that is highly focused on the consumer. In 2022, we continued to build a diverse talent pipeline, cultivate core capabilities, develop leaders that inspire winning performance, and create a great place to work for all our people.

Our key policies

- › Recruitment policy
- › Learning and development policy
- › Diversity, equity and inclusion policy
- › Sexual harassment policy
- › Remuneration policy
- › Leave policy
- › Flexible work practices policy

IGNITE OUR PEOPLE

Talent	Leadership	Great place to work
Build a diverse talent base and core capabilities to deliver our growth strategy	Develop leadership capability and capacity to inspire winning performance	Create a great place to work to energise a consumer-obsessed and agile team Tiger

EXECUTION EXCELLENCE

Embed a foundation of efficient standardised processes and technology to enable winning performance and business partnering

OUR VALUES

- › We treat each other with care and respect
- › We deliver with passion and excellence
- › Safety and quality are non-negotiable for us
- › We embrace diversity and inclusivity
- › We act with integrity and accountability in all we do



CRITICAL ANCHORS CONTINUED

TALENT

Tiger Brands has accelerated the building of core and future-fit capabilities across Supply Chain, Bakeries, Customer, Marketing and R&D.

Over the last three years we have built a strong foundation for strengthening our key talent pools by identifying the core commercial and specialised technical capabilities needed to execute our strategic agenda and business priorities. This forms the basis of our talent mapping, sourcing, and development actions. We have maintained a strong focus on developing capabilities internally and promoting from within the company. For key positions, we assess talent to be sourced externally to ensure that capability gaps can be closed quickly. We review our internal talent and succession plans annually to identify individuals with potential to grow further in the organisation, and we drive deliberate execution of our development plans to ensure that internal talent is ready for growth opportunities when they arise.

We have also made significant progress in the delivery of our Rest of Africa talent and capability agenda. We have registered permanent entities in Nigeria and Kenya, resourced key vacancies in our Rest of Africa business, and undertaken coaching and mentoring as part of preparations for in-market placements.

In the last two years, our attrition rate, particularly at senior levels, increased and peaked at an average of 17%. The impact of higher attrition rates on Tiger Brands has been compounded by a skills shortage in technical areas that are critical to our business. The higher attrition rate, together with our acceleration of internal appointments over the last three years, has seen us depleting our talent pipeline in middle to senior leadership levels, and creating gaps in the readiness of planned succession candidates.

We have taken various actions to address these challenges, creating a Talent Acquisition Hub in 2022 to prioritise filling vacancies, closing talent gaps and building a stronger bench. Through these targeted actions, we have accelerated targeted resourcing and our talent-pipeline building efforts. We have undertaken targeted engagements across the business, implementing learning plans that address the critical competencies required to execute our strategy and drive business performance. Although our efforts have started to yield positive results, the sourcing of critical skills remains a challenge, and addressing this challenge of attrition is a top priority. To fill roles more quickly, we have widened our talent mapping and sourcing efforts beyond our immediate industry, particularly at senior levels.

Over the last three years, we have enhanced our ability to “grow our own timber” and improved our succession bench ratio from 0:1 to 2:1, with a goal to achieve a ratio of 3:1 in coming years. In the latter part of 2022, our average attrition rate declined from

17% to 13%, below the South African average of 16%. We filled 40% of our leadership vacancies through internal career moves and promotions.

Learning and development

Our foundational talent development programmes for each employee segment ensure the steady development of capabilities we need to drive performance now, and fill our talent pipelines for the future across the organisation. In 2022, we continued to execute targeted development programmes through our learning academies, focusing on Supply Chain, Marketing, Customer, Bakeries and R&D. We also shifted the focus of the academies toward developing future-fit capabilities that will enable our digitalisation journey. We have taken advantage of the opportunities presented by remote-working arrangements to embed the use of just-in-time digital learning to accelerate the integration of learning into day-to-day work across the organisation.

In 2022, we spent R96,9 million on learning and development across all sites and businesses. We had a total of 278 employed learners and 96 unemployed learners actively participating in accredited skills development interventions, such as learnerships, apprenticeships and internships. In addition, 34 people with disability (PWD) learnership candidates joined our organisation to further build our talent pipeline and address our diversity, inclusion and transformation objectives.

Our foundational talent development programmes

FUTURE TIGER	YOUNG TIGER	MID-CAREER TIGER	SEASONED TIGER
<ul style="list-style-type: none"> > Bursaries > Internships > Unemployed learnerships > Apprenticeships > Workspace experience students > Thusani Trust 	<ul style="list-style-type: none"> > Management trainee programme > Learnerships > Technical and functional core capability development 	<ul style="list-style-type: none"> > Internal career moves > LIFT: Frontline leadership programme > SOAR: Middle management leadership programme > Technical and functional core capability development 	<ul style="list-style-type: none"> > Internal career moves > CXO leadership transition lab > International executive leadership development > REIMAGINE: Senior leadership programme



WINGS: High potential accelerated development

GAME CHANGER: Leadership programme

Coaching and mentoring

INSIGHT

Building talent through the Thusani Trust Bursary Scheme

We support education and build talent in our local communities through the Tiger Brands Thusani Trust Bursary Scheme. The trust was formed in 2005 as part of the Tiger Brands Staff Ownership Scheme. The bursary scheme provides financial support to academically deserving students from the families of black Tiger Brands employees (ACI employees), wanting to pursue higher education at a registered institution in South Africa. In 2022, we were proud to celebrate all our successful students, including the Top 10 achievers, who each received three distinctions.

Thusani Trust Applications now OPEN

15 September - 30 Nov 2022



Application forms available from your site HR, submit with required supporting documents:

Paper submissions to your **HR Consultant**

Email submissions to thusani@careerwise.co.za

Congratulations to this year's Top 10 achieving students and their parents:

Student	Institution	Course	Avg	Distinctions	Tiger Parent	Role at Tiger
Lerato Rosinah Modise	AFDA	BA in Live Performance	91%	5 distinctions	Petrus Pereki Modise	Sales Representative
Saeed Davids	Mancosa	BCom Supply Chain Management	88%	3 distinctions	Waleed Davids	Shipping Manager
Fatimah Zahra Vawda	UKZN	MBCHB	88%	3 distinctions	Yusuf Mahomed Vawda	Data Analytics Specialist
Maaajida Dawood	UKZN	BPharm	85%	3 distinctions	Mohammed Fazla Dawood	Sales Representative
Feron du Toit	Hugenote Kollege	Bachelor in Social Work	81%	4 distinctions	Esmeralda du Toit	Clock Clerk
Tamerin Lee Heyman	CPUT	BEd	81%	7 distinctions	Johanna Magdalena Heyman	Shipping and documentation clerk
Kheara Anooklaal	UKZN	Law	80%	3 distinctions	Avinesh Anooklaal	Cost Accountant
Tsholofelo Hope Moetji	EDUVOS	BCom Law	80%	5 distinctions	Matshidiso Margaret Moetji	Filler packer
Thankanetso Thantsha	Rosebank College	BBA	79%	4 distinctions	Charles Chuene Thantsha	Stacker Basket
Nobile Makhosazane Mashela	UP	Law	78%	4 distinctions	Lindi Mashela	Credit Controller



CRITICAL ANCHORS CONTINUED

Diversity and inclusion

We aim to build diverse talent and continue to execute our diversity strategy to strengthen African, Coloured and Indian (ACI) representation in our workforce, champion gender equity in the workplace, and make progress with the inclusion of people with disabilities. We are making steady progress towards achieving our targets (→ see [page 14](#)).

In 2022, 94% of our workforce was ACI, and on average 81% of internal leadership placements were filled by ACI employees. The representation of ACI employees at management level was 84% in junior management, 65% in middle management, 58% in senior management, and 60% at top management. Our management trainee intake was 100% ACI. Our full employment equity profile can be viewed in the Appendix.

Our gender equity agenda is addressed through targeted talent and leadership development programmes – women in customer, women in supply chain, and women in bakeries. The Tiger women’s network provides a forum for female employees to network, dialogue and access tailored mentorship, coaching

and development opportunities. We have also integrated dialogues about unconscious bias into our leadership development programmes and culture transformation engagements.

In 2022, 31% of our workforce was female. The representation of female employees at management level was 37% in junior management, 41% in middle management, 42% in senior management, and 30% in top management. Our management trainee intake in the last year was 66% female.

We made a total of 1 027 new hires in 2022 (including fixed-term contracts), and had a total of 643 terminations (excluding contracts expired) with an overall turnover rate of 6,8% (2021: 8,9%). The age structure of our workforce was 11% below 30 years, 67% between 30 to 50 years, and 22% above 50 years. Most new hires were Generation Y, between 26 and 45 years of age, with 94% of new hires ACI and 50% female. Female employees comprised 35% of terminations, and ACI employees 85,7%.

> Talent – 2022 performance summary

- > 40% leadership vacancies filled internally to date
- > 3 298 employees trained through our academy core capability programmes
- > 92 interns and workplace experience students across Bakeries, SC CoE & Grains, Customer, PE CoE, Marketing, R&D, Consumer and HR
- > 207 learnerships across Bakeries, SC CoE & Grains, PE CoE and Consumer
- > 34 PWD learners in PE CoE
- > 40 apprentices throughout Bakeries, SC CoE & Grains, PE CoE, Consumer and RoA
- > R96,9 million spent on skills development (2021: R93,8 million)
- > Supply chain competency assessment process underway
- > Women in customer, bakeries and supply chain development programmes well underway



LEADERSHIP

Tiger Brands continues to drive leadership development and future-fit leadership rotations to build capability and strengthen our succession pipeline.

We consistently build leadership capabilities across the organisation to drive performance, support the wellbeing of employees and lead the transformation of our culture. We continue to leverage and improve our leadership assessment tools and development programmes, including mentoring and coaching approaches, to develop leaders that are inspirational, agile and future-fit.

Our flagship leadership development programmes, Game Changer and LIFT, remain effective at embedding core leadership competencies, and work well in combination with mentorship and coaching through our Leader-as-Coach programme. We measure the progress of our leaders' using a 360° MultiRater feedback platform that captures feedback on their ability and behaviours directly from their teams, peers and line-leaders. Our targeted leadership rotations are designed to strengthen our leadership pipeline

and stimulate innovation and a growth mindset across our leadership talent pool.

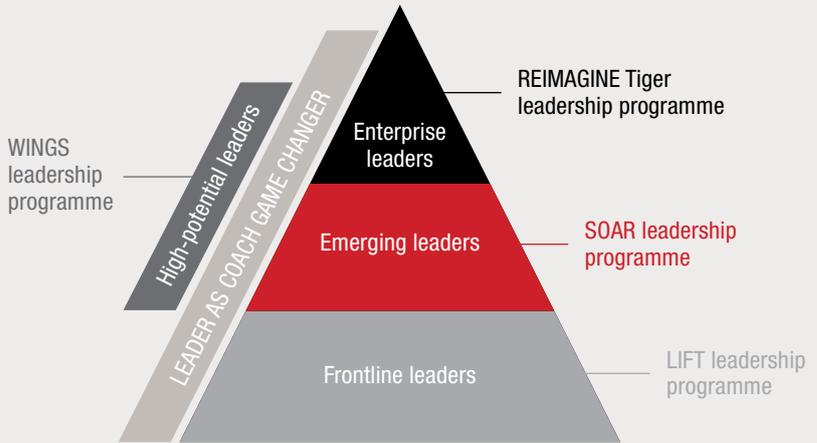
In 2022, we established an accelerated leadership development programme, WINGS, to fast-track the building of leadership succession pipelines and rotate internal talent faster. This programme is open for internal and external talent, and our first cohort of WINGS delegates are already placed in this first stretch assignment. Looking ahead, we will continue executing our future-fit leadership development

programmes and rotations to strengthen our leadership pipeline.

Leadership – 2022 performance summary

- > 92 leaders have participated in the LIFT programme
- > 46 leaders have completed the Game Changer programme
- > WINGS accelerated leadership development programme launched and the delegates are in their first assignments

OUR LEADERSHIP DEVELOPMENT PROGRAMMES



OUR LEADERSHIP COMPETENCIES

LEADS PEOPLE	LEADS PERFORMANCE	LEADS SELF	LEADS INNOVATION	LEADS PARTNERSHIPS
<ul style="list-style-type: none"> > Inspires winning performance > Nurtures and grows talent 	<ul style="list-style-type: none"> > Shapes strategy > Achieves results through others 	<ul style="list-style-type: none"> > Proactive > Active listening > Self-reflective > Growth mindset 	<ul style="list-style-type: none"> > Consumer obsessed > Market focused 	<ul style="list-style-type: none"> > Builds partnerships > Builds teams



CRITICAL ANCHORS CONTINUED

GREAT PLACE TO WORK

Tiger Brands strives for a culture and workplace experience that ignites employee passion, performance, agility and growth.

Culture

Transforming our culture and creating a great place to work remains a key focus for the organisation. The culture we aspire to has been clearly articulated – agile, innovative, collaborative and execution-focused – and our culture transformation roadmap guides us towards realising this vision. We have taken advantage of the opportunities presented by Covid-19 to further humanise our employment value proposition in ways that are starting to unlock new value through increased performance and employee engagement.

Our Voice of Tiger (VoT) employee experience and engagement survey is a key tool that informs the work of transforming our culture. Our last VoT survey was conducted in November 2021, and our actions this year were focused on addressing the key employee engagement opportunities identified. Employee participation in the survey remained at 73%, with the overall employee engagement score declining slightly from 70 to 66 in line with global trends. This indicates a generally positive work experience among employees, yet with definite room for improvement. We will conduct the next VoT survey in November 2022 to gauge our progress and inform further actions in 2023.

INSIGHT

> Staying on the pulse of our people with the Voice of Tiger survey

We conducted a Voice of Tiger pulse survey in November 2021. The survey results provided some key insights into the employee experience, including some key employee needs not being sufficiently met, particularly among middle and senior leaders. We focused on addressing these needs during the year.

To inform our response to these issues, we held leader-led staff engagement sessions across our sites to better understand the root causes and agree on an appropriate response. The Exco leadership team also held similar dialogues with a representative sample of middle and senior leaders. These sessions resulted in an aligned view on the challenges, and a set of priority and targeted actions.

Key insights

- › Employees are still confident that action will be taken from the survey, but are less engaged than they were in 2021
- › Employees feel Tiger Brands is relatively good at removing barriers, but are asking for more transparency and trust in making decisions
- › Employees are achieving good work-life balance across much of the organisation, but many are looking for more recognition for their efforts

Employee wellbeing

The Covid-19 pandemic has fundamentally reshaped the employer-employee relationship at Tiger Brands, with acknowledgement and respect for the unique lives and experiences of different employees becoming critical to our success. We have further humanised the employee-employer relationship at Tiger Brands in ways

that are starting to unlock value through increased performance, engagement and talent market attractiveness. We have embraced hybrid and flexible work arrangements to meet the need of employees for personalised work conditions and autonomy in choosing where and when they work. Our employee wellbeing programme, THRIVE, is playing a critical role in enabling our people and their families to get support and build the resilience needed to navigate work-life integration issues, and address physical, emotional and mental-health challenges.

Reward and recognition

Our reward strategy is designed to reward winning performance to motivate excellence in executing our strategy, and to enhance our ability to attract, develop and retain high-calibre talent. We review and refine our reward and recognition strategy annually to stimulate performance, align with market benchmarks, and meet the interests of our employees and

shareholders. We reward performance fairly and responsibly, in accordance with the reward philosophy outlined in our remuneration policy, and in alignment with International Labour Organization (ILO) conventions and relevant national legislation. We conduct assessments on pay fairness, and annually ringfence and manage a separate budget to address identified pay disparities.

Our remuneration strategy is aligned with the key performance indicators (KPIs) used to measure and reward performance against our strategy. Our reward framework follows a “total reward” approach, consisting of guaranteed pay and variable pay, and a range of market-relevant benefits and professional growth opportunities that recognise individual and team performance. Our short-term incentive (STI) scorecard has recently been revised gradually to strike a better balance between a focus on financial and non-financial strategic aspects of performance. Remuneration incentives are indirectly linked to sustainability performance via weighted measures for achieving strategic objectives in efficiency, quality and safety → [see page 10](#).

Eligible employees received STI payments in 2021, and will receive further payments in 2022 based on the achievement of performance KPIs.

Our refreshed recognition platform, Tiger Stripes, has reinvigorated the practice of giving regular recognition for a job well done. These nominations of recognition, culminate in our annual Tiger Stripes awards ceremony.

More information on remuneration is reported in the IR, available at



www.tigerbrands.com

Employee relations

We aim to build and maintain meaningful collaborative relationships with all our key stakeholders, including our representative trade unions and employees. Our employee relations partnership framework guides our approach, and we work continuously through direct engagements and site partnership forums to maintain a stable employee relations environment across all our sites. Our CEO and executive team are involved in employee relations engagements on strategic issues, including engagements with trade union partners. As a basic foundation, we align and comply with ILO conventions and all labour-related legislation relevant to the countries where we operate.

In 2022, we re-invigorated more regular engagements between site leaders, staff and union partners on matters of mutual interest. Our intention is for increased interaction to support relationship building, and thereby help us address challenges more proactively together before they become disruptive conflicts. There have been no reported instances of non-compliance with labour standards.

We successfully concluded 23 site negotiations out of 27 planned without industrial action. Regrettably, we experienced one protected strike at our Snack & Treats site due to a wage dispute. The strike commenced on 8 November 2021 and employees returned to work on 20 December 2021. The strike lasted 29 working days and one public holiday with a total of 279 079 manhours lost. Our efforts to stabilise employee relations at this site are starting to yield positive results, and we are leveraging the recent challenge as an opportunity to build a stronger relationship with our employees going forward.

GREAT PLACE TO WORK

2022 performance summary

Eliminated historical wage and salary income differentials ahead of target

73% participation rate and an engagement score of 66 in the Voice of Tiger (VoT) culture survey

All teams engaged on the VoT feedback action plans

Initiated Tiger Trolley, an internal e-commerce channel for staff to access Tiger Brands products at affordable rates

Implemented a reviewed sales incentive scheme

Implemented hybrid and flexible work practices

897 employees received “You Rock” recognition through the Tiger Stripes platform

123 employees received “On the Spot” recognition through the Tiger Stripes platform

409 individual cases processed by the THRIVE employee wellbeing programme across personal development, mental health, relationship support and trauma counselling

Graduate employer of choice 1st runner-up in the Manufacturing and FMCG sectors at the annual South African Graduate Employers Association (SAGEA) awards

Tiger Brands was once again announced as one of South Africa’s top employers for 2022



CRITICAL ANCHORS CONTINUED



TIGER TROLLEY

Saving employees up to 50% on their grocery shop.

We have started creating space for employees to propose big ideas, pilot solutions and get these executed at speed through an AGILE project delivery methodology that takes them to scale fast and delivers value for the business. This year we piloted Tiger Trolley – an online e-commerce platform that makes Tiger products available to staff at affordable prices. This idea came to life through an engagement between our CEO and young talent, as part of a series of executive team engagements with key talent that we started in response to our Voice of Tiger Employee Engagement Survey. Employees can opt to have their shopping deducted from their monthly salary, and have it delivered to their site or home within 48 hours. The platform helps employees save money on their grocery shopping in a tough economic environment, and this contributes significantly to our Employee Value Proposition. The success of Tiger Trolley highlights our ability to harness cross-functional collaboration towards sustainable business innovation.



What is our order conversion?

> 39% have registered, 53% have ordered



How many orders have we delivered?

> 768 orders to date <10 hours



What is the value?

> R627 000 value of orders



How much have we saved people?

> R400 000 savings made



How satisfied are employees?

> 65 net promoter score



FOOD SAFETY AND QUALITY

Tiger Brands is committed to superior product quality and consumer safety, and we are determined to continually raise the bar on our performance and develop capabilities that differentiate us from our competitors.

Millions of people rely on Tiger Brands products for their daily nutritional and health needs, including through our home and personal care products. Product safety (including food safety) and quality is a non-negotiable foundational aspect of our business, and a core organisational value. On the back of the listeriosis outbreak in 2018, we have made significant strides at strengthening our food safety and quality systems and processes, advancing our contribution to enhancing food safety in South Africa, and improving our food safety and quality performance.

Approach

Since 2019, Tiger Brands has been a member of the European Hygienic Engineering and Design Group (EHEDG), and pays an annual corporate subscription fee. EHEDG is a global consortium of food industry organisations, including Nestlé and Unilever, who come together to formulate, review and update guidelines on hygienic design and food safety and quality. These guidelines are very detailed and provide helpful guidance and expertise that informs Tiger Brands' approach to enhance food quality and safety.

We align and comply with all relevant food-safety related legislation and regulations to retain the government certificates of acceptability for all our

manufacturing factories. We have an established foundation in quality and product safety management that is aligned to applicable legislation and regulations. Our manufacturing factories undergo external certification and surveillance audits annually by a global certification body. We validate the effectiveness of our product safety and quality management systems through internal and independent third-party certification audits, and we address any identified non-conformances and share lessons learnt to further improve our processes.

Management

Our food quality management system includes a manufacturing, excellence, customs and practices (MECP) management framework, which we are currently establishing across 10 priority sites. We have started implementing the MECP framework by establishing foundational pillars of MECP practice, one of which is quality (→ see [page 53](#)). All our manufacturing units are certified to the Global Food Safety System Certification 22000 (FSSC 22000) standard, which is recognised by the Global Food Safety Initiative (GFSI). This excludes three manufacturing units which are currently on Hazard Analysis and Critical Control Points (HACCP) certification and will progress to FSSC 22000 certification by mid-2023. Additionally, all our factories conduct GFSI self-assessments on a quarterly basis. As part of our certification requirements and commitment to consumers, we conduct internal audits and risk assessments on an ongoing basis at all our manufacturing facilities, and identify specific opportunities to mitigate or eliminate the risks identified. The internal audits and risk assessments cover elements related to products, processes, equipment and infrastructure.

Our centralised food safety and quality system, embedded at group level, provides the policy, strategy, direction and support needed to empower each

employee to take personal responsibility for food safety and quality, particularly at the operations level. The chief manufacturing officer is responsible for executing the food safety and quality system, with support from the quality director. The board exercises ultimate oversight on food safety and quality through the risk and sustainability committee.

Our key policies

- › Group quality and product safety policy

Our quality strategy outlines short, medium and long-term priorities that drive improvements in our end-to-end management of food safety and quality, across functions. We aim towards a fully integrated system, where robust and contemporary processes, continuously updated, are supported by talented and well-trained people who work with inspiration in a culture of quality excellence. In line with our strategy, we set annual measurable product safety and quality objectives for all our operations, and at group level, to ensure continuous improvement and compliance with all standards. We track performance against these targets using a quality scorecard, which we have standardised across all our sites and categories, with a monthly reporting cycle on performance.

We hold ourselves, our suppliers, and third-party manufacturing partners to the same stringent standards by implementing ongoing risk assessment, gap closures and certification. In 2022, we strengthened our supplier quality assurance (SQA) programme, including our risk assessment process, across raw materials, packaging, manufacturing, hygienic design, cleaning and sanitation, finished product, monitoring and validation. Our updated approach involves multidisciplinary internal teams, which include external expert

CRITICAL ANCHORS CONTINUED

consultants, who meet weekly or bi-weekly to discuss and implement gap closure, identify capex-related issues and implementation plans to close gaps. A project management officer manages the governance of implementation plans and monitors implementation. All suppliers are required to have food safety certification, preferably a certification recognised by the Global Food Safety Initiative (GFSI), such as FSSC 22000, British Retail Consortium (BRC) Global Standards, International Featured Standard (IFS) and Safe Quality Food (SQF) Programme. Hazard Analysis and Critical Control Points (HACCP) certification is also conditionally accepted as a minimum.

The regular training of staff is a key part of our approach to ensuring effective food safety and quality management. We conduct routine food quality and safety training via our e-learning platform and onsite at all our manufacturing plants. Additional more targeted training for quality and non-quality functions is conducted as needed. We have rolled out an online tool for conducting skills assessments of the quality functions to support our identification of specific technical and behavioural training needs. Key training in 2022, included practical training in advanced hygienic engineering, FSSC 22000 train-the-trainer development, and Lean Six Sigma training as part of a project to improve bread quality. We again held a series of food safety lectures for our technical teams, delivered by Professor Gouws from the Centre for Food Safety at Stellenbosch University → see [page 51](#).



➤ **Product testing capabilities**

We conduct all necessary product testing through in-house and outsourced facilities. In 2022, we obtained certification from the South African National Accreditation System (SANAS) against the ISO17025 standard for our Central Micro Laboratory, where we conduct microbiological testing of product samples from our inland factories.

Our testing activities include:

- › Microbiological testing at our Central Micro Lab for inland factories, or onsite for coastal factories
- › Pathogen testing (outsourced to Microchem)
- › Physiochemical testing (onsite and outsourced for more specialised testing)
- › Sensory evaluation (onsite)
- › We also conduct precautionary testing for emerging quality/safety concerns
- › A detailed description of our food safety standards is available at

www.tigerbrands.com

Our key activities this year included:

- › Supplier quality management process improvements
- › Focused review of risk assessments
- › MECP quality pillar implementation at our 10 priority sites
- › Certification/re-certification of external warehouses to BRC standards
- › World Food Safety Day activations across all sites in June 2022
- › Launched a Lean Six Sigma project to address bread quality at bakeries
- › Approval and kick-off of project to improve Quality IT Systems

Performance

While we improved our performance in 2022 in certain areas of food safety and quality, we have also posted negative results in some areas. We achieved a 14% reduction in overall complaints (per million units sold), 23% reduction in the number of health-related complaints, and reduced insect complaints by 26%. Meanwhile, our negative results included one public recall, an increase of 11% on marketplace incidents, and an increase of 17% on foreign object complaints.

OUR 2021 QUALITY PERFORMANCE

KPI	2022 target	2022	2021	2020	2019
Number of public recalls	Zero	1	1	Zero	Zero
Increase/(decrease) in market place incidents (%)	(15)	11	(40)	(25)	(35)
Increase/(decrease) in complaints (%)	(12)	(14)	(25)	(5)	(18)
Increase/(decrease) in foreign object complaints (%)	(12)	17	(35)	Data not available	
Increase/(decrease) in health-related complaints (%)	(5)	(23)	(57)		
Increase/(decrease) in insects complaints (%)	(12)	(26)	(2)		

CENTRE FOR FOOD SAFETY

› Stellenbosch University

The Centre for Food Safety is an applied food-science research consortium, where Stellenbosch University researchers work together with the food industry and other stakeholders on real-world food safety challenges. The centre was launched in 2018 by Stellenbosch University together with Tiger Brands, and we continue to support the centre as a way of contributing to the advancement of food safety knowledge and practice in South Africa. The centre continues to partner with Tiger Brands on various projects, including support with microbiological risk assessments, and the provision of independent food safety research, advice and input.



CRITICAL ANCHORS CONTINUED

INSIGHT

> Recall of Purity Essential Baby Powder

In 2022, we instituted a recall of Purity Essential Baby Powder products. The recall was instituted after trace levels of asbestos were detected in test samples of a batch of pharmaceutical-grade talc powder used in the production of the baby powder. The levels of asbestos detected in the test samples were so low that the trace amount could not be quantified by our standardised testing methodology. We instituted the recall as a precautionary measure to protect consumer health and uphold our quality standards.

Clear learnings have emerged from a root cause analysis of the incident, and a thorough review of our risk assessment processes is underway across our product categories.

This review process is expected to be completed by the end of December 2022, and will assist greatly in avoiding similar incidents in future.

Recall of PURITY Essentials Baby Powder as a precautionary measure.
Please return product for a refund.



Product Description	Weight	Barcode
Purity & Elizabeth Anne's Fresh Baby Powder	400g	6009523604315
Purity Essentials Baby Powder / Purity & Elizabeth Anne's Essentials Baby Powder	400g	6009523601838
Purity Essentials Baby Powder / Purity & Elizabeth Anne's Essentials Baby Powder	200g	6009523601866
Purity Essentials Baby Powder / Purity & Elizabeth Anne's Essentials Baby Powder	100g	6009523601859

Trace levels of asbestos were detected in test samples of the talc raw material used in these products. The affected batch of raw materials does not meet Tiger Brands' strict quality and safety standards"

Please return all PURITY Essentials Baby Powder 400g, 200g and 100g products to your nearest supermarket, wholesaler or pharmacy outlet that stocks the product for a cash or coupon refund.

For more information, visit www.purity.co.za or contact the consumer care line on 0860 004 755 or at tigercsd@tigerbrands.com

Please note: This recall does not affect PURITY Baby Cornstarch Powder or any other PURITY products.

> A 2022 update on the listeriosis class-action lawsuit

The 2018 listeriosis outbreak was a tragic event in South Africa. We cannot overstate the significant and far-reaching consequences of the listeriosis crisis, particularly on the victims of the outbreak and their families. A class-action lawsuit was instituted against the company for its alleged role in the outbreak. Tiger Brands remains committed to participating fully in the legal process, which will determine whether the company is liable for the outbreak. We will continue to follow due-process to ensure that the lawsuit is resolved expeditiously and fairly within the confines of the legal process, and that a conclusion is reached in the shortest time possible in the interests of all parties, particularly the victims of listeriosis. In November 2020, Tiger Brands sold its value-added meat products (VAMP) business.

Participating in the legal process

Various third parties have contested subpoenas issued by Tiger Brands for disclosure of information related to the testing for and incidence of listeriosis. On 23 June 2020 the High Court in Johannesburg ruled in favour of Tiger Brands, compelling the National Institute for Communicable Diseases (NICD), the South African Bureau of Standards (SABS), two accredited national laboratories and various meat producers to provide critical epidemiological information required for the listeriosis class-action lawsuit. All of the third parties (except the SABS) who applied for leave to appeal the decision were granted leave to appeal to the Supreme Court of Appeal (SCA). On 4 February 2022 the SCA handed down its judgment in which it overturned the earlier order of the Gauteng Local Division of the High Court. The company continues to engage with the plaintiffs' attorneys as part of pre-trial preparations in efforts to ensure a speedy resolution of the class action.

ETHICAL SUPPLY CHAIN

Tiger Brands is committed to building an ethical and sustainable supply-chain that adheres to the highest moral, legal, ethical and environmental standards. We strive for integrity and responsibility in all our sourcing, procurement and supplier-related dealings.



Over the last two years, there has been significant change in the global supply chain, due to the impacts of Covid-19 and the war in Ukraine. This has resulted in global shortages of commodities and ingredients that are important for our business. We have needed to react fast to these changes to keep our operations running, and so our sourcing and procurement practices have been far more reactionary in nature. This has made making planned and strategic progress in ethical sourcing and preferential procurement → see [page 22](#) more difficult.

Approach

Ethical sourcing is a key tenet of our commercial processes and is subject to continuous improvement as we refine our supply chains. We learn and drive improvements in our approach by participating in dialogues and building relationships with potential partners. We engage with government on key issues and legislative developments, and participate in facilitated discussions through forums created by organisations such as the National Business Initiative (NBI), Consumer Goods Council of South Africa (CGCSA), World Wide Fund for Nature (WWF), and UNICEF.

Our key policies

- › Procurement policy
- › Preferential procurement policy
- › Supplier management policy
- › Ethical sourcing policy

Our ethical sourcing policy, approved by the board in 2018, is an uncompromising commitment to working with our suppliers to build a sustainable future anchored in sound governance. The policy encompasses the responsibilities of our staff and our suppliers to mitigate supply chain risk and build consumer and stakeholder trust. The policy directly aligns with our code and all other ethics policies, and explicitly integrates and articulates the key ethical principles to be adhered to, including but not limited to: human rights and labour practices → see [page 36](#), preferential procurement → see [page 22](#), and environmental protection → see [page 30](#). Our ethical sourcing policy is available at  www.tigerbrands.com

Management

We currently work with our suppliers to protect human rights, uphold fair labour practices, tackle plastic packaging waste, promote animal welfare and source sustainable palm-oil and cocoa. We aim to engage our suppliers more consistently and work together more closely to graduate our standards, and advance and assure our ethical supply chain practices in respect to environmental, social and governance related concerns.

We select new suppliers and routinely assess existing suppliers against supplier risk specifications relating to financial management, criminal activity, human rights (including child and forced labour), labour relations, wage, safety, quality, social, environmental, and compliance practices (including accreditations). All our suppliers are requested to sign an annual commitment of compliance to our ethical sourcing policy, including a signed human rights declaration in line with our human rights policy → see [page 36](#). We have zero tolerance for non-conformance with our requirements. In the case that we become aware of any significant issues or misconduct by a supplier, we engage the supplier with the intent to resolve the issue, may initiate a supplier audit, and possibly, where appropriate,



CRITICAL ANCHORS CONTINUED

cancel contracts and find alternative suppliers. Our process for obtaining and tracking the ethical sourcing declaration with our suppliers is currently very manual, and we plan to digitise the process in the next few years.

In recent years, we have focused on strengthening the integration of food safety and quality [↪ see page 49](#), and fraud risk [↪ see page 36](#) due-diligence processes into our risk and internal auditing processes, for our own operations and suppliers. Going forward, we plan to strengthen these processes in relation to human rights and environment-related aspects.

Our current engagement on agricultural practice in our supply chain, for example, is primarily governed by the imperative to produce products that are safe, meet all regulatory requirements, and fulfil our high standards for quality.

Palm-oil and cocoa (liquor and butter) are important ingredients in our chocolate business. We are concerned about deforestation, loss of biodiversity, and the use of peat lands in the production of these forest commodities. To address this, we set caveats on our sourcing of these raw materials that foreground traceability and sustainable

certification. This safeguard provides some assurance that our supply chains for palm-oil and cocoa are anchored by the principles and standards of sustainable production. Our preferred suppliers Cargill, Guan Chong, Barry Callebaut and Olam have programmes in place to lift farmers out of poverty, eradicate child labour, become carbon and forest positive, and source sustainable ingredients. All our suppliers are members of the International Cocoa Organization (ICCO), Fairtrade and the Supplier Ethical Data Exchange (Sedex) and are audited on a regular basis by these bodies to ensure compliance.

OUR OTHER ENVIRONMENTALLY RESPONSIBLE SOURCING PRACTICES

PESTICIDES AND HERBICIDES

We maintain a comprehensive system of controls and processes to ensure the highest level of product quality and safety for food products and fresh produce. Only agriculturists accredited through the Association of Veterinary and Crop Associations of South Africa (AVCASA) and Bemestingadviseurs Sertifiserende Opleidingskema (*Fertiliser Advisors Certification and Education Scheme*) (BASOS) can give active technical advice on registered chemicals and fertilisers. All our fresh produce is tested for chemicals and residue before acceptance

GENETICALLY MODIFIED (GM) CROPS

We exclude GM ingredients from all Purity baby maize porridge and baby cereals food products

SOIL QUALITY

We source fresh produce from farmers who practise crop-rotation and cover-cropping to manage soil quality through the control of soil-related diseases, building soil-carbon and retaining soil moisture

ANIMAL WELFARE

We require adherence to best practice in the rearing, transporting, and slaughtering of livestock, including for dairy, chickens and eggs, where these are used as ingredients in our products

DEFORESTATION

We encourage procurement to source and use Forest Stewardship Council (FSC) certified paper suppliers and products for all packaging and internal-use requirements. All our Jungle Oats boxes are manufactured with FSC certified paper

SUSTAINABLE SEAFOOD

Where seafood (predominantly pilchards) is used in one of our products, we expect our suppliers to source from responsibly managed fisheries

Performance

In 2022, we unfortunately did not complete our ethical sourcing declaration process, due to a lack of capacity in our procurement department as we struggled to fill vacancies this year. We will resume our ethical declaration process in 2023.

ETHICAL SOURCING DECLARATION TRACKER

AS AT 30 SEPTEMBER 2022

	2022*	2021	2020	2019
Number of notifications sent	–	641	705	208
Percentage spend covered by notifications (%)	–	98	91	73
Number of acknowledgements received	–	390	350	141
Percentage acknowledgements received (%)	–	61	49	68
Total spend covered by acknowledgements (R billion)	–	7,3	9,3	5,2
Percentage spend covered by acknowledgements	–	60	61	43

* The ethical sourcing declaration was not completed in 2022.



CRITICAL ANCHORS CONTINUED

SAFETY, SECURITY, HEALTH AND ENVIRONMENT (SSHE)

Tiger Brands is committed to operating in a manner that effectively safeguards people and the environment. We prioritise zero harm in the pursuit of manufacturing excellence, and are building strong foundations in SSHE compliance and due diligence.



Approach

Our safety, security, health and environment (SSHE) management capability is of critical importance to our operations. Safety, along with quality [↪ see page 49](#) is a non-negotiable aspect of our business, and we aim for zero harm: zero fatalities, zero workplace injuries and zero process-safety incidents.

Legal compliance is the foundation of our SSHE focus, and informs our policy and strategy, especially at our current level of maturity, where we are still focused on foundational capabilities, systems and practices. Our SSHE policy framework includes a health and safety policy, physical security policy and environment policy. The key legislation informing these policies includes the Occupational Health and Safety Act (OHSA), Private Security Industry Regulation (PSIRA) Act, and National Environmental Management Act (NEMA) respectively.

> Our key policies

- > Health and safety policy
- > Physical security policy
- > Personnel protection policy
- > Environmental policy
- > Waste management policy

We take a risk-based approach to SSHE management, and place a strong focus on building a culture where safety is paramount, and managers lead visibly by example. We are continuously improving our processes to detect issues early and manage risks effectively to prevent and reduce harm to our employees, visitors and contractors. Our internal and external auditing programme provides assurance on our SSHE systems, and is an essential enabler of effective risk management and performance improvements. A strong capacity programme is another key enabler of effective SSHE practice and performance, and training is a key ongoing component of our approach.

We have a five-year strategy for each sub-function within SSHE, and the collective focus is on establishing clear risk management disciplines, building

critical capabilities and achieving excellence in compliance. We have key performance indicators (KPIs) at group, manufacturing and individual performance levels. We track incidents and performance monthly, and engage monthly on performance at all sites through a SSHE forum hosted in the second week of every month. Safety performance accounts for 10% of an individual's variable performance reward under our short-term incentive (STI) remuneration scheme ([↪ see page 47](#)). We have strong support from Exco and the board for driving SSHE improvements across the business.

Management systems

Our SSHE management system is defined by our SSHE pillar within our manufacturing, excellence, customs and practices (MECP) house that defines all functional standards and practices across manufacturing, including in relation to quality ([↪ see page 49](#)). The MECP framework provides us with a roadmap for achieving manufacturing excellence, based on a system for understanding an organisation's level of maturity against best-practice standards for manufacturing. The SSHE pillar provides further guidance and tools for systematising the day-to-day

management practices at our operations, including standard operating procedures (SOPs), target setting, risk assessment and reporting. We have started implementing the SSHE pillar at all our manufacturing sites in 2022. The SSHE pillar covers the management of safety, security, health and environment-related topics.

Our SSHE pillar maturity is at a foundational level. Aligning with this level of maturity, our current focus is on building compliance-related due-diligence processes, and developing and implementing standard operating procedures that stipulate exactly how we manage our key SSHE topics, and provide a benchmark against which to audit our management and operational processes. We measure KPIs daily, weekly, and monthly, and have ordered site-level reporting processes. The data from all sites is consolidated, and we are able to measure our progress at a granular level.

In regard to environmental management, our SSHE pillar is supported by an ISO 14001 environmental management system. All our sites are certified against the ISO 14001 standard. We have systematic processes at site level for identifying and assessing environmental impacts and risks, monitoring progress and performance, and auditing our management processes for compliance with our standards. Feedback from site-level impact and risk assessments inform our risk management processes at more strategic levels in the business, with significant issues escalated where necessary. All our plants complete regular impact and risk assessments, identify what issues are scoring high, and develop an environmental improvement plan with objectives and targets to address these issues. We do annual audits on environmental

management for all sites except Chococam, and these include site visits to check compliance to policies and to control or eliminate flagged issues.

A key challenge is that all our SSHE data management and reporting is currently done manually. A digital data management and reporting system would greatly improve the accuracy and efficiency of our processes, and allow for deeper analysis to better inform our planning and strategy development processes. We have plans and budgets approved to build a digital data management system from 2023 onwards.

Management processes

Our SSHE strategy is endorsed by the chief manufacturing officer. We have plant managers and SSHE officers at all sites, and the group SSHE team drives compliance and performance by guiding and supporting site-level personnel with understanding compliance needs, addressing impacts and risks, and closing the gaps identified through risk assessments.

Legal compliance is championed by our own personnel at each site, as well as through the contractual agreements with service providers. Risk assessments are primarily conducted internally, with external authorities or specialists involved when specific concerns need to be addressed. Risks are prioritised on a matrix based on likelihood and significance, with resource allocation responding to this prioritisation. For some of our security needs, we do not have a clear line of sight on key impacts and risks, and so we rely on service providers for this information.

The reporting requirements we have established with service providers ensure that feedback and data get reported in to site managers and at

Group level. Implementation of the management system and standards are managed through robust internal audits, and monthly progress meetings with the respective SSHE officers. The closure of gaps and process deviations are tracked via corrective action plans. The status of all priority risks are circulated to the chief manufacturing officer, who drives closure with the legally appointed representative of each manufacturing plant.

Starting in 2021, we have established monthly SSHE meetings at all sites, where we discuss key issues, trends and results. These meetings are driving key changes at site level. We have also made new hires to the SSHE team, and these new staff members have increased our capacity for monthly onsite monitoring and auditing of management procedures and performance. In 2022, we completed the development and implementation of SOPs for the SSHE pillar at all our manufacturing sites. We conducted baseline and follow-up SSHE pillar assessments at all our manufacturing facilities, except for LAF, Peanut Butter, and Chococam. Although we did not assess these sites, our pillar requirements and SOPs were still rolled out at those sites.

We also completed a SSHE “deep dive” in 2022 to mine the data we have for all our sites, and perform more in-depth analysis of our performance. This exercise provided enormous insight into our operations and SSHE performance across all key management topics, which we are using to update our strategies and plans going forward. We have started with a dedicated environmental strategy initiated this year. The “deep dive” highlighted that data availability is currently a key barrier to progressing our SSHE practice and performance.

CRITICAL ANCHORS CONTINUED

Health and safety

Our approach is informed by the Occupational Health and Safety Act (OHSA) and related requirements, with which we fully comply to secure our operating licence. Our SSHE Pillar goes a step further than legal requirements and incorporates good practices which we have incorporated into our standards. Our key occupational health concerns include noise-induced hearing loss, respiratory impact of dust, and physical strain injuries and impacts relating the lifting of heavy loads. All these health and safety impacts are site dependent, and operate over the medium- to long-term, with the exception of sudden physical strain from the lifting of heavy loads.

We have a basic foundation in health and safety management, which enables us to monitor and measure performance, and drive continual improvement. Our integrated health and safety management processes include clear annual targets, new management systems and SOPs, strengthened operational discipline, and behavioural safety initiatives that foster

a safety-oriented culture driven by visible demonstration and accountability from managers and leadership.

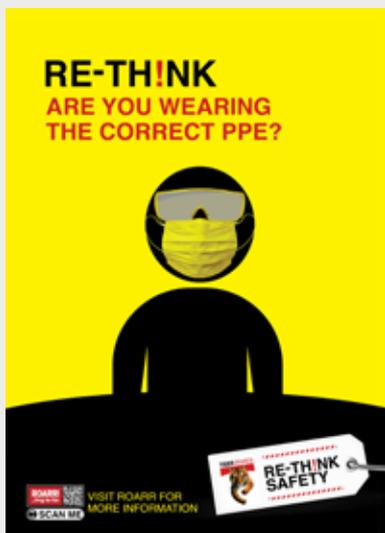
Our current focus is on deepening our foundational capabilities and systematising our management processes through the implementation of our SSHE pillar (see above). Implementing the SSHE pillar across all our sites will strengthen our compliance-based foundation in health and safety management, and enable us to drive progress towards excellence and world-class standards going forward. In 2022, we implemented SOPs for health and safety across all our manufacturing facilities, with the exception of third-party manufacturers and third-party logistics warehouses.

We address behavioural safety and the reduction of occupational health exposures through ongoing employee engagement, awareness-raising, and routine and specialised training, as well as through addressing any ergonomic issues in our office and production environments.

Safety

Our safety management processes ensure that for every incident that occurs, a root-cause analysis process is triggered, which informs future preventive measures and enables continual improvement. We continue to apply disciplinary action where appropriate, and where incidents are a result of employee negligence. A detailed investigation is carried out for every fatality and lost-time injury, involving a multi-disciplinary team and senior management. The results are reviewed at group level to ensure that the whole company learns from the incident. In 2022, we held one-on-one sessions with those involved in all recorded injuries, to drive more focused improvement in our prevention mechanisms.

A key challenge we have faced in recent years has been a decline in visible safety leadership performed by our managers, and a gap in safety knowledge and awareness between group and plant-level employees. We are remedying this through multiple channels, including awareness raising, capacity building, and leadership development → see [page 41](#).



We used *Tiger Safety Week* in May 2022 to re-activate a top-of-mind sense of importance and urgency around safety. For a full week we ran various safety awareness activations and held refresher sessions on various topics across our sites. We shared the group safety performance, which has not been good, to reiterate that safety needs to come first, and that we need to collectively take ownership of improving our performance. Later in the year, we took all frontline supervisors and selected shopfloor employees from all sites through an intensive one-day training intervention on basic safety fundamentals, and made sure that all participants passed the training, even where this required special attention and reassessments. This training proved highly necessary and vitally important for refresher safety knowledge, awareness and supervision at our sites. The training was delivered in the first language of the participants to ensure that the content was well understood. Training management is a key gap we need to address going forward, especially in regard to external contractors that work onsite.

A key aim of our safety management programme is to improve our operational effectiveness by reducing our lost-time injury frequency rate (LTIFR) through better management standards and procedures, sharper operational discipline, and stronger synergy between our standards and discipline. We improved our focus on our entire safety pyramid in manufacturing in 2022 with a very specific drive to improve the bottom of the safety pyramid. The bottom of the pyramid is made up of safety risks and observations (SROs), comprising unsafe conditions, unsafe acts and positive safety observations. We also introduced the reporting and investigation of major near misses, which are any near-misses that could have resulted in a serious injury or fatality. The process of identifying these,

INSIGHT

> Insight: I'M SAFE safety campaign

Our 2022 I'M SAFE campaign launched in 2022 aims to promote safety awareness, activate key safety behaviours in the workplace, and take us closer to zero harm. Our I'M SAFE acronym identifies the key operational and behavioural steps that ensure safe work practice. This acronym is activated in all safety meetings. If employees encounter non-compliances in any of these six requirements, they have the right to stop work and highlight the risk to their managers, who are obliged to ensure the workplace is rendered safe in return.



The poster features a red background with a black and yellow striped border at the top. At the top left, it says 'IN THE JOURNEY TO ZERO LTI'S:'. Below this is a large black shield with a white '6' and the text 'I'M SAFE'. To the right is the Tiger Brands logo. Below the shield is a list of six items, each with an icon and a letter:

- I** - I'm dressed in the right PPE for my task.
- M** - Machine Guards are in place & in order.
- S** - Safe Space between people & vehicles.
- A** - Authorised with the right Permit & Training.
- F** - Falling from Heights. Follow rules - stay alive.
- E** - Energy@Zero. Equipment is safe to work on.

reporting them, and investigating them is still improving and will be a key input to prevent serious injuries and fatalities going forward.

We have not performed well on safety in 2022, and we have a long way to go to improve. Regretfully, we recorded three fatalities across the business: one contractor fatality in manufacturing, one contractor fatality in logistics, and one employee who died in a road accident on route to market. We also recorded a significant increase in manufacturing incidents this year, largely driven by improved reporting of contractor lost-time injuries (LTIs) that have previously been under-reported. Our total recordable case frequency rate (TRCFR) increased from 0,46 in 2021 to 0,62 in 2022, and our lost-time injury frequency rate (LTIFR) increased from 0,31 in 2021 to 0,45 in 2022. We recorded 128 LTIs in 2022, representing a 30% increase from 99 in 2021.

While our safety figures appear to indicate a regression in our safety performance in manufacturing, our real performance is comparable to previous years. We have improved our reporting of incidents in 2022 based on the development and deployment of formal standards that govern the consistency of incident reporting. Although we differentiate between employee and contractor injuries, we report on both categories in our total injury statistics. This has become consistent in 2022, but contractor injuries were not consistently reported in previous years, hence the increase in our injury figures this year. We now have a more accurate base from which to act on and measure our real improvements going forward. We have entered into engagements with certain contractors to resolve the high number of injuries.



CRITICAL ANCHORS CONTINUED

GROUP SAFETY PERFORMANCE

	2022	2021	2020	2019	2018
Fatalities*	3	0	3	1	1
Total fatal-injury frequency rate (FIFR)**	0,01	0	0,01	–	–
Total recordable case frequency rate (TRCFR)	0,62	0,46	0,79	1,86	4,03
Lost-time injuries (LTIs)	128	99	129	139	107
Total lost-time injury frequency rate (LTIFR)	0,45	0,31	0,34	0,38	0,27
Total medical treatment cases (MTC)***	53	48	45	58	–
Total first aid cases (FAC)***	334	131	101	149	–

* The three fatalities in 2022, included: one contractor fatality in manufacturing, one contractor fatality in logistics, and one employee fatality in a route-to-market road accident.

** While all three fatalities are included in the calculation, we do not yet have data for manhours in logistics, so only the manhours of manufacturing and route-to-market are included.

*** These figures apply predominantly to manufacturing, as this is where reporting is strongest. We are working to improve reporting in Albany route-to-market, sales and logistics.

healthcare service to all employees, and manage the risk and incidence of infectious disease through the primary healthcare programme.

We identify our top health risks through occupational hygiene surveys and health risk assessments for different tasks within the manufacturing environment. These due-diligence processes, including any abnormal or significant health-surveillance results, are reported to top-management for inclusion in operational risk management planning, to inform ongoing health awareness campaigns and training, and to drive continual improvement in our occupational health performance. We completed ergonomic and occupational hygiene surveys in 2022.

We run a routine staff medical surveillance programme. The management of chronic diseases is a key concern, and we screen all our employees and contract labour for lifestyle diseases, including diabetes, cholesterol, HIV/Aids and hypertension. Employees who are found to have more than one of these chronic conditions are encouraged to enrol in our THRIVE employee wellness programme [↪ see page 46](#).

Our key occupational health actions in 2022 are rolling over into the next year, and relate to our drive to establish a robust foundational system and practice in line with OHS&A. Our focus has been on establishing standardised contracting processes that set our requirements for service providers, and articulate exactly what service providers are required to do through service-level agreements, with performance and compliance procedures managed at group level. We have issued a request for proposals to on-board service providers, employing the new processes, and this remains a key action going forward.

MANUFACTURING SAFETY PERFORMANCE

	2022	2021	2020	2019	2018
Manufacturing fatalities	1	0			
Manufacturing LTIs	72	46			
Manufacturing LTIFR	0,25	0,17		Not reported	
Manufacturing MTCs	43	43			
Manufacturing FACs	317	130			
Manufacturing near misses	8 321	10 006	916		
Manufacturing unsafe conditions	62 543	3 353	108	Not reported	
Manufacturing behavioural safety observations	47 463	16 375	737		

Health

Our core occupational health programme focuses on the delivery of health risk assessments, occupational hygiene surveys, medical surveillance, primary health care, and employee wellness support in partnership with HR [↪ see page 46](#). Our employee wellbeing support programme offers

24-hour telephonic counselling and face-to-face counselling from professional psychologists, social workers, dieticians, bio-kineticists, and financial and legal advisers. Our onsite clinic services include occupational health support and essential primary healthcare, which is free to all permanent and temporary employees onsite. We provide an ongoing primary

Responding to Covid-19 remains relevant to both our occupational health and wellness programmes, yet Covid-19 is no longer flagged as a key operational or strategic risk, and we are no longer proactively screening, testing and vaccinating staff. We are compliant with the new Health Act and related code of practice, have established hygiene protocols in place, and remain alert and ready to respond to any change in the current situation.

Security

The socio-economic context and high level of crime and theft in South Africa, coupled with the location of our sites and the attractiveness of our products within this context, exposes our business to numerous internal and external security risks. Ongoing wage negotiations in a sometimes tense employee-relations environment [↪ see page 47](#) can trigger strike action and disciplinary hearings, both of which hold security risks. Security is a growing concern for Tiger Brands, particularly in the aftermath of Covid-19 and the civil unrest in 2021. We had multiple sites that were impacted by the looting which took place as part of the 2021 unrest, and these sites have recovered from the impact, but our business continuity plans were well-tested.

Approach

Our approach to managing security is informed by the Private Security Industry Regulation (PSIRA) Act and Firearms Control Act, and we remain in full compliance with all relevant requirements and regulations. Ongoing collaboration with law enforcement authorities and other key industry and security stakeholders, including networking with fellow security managers from other organisations, is a key part of our approach.

We have a physical security policy and a draft strategy in place, with security procedures and guidelines developed

to support the implementation of both. Our group security manager is responsible for drafting and updating the security policy and strategy. The physical security policy forms a key part of our overall security governance framework, and defines the security delivery model, structure and roles and responsibilities pertaining to security management in the organisation. The policy establishes mechanisms for the protection of physical assets, people, business processes and information against potential security threats and risks (theft, malicious attack, personal harm, violent protests, etc) by defining security risk control measures and security compliance requirements.

Our draft security strategy sets the following key objectives:

- › Ensure a well-coordinated, standardised, professional and consistent security service delivery across the organisation
- › Ensure security operational efficiency and cost-effectiveness
- › Meet current and future organisational security needs
- › Benchmark with industry best-practices
- › Create and maintain a safe and secure operating environment and enhance business continuity.

We make a continuous effort to understand current and emerging security trends, including cybersecurity trends [↪ see page 40](#), and we undertake consistent work at all our facilities to continuously improve our security controls and security management.

Management

Our management processes are held by the MECP management framework of our SSHE pillar (see above). Our security management actions at site level are guided by quarterly risk assessments through which we identify and prioritise significant security risks, and formulate mitigating action plans. We have subscribed to Marsh security

design standards which align to industry best-practices, and Marsh South Africa conducts security risk control audits at our manufacturing sites and warehouses, as part of our combined assurance process [↪ see page 10](#). We have drafted our own internal site security design standard, which is still to be implemented.

Our review of the civil unrest in 2021 and the impact of this on our sites and operations has informed improvements to our security management system and processes. Since these events, we have brought additional service providers on board, and initiated a process to build the capacity of our service providers to better enable a swift response to immediate or sudden threats. We are currently designing a comprehensive security awareness training programme for all employees, so that we can establish a foundational level of security awareness and alertness across the business. The group security manager in collaboration with site-level SSHE officers, drive the implementation of our security design standards, and ensure compliance.

Group security has service level agreements in place with contracted security service providers that define service levels and performance standards. All sites are required to meet with the operational management of the security service providers to evaluate operational performance against agreed targets. We have security contract managers who assist us on a daily basis to drive performance, evaluate progress, and support with compliance. This year, we established a group security steering committee that includes business managers, plant managers and key directors. The steering committee meets quarterly, engaging on risk management programmes and initiatives, and the building of security management capacity. In addition to the monthly

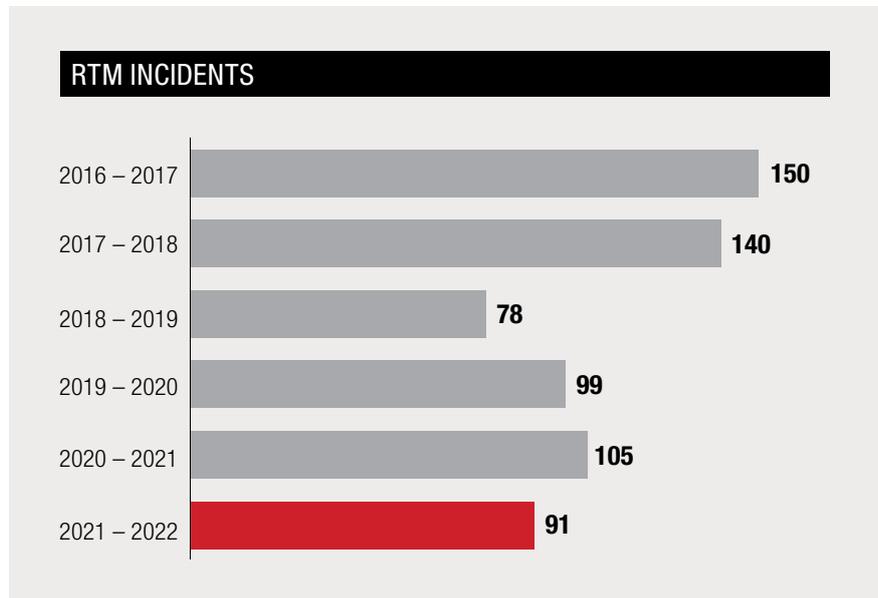
CRITICAL ANCHORS CONTINUED

SSHE forums which are held virtually for all SSHE resources at site level, we also hold a separate monthly security forum with site-level personnel and service providers. This dedicated security forum is a key channel for all security personnel to stay on the pulse of issues, create awareness on key developments and discuss improvements. Monthly team and one-on-one performance evaluation meetings are held to track team and individual progress.

Performance

We have performed well in 2022. The implementation of our strategy, management system and SOPs are in place with more coverage and detail than we have had before, and are being clearly rolled out across our sites, with training and awareness ongoing. We have ensured that site-level risk assessments are completed every quarter, and have improved our security reporting processes. We have drafted site security plans, and are working to iron-out inconsistencies and standardise these plans, including access controls and procedures, across all sites.

Our key security risks currently include internal theft of products, which can be difficult to detect, and route-to-market hijackings and armed-robberies in the Albany business. We are managing our most common security risks reasonably effectively – including petty crime, theft and strike-related risks – yet they remain an ongoing challenge that reveals new circumstances at each incident. We have physical security measures in place at our manufacturing sites and distribution centres, including perimeter fencing, security officers, CCTV cameras, access control systems and intruder alarm systems.



Route-to-market (RTM) incidents in the Albany business remains our biggest security challenge and the most significant risk to our business. Reducing these safety and security incidents is a top priority. We continue to implement preventive measures, including continuous risk assessment, the provision of armed security vehicle escorts on high-risk routes, and various site-level measures, yet the risk remains very high and difficult to address, due to the unpredictable nature of the external environment and the sophistication of criminal threats. We continue to analyse incidents and are working on new and alternative response measures.

We recorded a total of 123 security incidents in 2022, with 91 RTM incidents and 32 site incidents. Of the 32 reported site incidents, 20 were minor incidents. Over the last seven years, we have recorded 663 Albany route-to-market incidents, ranging from petty theft to major robbery/hijacking and violence. After an increasing trend in incidents was observed over three years from 2019 to 2021, we have a

slight decrease in incidents this year. In 2022, we recorded 91 route-to-market security incidents (2021: 105), fortunately with zero loss of life, yet with 68% of the lost-time injuries in Bakeries being RTM related (2021: 83%). Losses of cash, bread and crates relating to these RTM incidents amounted to a total financial loss of R446 000 in 2022, compared to R748 000 in 2021.

Environment

Our most material environmental concerns relate to direct and indirect impacts from water and energy consumption, food processing and manufacturing, the operation of boilers, cleaning our facilities and vehicles and packaging and transporting products. Our key environmental focus areas are energy and climate change, water and effluents, food waste and loss and plastic packaging waste. Landscape transformation and the loss of biodiversity from agricultural activities upstream in our supply chain is an issue we consider and address through our ethical sourcing practices

→ see [page 53](#).

Approach

Legislative compliance, as well as the imperative to drive resource and cost-efficiencies through the business, are key factors in prioritising our environmental activities. In South Africa, the security of both energy and water are a concern, with energy security currently a more pressing issue, with rolling blackouts (loadshedding) a regular occurrence. There are a number of environmental legislative instruments of relevance to our business across all our environmental focus areas [↪ see page 30](#). New legislative developments in South Africa include the forthcoming Climate Change Act, a planned carbon tax increase, and new extended producer regulations (EPR) for the management of post-consumer waste. We are currently developing a web-based legal register to help us get ahead of these legislative developments and keep our environmental compliance on track.

We have an environmental policy and a waste management policy, both of which were updated this year, and with both updates pending approval. We are in the process of developing an updated environmental strategy for approval in 2023. Environmental awareness and training is a key part of our approach to drive continual improvement, yet the management of training is a key area that requires attention if it is to effectively support the improvement of our practice and performance going forward. The environmental training of new employees is currently precursory, with only basic environmental training at site level. We did hold monthly water and energy days at every site this year to create awareness and fast-track the identification and fixing of leaks and other maintenance-related inefficiencies.

Over the last few years, we have improved our environmental governance and legislative adherence through key industry partnerships, and continue to invest in reducing our environmental footprint in accordance with the environmental stewardship pillar of our sustainability strategy [↪ see page 30](#). From a more strategic risk perspective, we have taken initial steps to differentiate compliance-related environmental impact and risk management processes from more strategic sustainability-related risk management. We have flagged climate change (linked to water security) as its own category of environmental risk, and include this in the group risk register as an emerging strategic risk, but have not formally ranked the risk or unpacked it in detail [↪ see page 10](#).

Management

Environmental management falls under our SSHE capability, and is managed through the SSHE team. All our sites are ISO14001 certified, and we have taken this a step further with our SSHE pillar (see above) which covers our key environmental topics. The improvements we have made in regard to these management systems transfers to an improvement in our environmental management capability. In accordance with these management systems, we have foundational impact and risk assessment processes in place at operational level. We identify what issues are scoring high, and develop an environmental improvement plan with objectives and targets for each site. The Group SSHE team does site visits to check compliance to our policies and SOP's, and monitor progress against the key issues flagged.

A key activity completed in 2022 was the 'deep dive' into our SSHE performance, which included a strong focus on our core environmental topics and performance indicators. This research uncovered a lot of information about the environmental performance of our operations, which is proving highly useful in our efforts to enhance our environmental compliance and develop an environmental strategy. Through this exercise, we have better defined our environmental KPIs and exactly how they should be measured and reported. We identified key weaknesses in our management of waste and effluent, and have initiated projects to improve our performance and compliance in these areas. A key success was effectively reducing effluent-related risk across almost all our sites, yet we still face challenges regarding authorisation for a number of our boreholes.

From a due diligence perspective, we continue to conduct root-cause analysis on significant environmental incidents, and ensure that corrective and preventive measures are implemented. We have increased the frequency of our on-site monitoring and improved our internal reporting processes, and this has improved our recording and management of environmental incidents. The reporting of minor incidents and environmental risks and observations remain a challenge across the group, however, the regular SSHE meetings established this year offer a platform to address this issue.

For more information on our environmental performance [↪ see page 30](#).



CRITICAL ANCHORS CONTINUED

RESPONSIBLE MARKETING

Tiger Brands is committed to the responsible labelling, marketing and advertising of our products. We strive to understand and respect the needs of our consumers and ensure we earn and retain their trust in all our marketing activities.

Approach

We aim to label, market and advertise our products in an ethical and socially responsible manner, in line with our corporate values ↗ see IFC and sustainability strategy ↗ see page 12. We ensure that when our products go to market, they comply with national labelling regulations, meet our own EWLW nutrition labelling requirements ↗ see page 18, and correspond with responsible marketing practices.

Our key policies

- › Responsible marketing policy

We adhere to the advertising code regulated by the Advertising Regulatory Board (ARB) in South Africa, and have signed the South African Marketing to Children Pledge. Our responsible marketing policy guides our responsible labelling and marketing practices, and supports our compliance with the advertising code and Marketing to Children Pledge by encapsulating the ethical principles of these instruments.

Our policy also aligns with our own ethics code and related ethics policies ↗ see page 36, as well as our wider framework of marketing policies that cover general marketing, marketing research, packaging design, and digital and social media marketing. The responsible marketing policy applies to all marketing and advertising channels and reflects our commitment to help consumers make health-positive food choices and improve their health and wellbeing ↗ see page 18. Our responsible marketing policy is available online at  www.tigerbrands.com

Our responsible marketing principles

We are committed to ensuring that our marketing communications:

- › Are ethical and truthful
- › Are non-discriminatory
- › Encourage inclusion and diversity
- › Encourage a healthy balanced diet, active lifestyle, and mental wellbeing
- › Encourage portion control and discourage excessive consumption of any food or drink
- › Do not harm or take advantage of children, nor undermine their parents' authority
- › Do not allow gender stereotyping or negative gender portrayal
- › Provide accurate nutritional information
- › Back-up any claims with scientific or testimonial evidence

Responsible Marketing to Children Pledge

We are a signatory to the South African Marketing to Children Pledge that was initiated by the Consumer Goods Council of South Africa (CGSA) and adopted into the ARB's advertising code in 2018. As a signatory, we have publicly committed to implementing a set of responsible marketing and advertising principles in respect to children of 12-years and under, and with a view to only promoting healthy food and lifestyle choices directly to children in this age group.

The pledge stipulates restrictions on advertising and marketing to children in the following areas:

- › The nature of the products and core messaging of television adverts
- › The use of well-loved celebrities or fictional characters for product endorsement
- › The nature of products used in marketing promotions
- › The nature of products marketed or advertised at or near pre-school and primary school premises

Management

Our EWLW nutritional guidelines [↪ see page 18](#) and responsible marketing principles are socialised across the entire marketing organisation. Our senior marketing leadership and core team are strongly aware of our commitments and what standards and ethical principles need to be adhered to. We conduct internal audits of our labelling, marketing and advertising activities to ensure that practices are correctly managed and aligned to agreed principles, plans and budgets.

Our system for managing our labelling, marketing and advertising practices includes standard operating procedures relating to product ingredient formulations, product artwork and labels, television advertising production, marketing material approval, consumer services and media procurement. Nutritional guidelines and responsible marketing principles are considered within these procedures, as well within our product innovation processes [↪ see page 18](#). All product formulations, artwork and labels, marketing materials and advertisements pass through our nutrition, regulatory, and legal teams before final sign-off. In cases where third-party agencies conduct work on our behalf, all relevant policies and guidelines are shared with the service provider when contracts are signed, including caveats to ensure responsible marketing to children, and our own brand teams sign-off on all creative material.

Declaration of ingredients, additives and allergens

We declare ingredients, allergens, and additives, as well as indicate irradiation and genetically modified organisms (GMO) for all our products as required by the South African Regulations relating to labelling and advertising (R146), and any other regulation under the Foodstuff, Cosmetics and Disinfectant Act. We will similarly declare the use of nanotechnologies in our products should this become a requirement.

Communicating recyclability

We have established a standard practice for the on-pack labelling of a product's recyclability. Our approach is easy-to-understand and clearly informs consumers what is recyclable and what is not. We implement this practice for all new products and existing products under renovation, and have targets in place to improve the recyclability of our packaging [↪ see page 30](#).

Performance

In 2022, we have remained in full compliance with national regulations requiring the labelling and declaration of certain ingredients, additives and allergens, and we continue to ensure that we practise responsible marketing in regard to children. We maintain full adherence to the on-pack nutrition labelling requirements of our Eat Well Live Well (EWLW) and Be-Nutrient-Wise initiatives. All products in our portfolio have Guideline Daily Amounts (GDAs) and/or the Be Nutrient Wise/Eat Well Live Well stamp-of-approval on-pack [↪ see page 18](#).

CRITICAL ANCHORS CONTINUED

PARTNERSHIPS FOR SUSTAINABILITY

Tiger Brands is committed to building partnerships that support collective impact on sustainability.

We engage proactively with our stakeholders, and have a structured stakeholder relations strategy in place. More information on our key stakeholders and how we engage with them is reported in our IR, available at  www.tigerbrands.com

We play an active role in industry forums, and partner with external organisations to help shape our sustainability practices and commitments, and contribute to building a more just and sustainable food system in South Africa.

Our key sustainability partnerships are described throughout this report, and include the following:

- > We partner with the National Business Initiative (NBI) and Consumer Goods Council of South Africa (CGCSA) on initiatives relating to the SDGs, climate change, water, food waste, plastics waste and responsible marketing
- > We partner with the Coalition for Ethical Operations on combatting unethical behaviour and corruption in the food and beverage industry
- > We partner with Stellenbosch University's Centre for Food Safety on research to address food safety challenges and advance food safety knowledge and practice in South Africa
- > We partner with Food Forward and SA Harvest on minimising food waste and donating near-expiry food to vulnerable communities
- > We partner with Bid Hub on enterprise and supplier development.



CASE STUDY

SUSTAINABILITY AT CHOCOCAM, CAMEROON

Chococam is a Tiger Brands subsidiary with operations based in Douala, Cameroon. Chococam manufactures chocolate and other cocoa-based confectionery for sale in Cameroon and other Central and West African markets.

Chococam supports the Tiger Brands sustainability strategy through initiatives across health and nutrition, enhanced livelihoods, and environmental stewardship. Food quality and safety is a key critical anchor, and the company's operations are ISO 9001 certified. The company makes additional investments in response to the needs of local and institutional communities.

Chococam 2022 sustainability performance

- › Health and nutrition – Chococam is providing financial and technical assistance to the Quality and Norms Agency to establish national food nutrition standards, which will promote better public health and nutrition in Cameroon
- › Enhanced livelihoods – Chococam continues to improve access to potable water in the community surrounding their operations by providing a free water delivery system alongside their factory. The company also provides quarterly food hampers to orphanages
- › Environmental stewardship – Chococam recycles all paper at their facilities into egg-trays, and has reduced electricity and water consumption intensity (per tonne produced) by 8,6% and 18% respectively
- › Food quality and safety – Chococam retains an ISO 9001 quality management system certification and is currently preparing for certification against the updated ISO 22000 standard
- › Corporate social investment (CSI) – Chococam sponsored a local street clean-up on World Clean-Up Day 2022.

APPENDIX

Performance data

Note: Data from the VAMP business is included in figures for 2018, 2019 and 2020. The VAMP business was sold in November 2020.

NATURAL CAPITAL

Energy	2022	2021	2020	2019	2018
Total energy use (electricity and thermal) (kWh)	807 632 120	–	–	–	–
Energy use – grid electricity (kWh)	240 543 419	–	–	–	–
Energy use – thermal (GJ)	2 097 200	–	–	–	–
Percentage of energy use from grid electricity (%)	100	–	–	–	–
Energy intensity (kWh/tonne)	103,3	118,9	119,0	125,9	132,6
Increase/(decrease) in energy intensity	(7,9%)	(2,7%)	(5,7%)	(5,0%)	3,4%
Increase/(decrease) in absolute energy use	(7,2%)	(20,4%)	(5,3%)	(8,5%)	2,7%

Emissions*	2022	2021	2020	2019	2018
Total GHG emissions (tCO ₂ e)	417 260	475 444	630 775	–	–
Total GHG emissions intensity (CO ₂ e/tonne)	0,18	0,23	0,20	0,22	0,23
Increase/(decrease) in GHG emissions intensity	(12,9%)	(14,5%)	(8,23%)	(4,34%)	–
Total Scope 1 and 2 GHG emissions (tCO ₂ e)	417 260	475 444	630 775	–	–
Scope 1 GHG emissions (tCO ₂ e)	181 707	209 314	350 143	–	–
Increase/(decrease) in Scope 1 GHG emissions	(13,1%)	(30%)	(4,18%)	(6,5%)	–
Scope 1 GHG emissions intensity (CO ₂ e/tonne)	0,079	–	–	–	–
Increase/(decrease) in Scope 1 GHG emissions intensity	(13,9%)	(30%)	(4,18%)	(6,5%)	–
Scope 2 GHG emissions (tCO ₂ e)	235 553	266 130	280 633	–	–
Increase/(decrease) in Scope 2 GHG emissions	(11,5%)	(30%)	(4,18%)	(6,5%)	–
Scope 2 GHG emissions intensity (CO ₂ e/tonne)	0,102	–	–	–	–
Increase/(decrease) in Scope 2 GHG emissions intensity	(12,2%)	(30%)	(4,18%)	(6,5%)	–

* The significant reduction in GHG emissions between 2020 and 2021 is attributable to the sale of the VAMP business in November 2020.

Water	2022	2021	2020	2019	2018
Total water use (kl)*	3 544 841	3 863 743	3 791 666	–	–
Water intensity (kl/tonne)	1,54	1,73	1,5	1,6	1,67
Increase/(decrease) in water intensity	(7,1%)	5,5%	(5,9%)	(5,4%)	(21,2%)
Increase/(decrease) in absolute water use	(8,3%)	(13%)	(8,8%)	(7,2%)	(19,3%)

* The 2021 figure for total water use has been restated, as an error was discovered during a data "deep dive" in 2022.

Waste	2022	2021	2020	2019	2018
Packaging (tonnes)	0,15	0,39	0,3	0,3	0,3
Waste (tonnes)	0,006	0,09	0,02	0,02	0,02

HUMAN CAPITAL

Workforce	2022	2021	2020	2019	2018
Total number of permanent employees (SA only)	9 280	9 791	10 838	10 074	11 348
Total number of permanent employees (outside of SA)	76	367	350	571	1 426
Total number of contractors*	348	324	120	1 114	1 590
Total number of employees and contractors	12 591	10 115	10 958	11 188	12 938
Percentage of employees who are “permanent” (SA only)	92,3%	99,9%	99%	90%	87,7%
Percentage of employees who belong to a trade union (SA only)	45%	57%	59,6%	61,0%	59,0%
Employee turnover**	6,8%	8,9%	9,1%	8,8%	11,0%
Total number of person days lost due to industrial action	31	132	0	43	0
Percentage of total person days lost due to industrial action – calculated or reported	1,5%	1,12%	0%	17,2%	0%

* The 2020 figure includes fixed-term contractors (FTC) employed for less than three months, and excludes seasonal workers.

** This figure is an annualised turnover rate, which includes all leavers, and not limited to resignations.

Inclusion and diversity	2022	2021	2020	2019	2018
Percentage of South African employees who are African, Coloured or Indian (ACI)	94%	95%	94,0%	93,4%	93,4%
Percentage of South African management who are African, Coloured or Indian (ACI)	78%	76%	74%	60%	56%
Percentage of employees who are female	31%	31%	30,2%	30,4%	29,6%
Percentage of employees who are people with disability	0,6%	0,3%	0,3%	–	–

Skills development	2022	2021	2020	2019	2018
Total number of employees trained in South Africa	4 249	4 579	2 972	3 946	4 288
Percentage of employees trained in South Africa	47%	45%	27%	39%	38%
Total number of employees trained on ethics*	2 500	2 650	NR	851	960
Percentage employees trained in human rights	0	100%	100%	100%	100%
Average hours per FTE of training and development	36,8	10,4	8,9	–	–
Average spend per FTE on training and development (R)	9 594	9 160	8 978	12 607	5 331
Total spend on employee training (R'm) (SA only)	96,9	93,8	97,3	127	60,5
Percentage of total payroll part of training	3%	3%	3%	4,2%	1,8%

* Figures for 2020 and 2021 were consolidated and reported in 2021, due to the impact of Covid-19 on ethics training during these years.

APPENDIX CONTINUED

Safety and health	2022	2021	2020	2019	2018
Fatalities*	3	0	3	1	1
Fatal-injury frequency rate (FIFR)**	0,01	0	0,01	–	–
Fatality in a route-to-market incident***	0	0	3	1	1
Total recordable case frequency rate (TRCFR)	0,62	0,46	0,79	1,86	4,03
Lost-time injury frequency rate (LTIFR)	0,45	0,31	0,34	0,38	0,27
Lost-time injuries (LTIs)	128	99	129	139	107
Medical treatment cases (MTC)****	53	48	45	58	–
First aid cases (FAC)****	334	131	101	149	–

* The three fatalities in 2022, included: one contractor fatality in manufacturing, one contractor fatality in logistics, and one employee fatality in a route-to-market road accident.

** While all fatalities are included in the calculation, we do not yet have data for manhours in logistics, so only the manhours of manufacturing and route-to-market are included.

*** Only includes fatalities relating to route-to-market security incidents.

**** These figures apply predominantly to manufacturing, as this is where reporting is strongest. We are working to improve reporting in Albany route-to-market, sales and logistics.

Workforce profile		2022	2021	2020	2019	2018
South Africa	African	7 440	8 450	8 678	8 920	8 397
	Indian	555	588	594	642	700
	Coloured	749	1 458	909	890	985
	White	488	546	614	677	695
	Foreign nationals	48	32	43	59	0
	Disability	59	13	12	14	14
	Permanent	9 280	9 791	10 838	11 188	10 777
	Temporary*	3 311	3 648	5 152	5 032	5 963
	Total South Africa	12 591	13 439	15 990	16 220	16 740
Outside South Africa	Permanent	76	367	350	571	1 426
	Temporary	328	39	215	297	364
Total	Total permanent	9 356	10 058	11 188	11 759	12 203
	Total	12 995	13 845	16 555	17 088	18 530

* This number reflects our peak number of seasonal employees and our FTC employees as at 30 September 2021.

Employment equity profile

Employment Equity Profile as at 30 September 2022 (South Africa)

Occupational levels	Band	Male				Female				Foreign nationals		TOTAL
		African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	FL-FU	1	0	2	3	2	0	1	0	1	0	10
Senior management	EL-EU	10	3	16	26	9	3	18	12	4	1	102
Professional	DL-DU	75	27	53	104	78	15	45	42	5	5	449
Skilled	CL-CU	478	141	93	130	305	62	60	78	11	3	1 361
Semi-skilled	BL-BU	2 148	145	114	22	625	98	66	64	3	1	3 286
Unskilled	AL-AU	2 590	124	37	5	1 119	131	50	2	11	3	4 072
Total permanent	–	5 302	440	315	290	2 138	309	240	198	35	13	9 280
Employees with disabilities	–	23	0	4	6	18	2	1	2	0	0	56

SOCIAL CAPITAL

B-BBEE ownership*	2022	2021	2020	2019	2018
Thusani Trusts (benefits children of black employees)	1,89%	1,9%	1,9%	1,9%	1,9%
Tiger Brands Black Managers Trusts	0,56%	0,6%	0,6%	0,6%	1,9%
Tiger Brands Foundation	4,8%	4,8%	4,8%	4,8%	4,8%
Tiger Brands General Staff Share Trust	0,11%	0,1%	0,1%	0,1%	0,1%
Mandated investments	26,56%	7,9%	7,48%	–	–

* The 2022 B-BBEE results only become available after the publication of this report.

Preferential procurement (R'bn)	2022	2021	2020	2019	2018
Spend with B-BBEE verified supplier	14,1	13,5	12,3	8,9	12
Spend with suppliers classified as qualifying small enterprises or exempt micro-enterprises	1,3	1,4	1,6	1,2	1,5
Spend with suppliers that qualify as black-owned	6,6	5,6	3,7	2,4	2,3
Spend with suppliers that qualify as black women-owned	5,1	4,3	3,4	1,7	1,5

Enterprise and supplier development (ESD)	2022	2021	2020	2019	2018
Black farmers supported through the aggregator programme*	67	80	84	58	58
Permanent jobs created in the small farmer sector	271	302	262	45	412
Total invested in ESD agriculture initiatives** (R'm)	54,4	27,2	13,2	10	11

* The 2020 figure includes 25 farmers through direct investment from Tiger Brands, and 59 through the Dipuno ESD Fund.

** The 2020 figure includes R4,8 million through a direct investment from Tiger Brands, R8,4 million through the Dipuno Fund.

Socio-economic development (SED)	2022	2021	2020	2019	2018
Food packages distributed through our food and nutrition support initiative	103 989	105 148	105 648	89 000	55 600
Direct and indirect beneficiaries reached monthly via the food and nutrition support programme	58 048	51 368	30 000	42 000	30 000
Total number of people trained in food gardening and community education	635	699	596	396	204
Spend on food and nutrition support initiative (R'm)	16,7	15,5	15,4	13,7	20,6
Spend on cause and brand-related CSI (R'm)	0	0,7	0,6	0,9	2,6
Spend on employee volunteerism (R'm)	0,2	0,1	0,3	1,5	0,6
Spend on community skills and enterprise development (R'm)*	8,2	5,5	7,5	11,3	7
Spend on bursaries for students (R'm)	6,7	6,1	6,1	7,0	6,3
Spend on ad hoc SED projects (R'm)	0,68	0,56	1,0	1,0	1,8
Total SED spend (R'm)**	25,8	22,9	22,4	28,5	32,6

* In 2021, enterprise development funds were redirected for food hampers in response to Covid-19.

** In 2020, an additional R7 million in donations was made to Food Forward.



APPENDIX CONTINUED

Tiger Brands Foundation	2022	2021	2020	2019	2018
Total programme spend since 2011 (R'm)	414	373	240	206	174
Total number of partner schools	95	105	101	94	94
Total number of regional coordinators	8	10	10	10	10
Total number of kitchens constructed/refurbished since 2013*	55	49	44	38	32
Total number of learners supported through breakfast programme	74 177	79 640	74 455	73 056	67 429
Total number of breakfasts served since 2011 (million breakfasts)	109	99	88	78,5	65,2
Annual number of jobs sustained as food handlers, monitors and regional coordinators	418	440+	430+	410+	390+
Total number of people trained through the food handler training programme since 2017**	571	514	514	514	347

* The numbers for kitchens donated in previous years have been restated to correct a calculation error.

** Training was suspended during the Covid-19 pandemic.



COMPANY INFORMATION

Tiger Brands Limited

(Tiger Brands or the company)
(Incorporated in the Republic of South Africa)
Share code: TBS
ISIN: ZAE000071080

Independent non-executive directors

GJ Fraser-Moleketi (chairman), MO Ajukwu,
FNJ Braeken, CH Fernandez, GA Klintworth,
TE Mashilwane, M Sello, LA Swartz,
OM Weber, DG Wilson

Executive directors

NP Doyle (chief executive officer)
DS Sita (chief financial officer)

Company secretary

JK Monaisa

Registered office

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Bryanston
Sandton

Postal address

PO Box 78056, Sandton, 2146
Telephone: +27 11 840 4000

Auditors

Ernst & Young Inc.

Principal banker

Rand Merchant Bank

Sponsor

JP Morgan Equities South Africa (Pty) Limited

South African share transfer secretaries

Computershare Investor Services
Proprietary Limited
Rosebank Towers, 15 Biermann Avenue
Rosebank, 2196
Private Bag X9000
Saxonwold, 2132

American Depository Receipt (ADR) facility

ADR Administrator
The Bank of New York Mellon

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