

TIGER BRANDS

100
YEARS
SINCE 1921



Sustainability report: a review of Tiger Brands' environmental, social and governance (ESG) performance

Supplement to the integrated annual report for the year ended 30 September 2021

ABOUT THIS REPORT

REPORT BOUNDARY AND AUDIENCE

This sustainability report reviews Tiger Brands' environmental, social and governance (ESG) performance for the period 1 October 2020 to 30 September 2021. It covers issues of particular interest to stakeholders in the ESG aspects of our operations, including our shareholders, employees, local communities, non-governmental organisations (NGOs), investors, customers, partners, suppliers and government. The report should be read in conjunction with our primary integrated annual report (IR) and our annual financial statements (AFS), published on our website: www.tigerbrands.com. The report covers the activities of all our operations in South Africa, and includes a report on our operations in Cameroon.

COMBINED ASSURANCE

We use a combined assurance model comprising assurance obtained from management and from internal and external assurance providers (see IR page 30). Aside from our broad-based black economic empowerment (BBBEE) performance, and select emissions data, the non-financial data in this report has not been independently assured as we are still in the process of implementing a centralised data management system. Assurance for this report is limited to sign-off by the chief officers for the sections under their control.

REPORTING FRAMEWORKS

The reporting process for all our publications is guided by the principles and requirements of International Financial Reporting Standards (IFRS), the Value Reporting Foundation's (VRF) International <IR> Framework, GRI Sustainability Reporting Standards, the King Code on Corporate Governance 2016 (King IV™*), the JSE Listings Requirements and the Companies Act, No 71 of 2008.

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DIRECTORS' RESPONSIBILITY

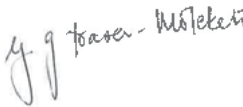
The content of this report has been managed by a dedicated reporting team. The Tiger Brands board, supported by the social, ethics and transformation committee (SETCO), has overall accountability for this report and has signed-off on the content.

SUPPORTING GLOBAL INITIATIVES

- Tiger Brands takes a collaborative approach to sustainability issues by actively engaging with various forums:
- › We are a member of the National Business Initiative (NBI), Strategic Water Partners Network (SWPN) and The Glass Recycling Company (TGRC)
 - › Tiger Brands has been independently assessed against FTSE4Good criteria and has satisfied the requirements to remain a constituent of the FTSE4Good Index
 - › We are a member of the Consumer Goods Council South Africa (CGCSA)
 - › We are a core signatory to the CGCSA Food Loss and Waste Voluntary Agreement (see page 44)
 - › We are a founding signatory to the SA Plastics Pact (see page 44).

BOARD APPROVAL

As a board, we have applied our collective mind to the preparation and presentation of the information in this report. We believe that the report addresses all material matters and that it presents a balanced and fair account of Tiger Brands' performance for the financial year ended 30 September 2021, as well as an accurate reflection of our strategic commitments. On the advice of the audit committee, the board approved the sustainability report on 18 November 2021.

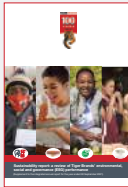

Geraldine Fraser-Moleketi
Board chairman


Noel Doyle
Chief executive officer


Cora Fernandez
Audit committee chairman

TIGER BRANDS' 2021 INTEGRATED REPORTING SUITE

Our 2021 integrated reporting process comprises the following reports:

- 
 - › **Integrated annual report 2021:** 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 2021:** Reviews our performance in managing significant ESG impacts and addressing sustainability issues of interest to a broad range of stakeholders.
- 
 - › **Annual financial statements 2021:** Comprehensive review of our financial results, with audited financial statements, prepared in accordance with IFRS.

These are all available at www.tigerbrands.com

NAVIGATION



Further reading within this report



Reference to further online disclosure

UNITED NATIONS (UN) SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The UN SDGs set a long-term agenda to end poverty, protect the planet and ensure prosperity for all by 2030. In fulfilling our core purpose – to nourish and nurture more lives every day – Tiger Brands is committed to playing its role in delivering on these goals. As part of our strategic commitment to a sustainable future (see page 23), we have developed a set of commitments and targets relating to three key focus areas: health and nutrition; enhanced livelihoods; and environmental stewardship. In meeting these commitments and targets we believe we will provide a meaningful contribution to the following eleven SDGs:



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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 products are relevant across every meal occasion and are well positioned to grow. The portfolio also includes leading brands in the home and personal care segments and we have a growing presence in Africa.

2 OUR VISION

To deliver top-tier financial results and be recognised by all stakeholders as the pre-eminent fast-moving consumer goods (FMCG) company in South Africa and most desirable growth company on the continent.



3 OUR PURPOSE

We nourish and nurture more lives every day.

2021 PERFORMANCE SUMMARY



HEALTH AND NUTRITION

- › **9 484 012 breakfasts** served, and 79 640 learners supported by Tiger Brands Foundation (2020: nine million breakfasts and 74 455 learners)
- › **Among others the following strategic focus projects** were launched: Junior Purity Smoothies to support toddler nutrition, Brooke's Low-Cal Fruit Squash Concentrate, and Ingram's Hand Sanitisers
- › **We are proactively driving consumer health awareness** on:
 - Heart health (Jungle products)
 - Fibre (Ace maize meal)
 - Immunity (Morvite)
 - Nutrition (Albany)
 - Fruit and vegetables (KOO).



ENHANCED LIVELIHOODS

- › **BBBEE level 3**
- › **R85 million** enterprise and supplier development (ESD) fund (2020: R45 million)
- › **R13,5 billion** spent with BBBEE-verified suppliers (2020: R12,3 billion)
- › **R5,6 billion** spend with black-owned enterprises (2020: R5 billion)
- › **R4,3 billion** spend with black women-owned enterprises (2020: R4 billion)
- › **R22,9 million** total socio-economic development spend (2020: R22,4 million).



ENVIRONMENTAL STEWARDSHIP

Year-on-year performance:

- › **30% reduction** in absolute direct greenhouse gas (GHG) emissions, **14,5% reduction** in GHG emissions intensity
- › **20,4% reduction** absolute energy use, **2,7% reduction** in energy intensity
- › **13% reduction** in absolute water use, **5,5% increase** in water intensity.

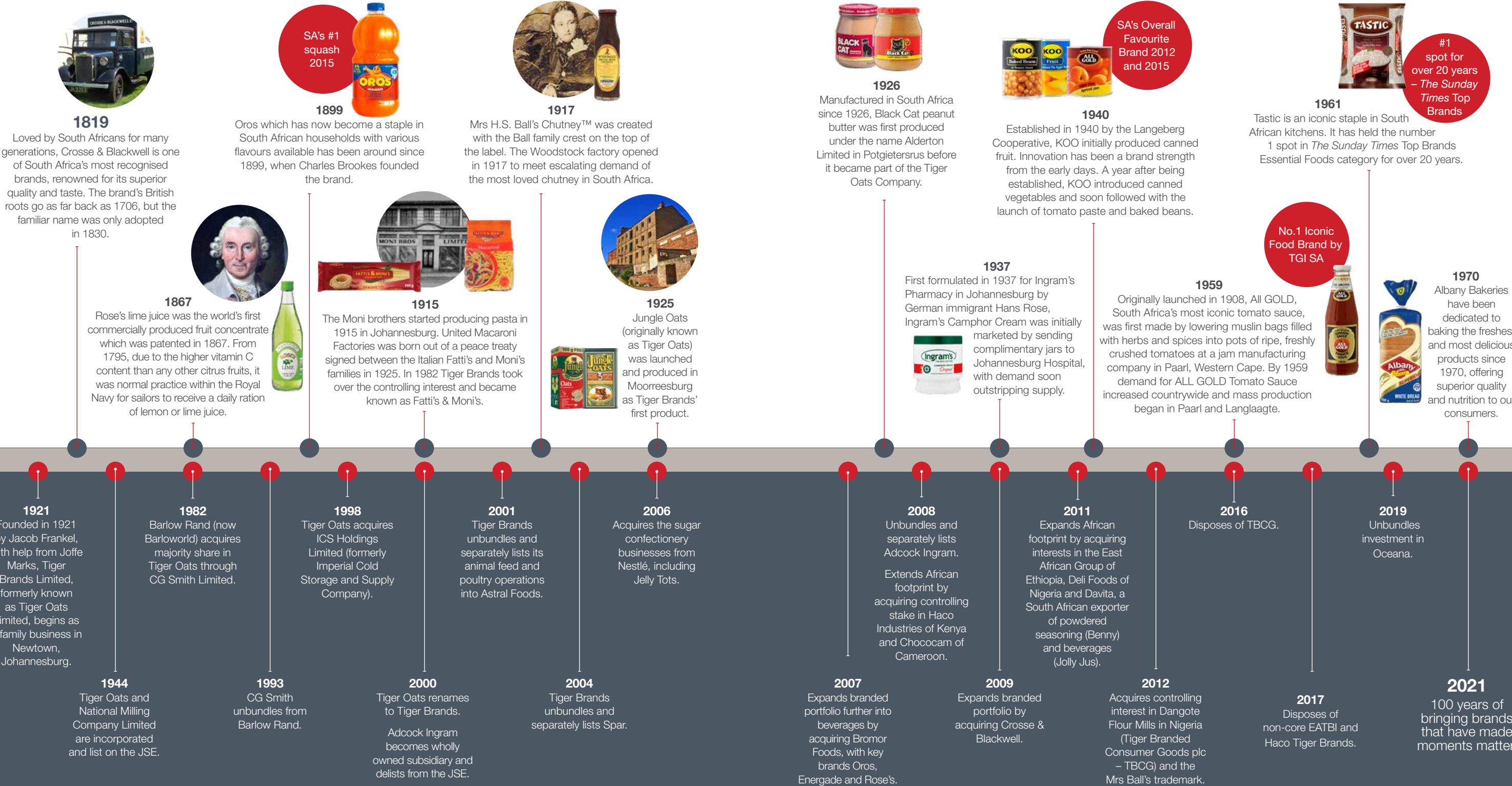


CRITICAL ANCHORS

- › **Zero fatalities** (2020: two employees and one contractor)
- › **0,31 LTIFR** (2020: 0,34)
- › **R4 billion** paid in salaries and benefits to 10 158 permanent employees (2020: R4,1 billion to 11 188 employees)
- › **R93,8 million** invested in employee training and development (2020: R97,3 million).

CELEBRATING OUR CENTENARY

Founded by Jacob Frankel in 1921, with some help from business entrepreneur Joffe Marks, Tiger Brands is built on the strength of family businesses and the spirit of entrepreneurship.



GROUP PROFILE

Excludes product recall and civil unrest

Our core business is providing everyday branded food products to large and growing markets. We target best-in-class profitability, underpinned by a cost-conscious culture, and ESG principles to create and share value.

We have leading positions in most categories and our iconic brands are well-entrenched with consumers in South Africa, as illustrated by the percentage share of market.



GRAINS

+5%

REVENUE

R14,6bn

2020: R13,9 billion

+11%

OPERATING INCOME

R1,4bn

2020: R1,2 billion

MILLING AND BAKING

- Baking

MILLING

- Flour
- Maize
- Sorghum

OTHER GRAINS

- Pasta
- Oat-based breakfast (Jungle)
- Rice



CONSUMER BRANDS

+4%

REVENUE

R11,1bn

2020: R10,7 billion

+20%

OPERATING INCOME

R1,1bn

2020: R941 million

GROCERIES

- Condiments and ingredients
- Spreads
- Canned fruit and vegetables

BEVERAGES

- Concentrates
- Sports drinks
- Ready-to-drink

SNACKS & TREATS

- Sugar
- Chocolate

BABY

- Nutrition and wellbeing



HOME AND PERSONAL CARE

+6%

REVENUE

R2,0bn

2020: R1,8 billion

+8%

OPERATING INCOME

R433m

2020: R400 million

HOME CARE

- Sanitary cleaners
- Insecticides

PERSONAL CARE

- Camphor cream and lotions
- Hair care



EXPORTS AND INTERNATIONAL

+7%

REVENUE

R3,6bn

2020: R3,4 billion

-7%

OPERATING INCOME

R96m

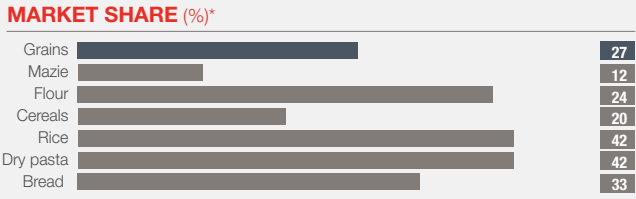
2020: R103 million

EXPORTS

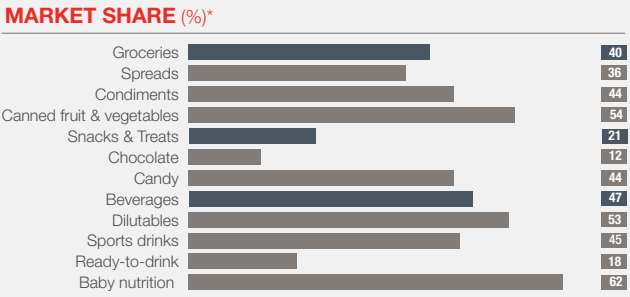
- INTERNATIONAL OPERATIONS
 - Central Africa (Chococam)

DECIDUOUS FRUIT

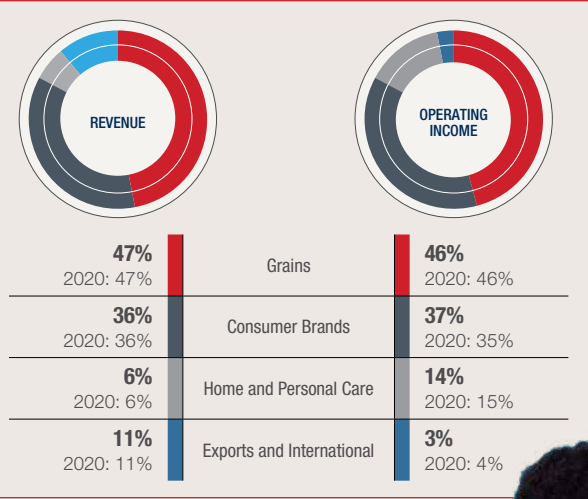
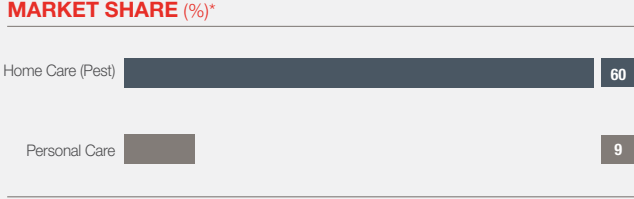
- Langeberg & Ashton Food (LAF)



* Market share limited to South Africa
Source: IRI.



* Market share limited to South Africa
Source: IRI.



Our product portfolio is well placed to grow presence in most occasions with further innovation or inorganic opportunities possible.

COVID-19: OUR ONGOING RESPONSE

The wellbeing of our staff and their families is extremely important to us, and we have continued to manage Covid-19 carefully at our sites with rigorous measures to help protect all our people.



Covid-19 emerged as an unprecedented crisis, driving new and amplifying existing risks to the business. As an essential service, our sector has generally been less impacted than others, yet the prolonged impact of the pandemic over three successive waves, coupled with the recent social unrest and looting in South Africa, has had a significant impact on our business.

The impact of the pandemic has been felt across our business through direct risks to business continuity and



profitability, deepening social risk and complexity in our operating context, intensified competition in the food sector, amplified occupational-health risks and accelerated digital transformation (see IR page 26).

We amplified our response to the pandemic, by establishing and maintaining clear lines of leadership oversight and key management structures. Dedicated protocols for managing our operations and



safeguarding the health and wellbeing of our people were implemented. Our key objectives remain: to keep employees safe and continue our community food support activities. We have expanded our focus on preventive protocols, to include proactive screening of employees and the promotion of vaccination. All our activities are underpinned by comprehensive internal communications campaigns and activations.

OUR COVID-19 STATISTICS (FOR THE PERIOD 1 OCTOBER 2020 TO 30 SEPTEMBER 2021)

PCR (POLYMERASE CHAIN REACTION) TESTS
 > 29 967

RECOVERIES
 > 2 777

RECOVERY RATE
 > 99%

POSITIVE CASES
 > 2 812

DEATHS
 > 18 (29 since the start of the pandemic)

ACTIVE CASES
 > 6 (as at 30 September 2021)

OUR APPROACH		
OBJECTIVES	FUNDAMENTALS	STRUCTURES
- Keep our employees safe - Continue our community food support.	- Ensure a clear understanding of Covid-19 and its transmission - Align with government regulations and protocols - Continual engagement with internal and external stakeholders - Continual adaption and reprioritising the safety of our people.	- Occupational Health and Safety Act (OHSA) approved risk assessments conducted at each site - Specific health and safety protocols implemented at all sites - Strong disciplinary action for employees in breach of safety protocols - Whistleblowing facility (www.tip-offs.com) for reporting violations.

OUR ACTIONS	
To keep employees safe, we have:	- Enabled remote work arrangements where possible - Enhanced health, sanitation, hygiene, and cleaning at our operations - Provided personal protective equipment (PPE) and sanitisers to employees - Amplified internal communications - Supported employees with anxiety, loss and bereavement - Supported employees with work-life balance - Implemented customised screening, testing, self-isolation and re-integration protocols - Encouraged vaccination and provided information - Hosted vaccination clinics at some sites.
To continue our community food support, we have:	- Distributed food to 30 000 people monthly through the family food programme - Delivered food hampers to 5 200 students through our Plates4Days programme - Provided additional food relief to the value of R3 million during the recent civil unrest in South Africa.

TIGER BRANDS REMEMBERS

Since the start of the pandemic, we have conducted 29 967 Covid-19 tests and had 2 812 positive cases. It is with deep sadness that we report the loss of 18 of our employees to Covid-19 this year, which brings our cumulative loss to 29 employees, since the beginning of the pandemic.

Throughout 2021, we have observed moments of silence across the group in remembrance of recently lost employees. We have valued the service of these employees and the unique magic they brought to our team. We will remember them all – may they rest in peace.

David Mzimba, Andries Cupido, Alvin Titus, Peter Swart, Debbie van der Merwe, Zonke Absalom Sithole, John Mabitsela, David Lesabe, Grandy Tsatsi, Julian van Tura, Simphiwe Affection Mbakaza, Alida Francis, Angelina Sibaya, Thulani Mahleke, Edgar Klaas, Rowan Veldsman, Felix Smith and Rajendra Jugmohan.

SETCO CHAIRMAN'S STATEMENT



“Tiger Brands’ core purpose of nourishing and nurturing more lives every day, is built on an understanding of the value of ESG opportunities.”

Maya Mankanjee
Chairman of the social, ethics and transformation committee (SETCO)

I am pleased to introduce the Tiger Brands Sustainability Report, which is an important supplement to the integrated annual report 2021. This report provides information on Tiger Brands’ strategy and performance in relation to the environmental, social and governance impacts of the business. It is aimed at a broad stakeholder audience interested in the contributions of the company to society and its performance against the UN SDGs.

It was another challenging year for the company and the country as a whole. Tiger Brands continues to address sustainability issues, albeit in a depressed economy and volatile social environment, where the prolonged Covid-19 pandemic has amplified existing risks and stressors.

The social, ethics and transformation committee (SETCO) that I chair, is the primary oversight mechanism for Tiger Brands’ sustainability activities and performance. We work closely with the risk and sustainability committee (RSC), which reports into SETCO on safety, health and environmental aspects, and we align our activities with the King IV Code.

Together, SETCO and the RSC review the most material ESG risks and opportunities impacting the business, give guidance to the chief executive officer (CEO) and executive team on managing these issues, and review and report to the board on performance. The committee also has oversight of the company’s ethics performance and transformation initiatives.

The Tiger Brands Foundation activities are governed by an independent board, whose activities are covered separately in this report.

Stakeholder interest in the ESG performance of companies has grown further on the back of Covid-19. Events in recent years – the water crisis in 2018, Covid-19 in 2020, and the civil unrest and looting in 2021 – have demonstrated the potentially devastating impacts that unforeseen and cumulative ESG risks can have on business and the market. Companies are under increasing pressure to be informed on ESG matters, to have integrated ESG strategies, and to disclose comprehensively on their ESG performance across a wider range of reporting initiatives and standards.

There is little doubt that current trends in ESG will have a significant bearing on Tiger Brands’ ability to protect and create value going forward. Tiger Brands’ core purpose of nourishing and nurturing more lives every day is built on understanding the value of ESG opportunities. This understanding is relevant across all five key priorities of Tiger Brands’ business strategy, and informs the company’s growth agenda.

Tiger Brands’ sustainability strategy articulates the company’s strategic ESG priorities. The strategy includes commitments across three clear focus areas: health and nutrition, enhanced livelihoods, and environmental stewardship. These are the areas where Tiger Brands, as Africa’s largest food company, believes it can harness its core activities most effectively, to create positive ESG impact.

While some good progress was undoubtedly made this year, it is clear that the challenges presented by the ongoing Covid-19 pandemic and volatile social context, as well as the overriding focus of the business on securing the company’s financial position, has temporarily slowed the focus on advancing ESG performance in alignment with aspirations.

Responding to Covid-19 continued to occupy a significant amount of the

company’s focus and capacity this year. The leadership team and staff have shown incredible resilience and a team spirit that has endured the hardships of 2020 and maintained productive energy throughout 2021. The focus this year has remained on protecting the health and wellbeing of employees with an emphasis on proactively screening employees and promoting vaccination, and continuing with our community food support programme, including the delivery of food hampers to vulnerable families, students and children. It is with deep sadness that I report that 18 employees succumbed to Covid-19 this year, bringing the total number of deaths to 29 since the start of the pandemic. My sincere condolences go out to the families who have lost their loved ones to the pandemic.

Other key challenges this year included the civil unrest and looting in South Africa, which cost the company in the order of R100 million in damages and lost stock. Ongoing route-to-market incidents in the Albany business led to a total loss of approximately R1 million and continue to pose a significant threat to the safety of our people. Further significant challenges included labour relations issues at Davita and King Foods, which led to lost time and production at these facilities. A significant product recall incident also added to this, although it was handled with extreme proactive actions by the leadership of Tiger Brands.

Highlights from the year included a doubling of the Dipuno ESD fund to R85 million, an increase in preferential procurement spend by R273 million, several health product launches, and the publishing of two State of Nutrition reports in support of our Eat Well Live

Well (EWLW) programme. We have continued with our resource efficiency and cleaner production initiatives (RECP), and recorded reductions across energy and emissions. We do, however, acknowledge that some savings in the use of natural resources were influenced by the disruption of our operations due to Covid-19. The majority of staff participated in the first Voice of Tiger culture survey, and it was promising to see that the opportunities for improvement identified by employees have been taken on by leadership.

Given these highlights, and reflecting on the challenges through this period, Tiger Brands has not only performed admirably in the face of Covid-19, but has renewed the strategic vision of the business, stabilised the financial outlook, articulated clear commitments for a sustainable future, and delivered steady improvement in the management of ESG impacts and the development of healthier product offerings through various forms of innovation.

Given the hugely difficult economic and social environment, and the pressure that the company is facing to continue to build financial leverage, it is pertinent to acknowledge that Tiger Brands believes it can and will rise to the challenge. Realising the aspirations of a sustainable future will require strong leadership and it will take time. The company is learning, and the challenges overcome by leaders and employees alike have helped ignite exactly the purpose-led culture that the organisation needs to succeed – and exceed expectations – on the balance sheet and in society.

The company is in good hands, and I look forward to following it from the outside as I retire from the board at the end of this year.

Maya Mankanjee
SETCO chairman

18 November 2021



CEO'S REVIEW



“As Africa’s largest food producer, we have historically overcome many challenges, executed effective strategies and built brands that are now a well-loved part of people’s everyday lives.”

Noel Doyle
Chief executive officer

It is again my pleasure to provide an overview of Tiger Brands’ approach and performance in delivering on our strategic commitments to sustainable development, and the management of our most material environmental, social and governance (ESG) impacts. This is our fourth sustainability report, and each year we have made improvements that reflect our commitment to transparency and accountability on ESG matters.

Celebrating the Tiger Brands’ centenary this year calls for reflection. As Africa’s largest food producer, we have historically overcome many challenges, executed effective strategies and built brands that are now a well-loved part of people’s everyday lives. In recent years, we have met increased volatility and uncertainty on economic, social and environmental fronts, and trends indicate that these patterns are not temporary. Sustainability has become aligned with adapting to this context to deliver better business results, and it is clear that enhancing sustainability performance is in the best interests of the business.

For Tiger Brands to flourish in its second century, we need a healthy workforce and consumer base, a strong economy with robust institutions and sustainable resource flows based on functioning ecosystems. Protecting these is as much a financial necessity as it is a moral imperative; yet sustainability is about more than just protecting value, it is about proactively creating value for a sustainable future.

This is the core ethos of our sustainability strategy, which outlines three focus areas: health and nutrition, enhanced livelihoods, and environmental stewardship. These focus areas address our key ESG impacts and highlight where we can proactively create value through our core business activities, to make the most meaningful contribution to the SDGs. There lies growth opportunities in three strategic platforms namely, value and affordability, snackification and health and nutrition, organically and inorganically.

While we have made some encouraging progress across our sustainability focus areas this year, which I review in more detail below, our most immediate priorities have been to look after our employees in response to the ongoing pandemic, ensure business continuity in the face of production challenges and civil unrest, and continue to build on the steps we have taken in previous years to re-establish a stronger financial position.

OUR ONGOING RESPONSE TO COVID-19

We continued to be impacted in all areas by the ongoing Covid-19 pandemic. We have maintained and expanded our Covid-19 management measures (see page 10), and I remain heartened by the resilience we have shown in the face of the prolonged stress.

We continue to focus on supporting the health and wellbeing of employees, with a shift in our approach from initial protective protocols to proactive screening of employees and the promotion of vaccination. We have provided additional mental health support this year, including for anxiety and bereavement and managing work-life balance in a remote-work arrangement that has become more permanent.

We have conducted 29 967 tests to date, with 2 812 positive results, and 2 777 recoveries, yielding a recovery rate of 99%. Despite our best efforts, I am saddened to report that a further 18 of our employees died after contracting the virus this year, bringing our total Covid-related loss to 29 employees. I extend my deepest sympathies to the families of all those who have been severely affected.

The prolonged pandemic has amplified existing food security crisis in poor communities across South Africa and we continued to provide community food support through our socio-economic development (SED) activities, despite disruptions to some of our programmes. This year we continued to support 30 000 people monthly through our family food programme, and provided 5 200 hampers to students through our Plates4Days programme (see page 11). In addition, we provided food relief to the value of R3 million during the recent civil unrest and looting in South Africa.

ENABLING HEALTH AND NUTRITION

South Africa’s population is one of the least healthy globally, with high levels of obesity, lifestyle-induced non-communicable disease, and persistent

hunger and malnutrition, all trends that have been amplified by Covid-19. In this context – and given our role as a leading company in South Africa’s food system – we recognise our responsibilities, and the opportunities, in promoting health and nutrition. We continue to make progress in better enabling consumers to improve their health and wellbeing by providing products that are more nutritious and affordable, developing best-in-class nutritional standards and leveraging our brand to promote healthy lifestyles and good nutrition (see page 27).

We have updated our health strategy to have a stronger focus on commercialisation and launched several new healthy and affordable products. We continue to redesign product labels to accommodate more nutrition information and are keeping our eyes on compliance with the pending front-of-pack nutrition labelling regulations in South Africa. We launched the Colour Your Plate with KOO TV show in partnership with KOO and SABC 2, which promotes healthy home-cooking and the benefits of eating fruit and vegetables. We spent a total of R3,3 million on promoting health and nutrition through our Eat Well Live Well (EWLW) programme, which included the publishing of two State of Nutrition reports.

ENHANCING LIVELIHOODS

In response to the weak South African economy and high levels of poverty, inequality and unemployment that reflect historic racial discrimination, we have committed to improving the livelihoods of thousands of people by providing opportunities across our value chain for inclusive economic participation. This includes a specific focus on supporting black/black women-owned farming and agri-processing enterprises, through our supplier and farmer development programmes and our preferential procurement policies. Our progress this year has been driven through our ESD fund, agriculture aggregator model, preferential procurement activities, and ongoing investments in SED (See page 33).

We further capitalised the Dipuno ESD Fund to a total of R85 million, with R28,6 million invested in approved projects and a further R49,7 million worth of applications under review. We successfully onboarded two black female-owned aggregators, expanding our farmer-support programme to 103 farmers, and our job-creation impact to over 800 jobs in the small farmer sector. We increased our preferential procurement spend by R273 million, reaching an accumulated preferential procurement spend of R1,089 billion. We slightly increased our local procurement from BBBEE verified suppliers to R13,5 billion, with R5,6 billion and R4,3 billion procured from black and black women-owned enterprises respectively.

REDUCING OUR ENVIRONMENTAL FOOTPRINT

Recognising the significant environmental impact of the agri-food value chain and the vital importance of ecosystem functioning to our business, we have committed to improving our environmental footprint by implementing innovative solutions that optimise energy and water consumption in our operations, reduce the negative impacts of packaging and minimise waste, effluent and emissions. We made some progress this year in reducing the footprint of our operations, focusing on the most material issues: improving energy efficiency, reducing GHG emissions and striving for zero waste to landfill operations (see page 41).



CEO's review continued

Progress on some of our programmes has been delayed by Covid-19 and the reductions we have recorded across energy and emissions have been influenced by the slowdown of our operations. Nonetheless, we recorded a 20,4% year-on-year reduction in energy use and a 2,7% decrease in energy intensity from the previous year. Similarly, we recorded a 30% reduction in total direct carbon emissions and a 14,5% reduction in GHG emissions intensity. Water consumption was reduced by 13% and water-use intensity increased by 5,5% from the previous year. We continue to develop packaging solutions to meet our obligations under the SA Plastics Pact, and have optimised light-weighting across our portfolio and achieved 85% recycled PET content in all our plastic beverage bottles.



OUR CRITICAL ANCHORS

Delivering on these sustainability priorities requires continued focus on cultivating a purpose-led culture, ensuring robust food quality and safety systems, protecting employee health and safety and maintaining good governance, all of which are reviewed in more detail in this report (see page 48).

Key challenges emerging this year required specific action in relation to safety and security, food quality and safety and employee relations.

On safety, I am happy to report zero workplace fatalities this year and an improvement in our lost-time injury frequency rate (LTIFR) from 0,34, to 0,31. This progress is positive, but still reflects the fact that some of our people came to work in full fitness and left that day injured. In some cases, these are injuries that may be carried for life. We have some way to go yet to achieve our safety ambitions, especially relating to the severity of injuries observed at some of our operations. On this note, it is of major concern that our people remain under significant threat from route-to-market incidents in the Albany business.

The number of incidents has increased over the last three years, with 105 incidents this year, making up 83% of the lost-time injuries we recorded in Bakeries. These incidents amounted to a total loss of nearly R1 million over the year and addressing them is high priority for 2022.

Food safety and quality is a non-negotiable priority for our business, and this year we experienced a significant quality incident, where a production defect discovered in the cans of one of our suppliers led us to recall around 20 million cans in our canned vegetable range. While this amounted to a significant loss for the company, our rapid and decisive response in recalling the cans reflects our commitment to minimising any potential impact on public health. We have since taken various steps to further strengthen the quality-assurance processes of suppliers and are working to proactively close gaps. Outside of the product recall, we maintained our FSSC 22000 and HACCP certifications across all our sites and are on track with implementing manufacturing excellence customs and practices (MECP) for quality. We continued to improve performance in respect of our quality key performance indicators (KPIs), achieving a 40% reduction in marketplace incidents and a 25% reduction in consumer complaints.

Maintaining good relationships and building partnerships with our stakeholders remains a strategic enabler for all our priorities. In regard to employee relations, we successfully concluded 23 site-negotiations out of a planned 24, without industrial action. Regrettably, we experienced one protected strike at our Davita site due to a wage dispute. The strike lasted 44 days, with 1 056 manhours lost. Stabilisation efforts at this site are starting to have a positive effect, resulting in a more collaborative partnership with our trade union partners.

Beyond these key issues, upholding human rights and ensuring adherence to our code of conduct remains fundamental. All employees received

training on human rights in 2021 and we completed 76% of all planned ethics training, with 2 650 staff trained on ethics in total. We continued to invest in our people, spending a total of R93,8 million on employee training and development, across our various programmes, including a focus on leadership, learnerships and internships. We held the first Voice of Tiger culture survey, where 73% of employees contributed insights to better shape the purpose-led culture we need to drive sustainability, innovation, and growth. We are only in the foothills of our journey to realise the purpose-led culture we need and aspire to, but the challenges we have overcome over the last few years, and the way we have adapted in the face of Covid-19, shows me that we have succeeded in igniting the potential to make the climb.

APPRECIATION

All told, this has been another incredibly eventful and challenging year as CEO of Tiger Brands. I give my thanks for the incredible dedication and support provided by Tiger's employees and my colleagues on the executive team and board, particularly in their response to Covid-19, the period of civil unrest, and the product recall incident. These have been trying circumstances and they have impacted us, but they are hardening our resolve and shaping our agility for a future where volatility and uncertainty is more commonplace.

Together, we have set out a path for the recovery and growth of the business, and the creation of long-term value to society. It is my belief that we will prevail in this plan, despite the challenges and disappointments we have experienced this year. There are many areas where we completed planned actions, reached our targets, and recorded wins on the way to improved economic and ESG performance. We will take the learnings and earnings from this year and reinvest them in moving the needle on our strategy in 2022.

Noel Doyle
Chief executive officer

18 November 2021

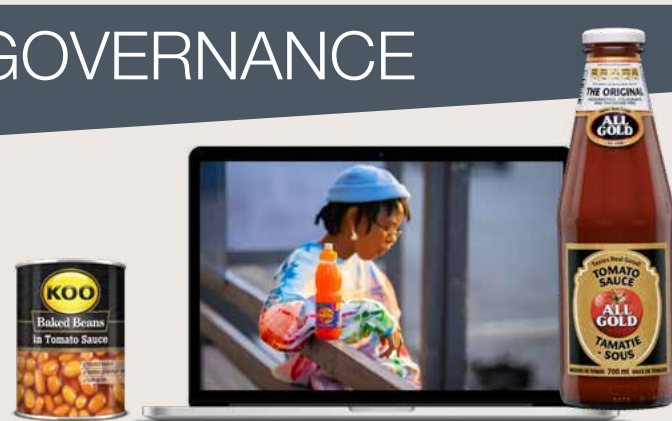


SUSTAINABILITY GOVERNANCE AND MANAGEMENT



SUSTAINABILITY GOVERNANCE

Governance at Tiger Brands is centred on our purpose, to nourish and nurture more lives every day. This societal purpose shapes our governance and management structures and approach.



The Tiger Brands board is the highest-level body with oversight on sustainability. The board provides leadership and strategic direction in the best interest of the company and its stakeholders, embracing the principles of ethical leadership and good corporate governance outlined in the King IV Report on Corporate Governance, the JSE Listings Requirements, the Companies Act, and other relevant laws and regulations. The board is ultimately responsible for driving societal purpose through the business; establishing critical anchors for ethical and sustainable business practice; ensuring effective management of ESG impacts, risks, and opportunities; and for advancing the business model and strategy towards product-innovation as a solution to societal challenges. More information on the board is provided in the integrated annual report (see IR page 56).

Two board-level standing committees; SETCO and risk and sustainability committee (RSC) play a key role in sustainability governance at Tiger Brands. These committees are mandated by the board to execute certain sustainability-related responsibilities on its behalf.

- The **social, ethics and transformation committee (SETCO)** is the primary vehicle for overseeing, monitoring, guiding, and reflecting on the ESG aspects of concern to the long-term growth and sustainability of the business. This includes a focus on impacts, risks, relationships and opportunities, and how these may affect, be managed, or actively harnessed by the business in execution of its growth strategy. The committee guides the CEO and the executive committee towards continual improvement within these performance areas and monitors and reports on performance to the board. Key matters of concern to SETCO include organisational ethics, responsible corporate citizenship, sustainable development, stakeholder relationships, BBBEE, ensuring compliance, and driving best practice. SETCO

receives and considers reports from the RSC covering the environmental, health, safety, and security risks that they monitor

- The **risk and sustainability committee (RSC)** provides strategic guidance and leadership on environmental issues and oversees the implementation and revision of Tiger Brands' environmental, health, safety, and security policy. This committee plays the role of assisting, monitoring and influencing the aspects of sustainability considered in relation to minimising the environmental impacts of the company and assessing and managing environmental risks and opportunities, including climate change. The committee ensures that the group's environmental stewardship strategy positions the group as a sustainability leader in retail, and further ensures that the environment and sustainability initiatives and objectives of the group are effectively integrated into the business at an operational level. The RSC reports into SETCO, as well as reports quarterly to the board on these environmental issues.

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

- The **nomination and governance committee (NAGC)**, which independently monitors the performance of the board, ensures protocols for ethical governance and succession of leadership are achieved and maintained
- The **remuneration committee (REMCO)**, which engages on and approves remuneration policy and strategy, and is the body responsible for approving any remuneration incentives linked to sustainability performance targets
- The **audit committee (AC)** reviews and approves the sustainability performance related data which is supported by our combined assurance plan where elements of independent assurance is provided.

SPOTLIGHT ON SETCO

In 2021, SETCO reviewed the following issues to ensure there is effective and ethical leadership and an integrated approach to how Tiger Brands carries out its business and sustainability activities.

Workplace

- › Transformation
- › Employment equity
- › Decent work
- › Employee safety and health
- › Employee relations
- › Education and training
- › Organisational ethics.

Economy

- › Social and economic development
- › Corruption prevention
- › BBBEE.

Social environment

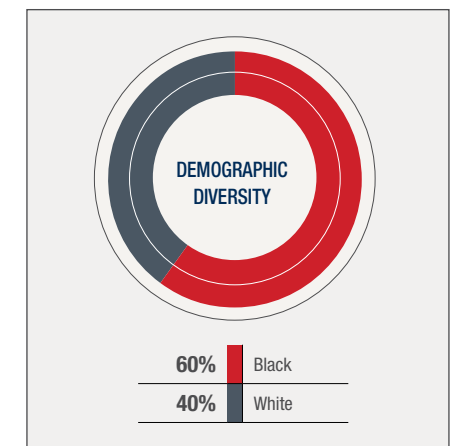
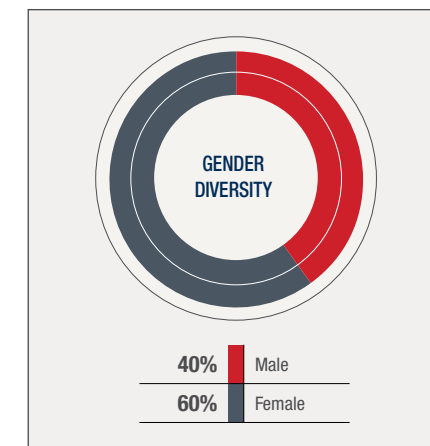
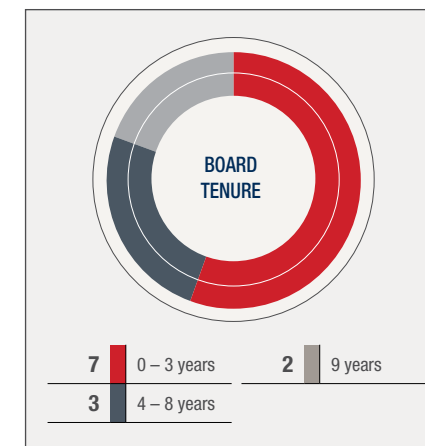
- › Social development
- › Consumer relations and protection
- › Advertising
- › Human rights
- › Public health and safety
- › Sponsorships.

Natural environment

- › Greenhouse gas emissions
- › Waste
- › Water
- › Energy.

BOARD DIVERSITY

As at 30 September 2021



OUR BOARD

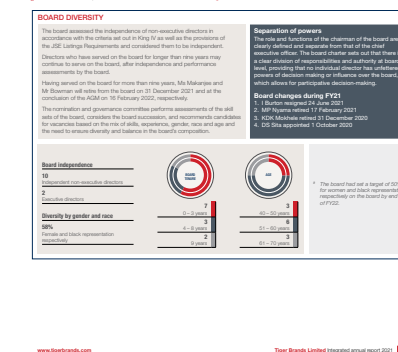
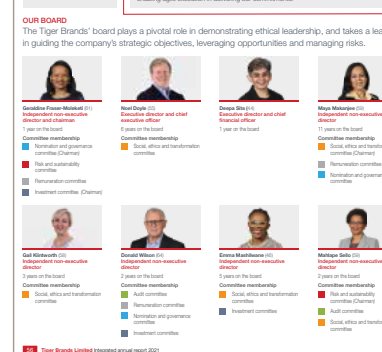
Sound corporate governance is an integral part of the group's success in creating value.

This board is committed to the highest standard of corporate governance. Accordingly, it takes guidance from the principles set out in the King IV Report on Corporate Governance, the JSE Listings Requirements, the Companies Act and other relevant laws and regulations.

Details of the group's application of King IV are available on the company's website www.tigerbrands.com.

Governance processes are continually evaluated to ensure they are appropriately aligned to relevant legislative, regulatory and best practice. The board confirms compliance with the requirements of these regulations and legislation, as well as the company's responsibilities of incorporation.

During the year under review the group's delegation of authority framework was reviewed to ensure it is robust, transparent, accountable and focused on ensuring a way of promoting faster, informed and accurate decision making in the organisation and enabling agile execution in delivering our commitments.



BOARD OF DIRECTORS

For more information on our board of directors please go to www.tigerbrands.com

SUSTAINABILITY MANAGEMENT



We assess our environmental and social impacts, and our exposure to sustainability-related risks at an operational level. The manufacturing-units report on environmental and social indicators, which are collated into an overall scorecard, and reported quarterly to the executive committee (EXCO). Any necessary mitigation plans are reviewed on a quarterly basis in the RSC and SETCO, and ultimately reported to the board.

Climate change risks are assessed as part of our enterprise risk management (ERM) process and included in the group risk matrix. Climate risks and opportunities are reviewed through the RSC and escalated to the next level where necessary. This includes the potential impact of climate change on our operations, strategy, supply chain and our markets.

We have evolved our Tiger Innovation Process (TIP 3.0) using design thinking methods and approach to guide the management of our pipeline of projects that drive value for the business (see IR page 20), including societal value creation through addressing public health and nutrition (see page 27), and environmental concerns (see page 66). This governance process ensures all innovations, renovations and cost-saving projects are brought to market in a manner that guarantees thorough checks from a nutritional, regulatory and legislative perspective, while also driving speed to market, agility, and discipline, in the execution of projects. A key aspect of this process is ensuring that when our products go to market, they are aligned with appropriate responsible marketing and communication practices (see page 68).

We provide performance incentives for the management of sustainability-related issues through the short-term incentive scheme (STI). Remuneration incentives are currently offered for performance against the following sustainability targets: quality, safety and efficiency. 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 (see page 55).

The key structures accountable for the management of sustainability at Tiger Brands, are the RSC and the EXCO:

- › The **risk and sustainability committee (RSC)** ensures that the environment and sustainability initiatives and objectives of the group are effectively integrated into the business at an operational level. The RSC is made up of four non-executive directors as members, and normally attended by three chief growth officers, chief supply chain officer, company secretary, chief corporate affairs, chief financial officer, chief legal officer, corporate finance executive and the CEO.
- › Our **executive committee (EXCO)** facilitates the effective control of the group's operational activities in terms of its delegated authority emanating from the board. EXCO is responsible for developing policies and strategy for recommendations to the board and for the implementation and execution in line with the board's mandate. Progress towards meeting sustainability-related targets and goals, are also monitored at an operational level by EXCO, championed by the executive director, as an independent member. The EXCO meets at least monthly and meets more often when necessary. More information on EXCO is provided in the integrated annual report (see IR page 62).

OUR EXECUTIVE COMMITTEE

Our experienced leadership team collaborates to deliver the group strategy and effective control of operational activities to create value.

 NOEL DWYER (D) Chief executive officer Re-joined the group: July 2012 Appointed to the position of CEO in February 2020	 DEBRA BISS (D) Chief financial officer Appointed: October 2020	 ANTHONY MLANGENI (D) Chief growth officer: Rest of Africa Appointed: December 2020	 CLIVE BLACK (D) Corporate finance executive Appointed: February 2020
 ENE MAGADULA (D) Chief human resources officer Appointed: May 2018	 LUIGI FERRINI (D) Chief customer officer Appointed: May 2019	 BECKY O'DWYER (D) Chief marketing officer Appointed: October 2018	 THABANE GWENDERE (D) Chief growth officer: Consumer Brands Appointed: May 2021
 MARY JANE MORRIS (D) Chief corporate affairs and sustainability officer Appointed: December 2018	 JOE RALIBERA (D) Chief legal officer Appointed: January 2020	 TREVOR SANDERSON (D) Chief supply chain officer Appointed: January 2020	

KEY FOCUS AREAS IN FY21

- Implementation of group strategy commitments
- Management of operational activities of the group
- Management of critical 50 parameters which impact on employees and operations
- Kick-off the execution of our Risk of Africa strategy
- Management of the cost savings in Production, Sales and Marketing, and the cost of sales.

Diversity of skills, experience, backgrounds and new perspectives foster better debate and decision making, underpinned by our values

Skills and experience

- Finance
- Corporate affairs and sustainability
- Strategy execution
- Corporate governance
- Manufacturing
- Risk management and safety
- Marketing, commercial sales and business development
- Customer relations
- Human resources
- Legal, compliance and ethics
- Finance, auditing, corporate finance
- Mergers and acquisitions

EXCO

For more information on our EXCO please go to www.tigerbrands.com

OUR KEY SUSTAINABILITY MANAGEMENT ROLES

- › The chairman of the board is appointed through the nomination and governance committee (NAGC) and is responsible for the group as a whole. The chairman sits in the REMCO and NAGC to exercise oversight on all sustainability-related issues
- › The CEO, who reports to the chairman, is appointed by the board for full accountability on management of sustainability issues, where purpose-aligned actions need to be taken, as the chief business lead. The CEO ensures that the sustainability strategy is effectively integrated into the business. He is also a regular attendee of the RSC and a member of SETCO
- › The chief corporate affairs and sustainability officer (CCASO) plays a critical accountability and execution role in corporate social investment (CSI) initiatives and projects managed through external stakeholders and sustainable socio-economic development (SED) partnerships. The CCASO reports directly to the CEO
- › The chief human resources officer reports directly to the CEO and is accountable for driving effective talent management, leadership development and succession, as well as creating a great place to work through driving diversity and inclusion, rewards and recognition, constructive employee relationships, and culture transformation
- › The chief marketing officer (CMO) is responsible for research and development (R&D) and responsible marketing and communications. R&D plays a vital role in product development for health and nutrition, and to address packaging objectives. In 2021, R95 million was spent in R&D, including salaries (2020: R57 million). The CMO reports directly to the CEO
- › The chief supply chain officer reports directly to the CEO, and takes operational accountability for safety, health, environmental, and security (SHES) performance, as well as food safety and quality. He is supported by the supply chain operations support director
- › The chief growth officers (CGOs) have full responsibility and accountability for the sustainability performance of their divisions; Consumer Brands – Food, Exports and International, and Milling and Baking. The CGOs report directly to the CEO
- › The risk and sustainability director reports directly to the supply chain operations support director, and is responsible for the management and coordination of sustainability and SHES initiatives across all our operations.

BUILDING OUR STRATEGY

Our sustainability strategy communicates our forward-looking approach to sustainability, and orients our business towards improved ESG performance. The strategy frames our most material ESG impacts and articulates our societal value proposition.

Developing the strategy enabled us to integrate existing sustainability projects with new initiatives, align these with the SDGs, and organise this under an umbrella framework of longer-term goal areas that align with our business model.



OUR SUSTAINABILITY STRATEGY DEVELOPMENT PROCESS

- The sustainability strategy was developed and approved in 2019, as part of a structured review process involving relevant members of our executive and senior management team. We identified the three strategic focus areas and associated critical anchors following a thorough consideration of the following issues:
- Our **business model** – reviewing our current and anticipated revenue and cost drivers, our value chain activities, and the key resources and relationships (capital stocks) that we depend on to create value
 - Our **outcomes** – assessing the impacts of our business activities on the six capitals across our value chain, identifying the most significant impacts (positive and negative) and our potential to exert influence
 - The **external environment** – considering the most material sustainability-related trends, risks and opportunities, as well as the material interests of our key stakeholders from a global context to a South African perspective
 - A **benchmark review** – assessing the implications of sustainability strategy best-practice, particularly across the FMCG sector
 - Our **strategy** – reviewing the implications of (and for) our core business strategy, ensuring effective integration with our priority growth drivers and alignment with our core purpose.

The strategy comprises three clear focus areas: health and nutrition; enhanced livelihoods; and environmental stewardship. These focus areas address the key socio-economic and environmental challenges in our markets and represent the areas where we believe our business activities can make the most meaningful contribution to the SDGs. Our commitments under these pillars drive us to: promote healthy lifestyles and pursue commercial opportunities in health and nutrition; operate more efficiently and produce more ethical and sustainable products; and champion transformation in our supply chain and host communities.

These goal areas are underpinned by a set of critical anchors, which represent the foundational elements of our commitment to corporate responsibility and sustainability. The critical anchors are: ethical behaviour; purpose-led culture; food safety and quality; ethical supply chain practices; safety, health and environment; responsible marketing; and transparency, partnerships and stakeholder responsiveness.

Our operating context during the reporting period is characterised by intensifying market dynamics, shifting stakeholder expectations, and increasing complexity in which deepening social and environmental declines are becoming material to business performance. Consumer expectations are changing. There is increasing demand for affordability coupled with increasing concern for sustainability, and we are under increasing pressure from heightened competition in the retail sector on one hand, and growing investor interest in ESG performance on the other (see IR page 29).

Meeting the needs of consumers is a core priority of the Tiger Brands’ growth strategy (see IR page 35). The sustainability strategy supports this imperative, helping to align the growth drivers of the business with sustainability opportunities and trends. This forward-looking orientation is critical for our brand leadership and business success, as we aim to meet – and beat – the current and anticipated needs of consumers in a conscientised post-Covid-19 context.



OUR SUSTAINABILITY STRATEGY

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



Our sustainability strategy **continued**

DELIVERING ON OUR STRATEGY

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

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

HEALTH AND NUTRITION		Priority SDGs	2	3	12
2030 TARGET	2021 COMMITMENT	2021 ACHIEVEMENTS	PROGRESS		
Nutrition standards › Tiger Brands standards to meet or exceed globally recognised nutritional guidelines.	› Nutritional Information Centre of the University of Stellenbosch (NICUS) to review our nutritional standards every three years › Complete categorisation of product range against criteria.	› Standards formalised through NICUS › Nutritional standards defined in product lifecycle management (PLM) › Introduced a three-tier nutritional categorisation of our products › Commenced categorisation of product range against criteria.	◎		
Nutritious product portfolio › Target percentage of nutritious products in total portfolio › Target percentage of reduced sodium products in total portfolio › Target percentage of reduced sugar products in total portfolio.	› Confirm the baseline.	› Product Lifecycle Management (PLM) system baseline set › Revised health and nutrition strategy › Commenced renovations of existing products › Launched new nutritious and affordable products › Micronutrient enrichment across >30% of our portfolio.	◎		
EWLW communication plan › Reach > 5 million per year › Publish 12 articles per year › Support four government initiatives per year.	› Publish State of Nutrition reports › Run World Nutrition Day campaign.	› R3,3 million EWLW spend › Published State of Nutrition report in December 2020 › Published State of Nutrition in South Africa report in September 2021 › Repositioned KOO to promote fruit and vegetable consumption › Launched “Colour Your Plate with KOO” TV show.	◎		
Nutrition labelling › 100% compliance with South African front-of-pack nutrition labelling regulations.	› Comply with new extended producer responsibility (EPR) regulations › Adhere to EWLW and Be-Nutrient-Wise on-pack labelling standards › Protect EWLW front-of-pack nutrition labelling ahead of South African regulations.	› Achieved compliance with EPR regulations. › 100% adherence to EWLW and Be-Nutrient-Wise standards › Restructured label architectures to accommodate additional on-pack nutrition information › Launched clean-label pouches through Project Step-Up › Explored portion-control messaging for chocolates.	◎		

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

ENHANCING LIVELIHOODS		Priority SDGs	2	3	8	10
2030 TARGET	2021 COMMITMENT	2021 ACHIEVEMENTS	PROGRESS			
CSI/SED › Establish 500 food gardens › Distribute 15 000 food hampers › Set-up 20 community social enterprises › Record a positive social impact and ROI › Ten universities to be included in the Plates4days programme throughout the country.	› Reach 200+ schools through EduPlant › Reach 30 000 through Family Food programme › Expand Plates4Days to include nine university campuses › Establish two community social enterprises.	› R2,9 million SED spend › 200+ schools reached through EduPlant › Seven university campuses included in Plates4Days, and 5 200 food hampers delivered › 30 000 reached through Family Food programme › R3 million spend on disaster food relief.	◎			
ESD › Dipuno Fund at R200 million › Create 4 000 jobs › Support 100 non-agricultural entrepreneurs › Support 500 farmers under the aggregator model › Create/support 1 000 new black/black women-owned enterprises › Create 10 000+ sustainable livelihood opportunities.	› Dipuno Fund at R85 million › 500 jobs created › 100 farmers to be supported › Three aggregators to be supported › Develop three initiatives for new route-to-market in townships in partnership with commercial teams.	› R85 million Dipuno Fund › 157 farmers supported under the aggregator model › 843 jobs created to date in small farming sector › Eight black aggregators cultivating white beans, groundnuts, tomatoes, wheat and sorghum › Projects approved to the value of R28,6 million › Awards: First place for Empowerment of Women in the Community and Economic Empowerment.	◎			
Preferential procurement (PP) › R1,5 billion cumulative PP spend › 50% of total spend towards black/black women-owned suppliers.	› R1 billion cumulative PP spend.	› R1,089 billion cumulative PP spend › R13,5 billion total spend with BBBEE-verified suppliers › R5,6 billion with suppliers that qualify as black-owned › R4,3 billion with suppliers that qualify as black women-owned.	◎			
Inclusion and diversity 2023 targets: › Top management 60% › Senior management 63% › Middle management 70% › Junior management 88% › 2% people with disabilities › 40% total female workforce.	› Top management 60% › Senior management 63% › Middle management 70% › Junior management 80% › 34% female workforce.	› 30% female workforce › 63% ACI* management in junior to top management (2020: 62%) › Top management 50% › Senior management 55% › Middle management 66% › Junior management 81% › 0,3% people with disabilities › Awards: Southern Africa Gender Mainstreaming Champion.	◎			

* African, Coloured and Indian

Our sustainability strategy continued

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

ENVIRONMENTAL STEWARDSHIP		Priority SDGs				
2030 TARGET	2021 COMMITMENT	2021 ACHIEVEMENTS	PROGRESS			
Energy and emissions › 20% of all energy use from renewable energy sources › 25% reduction in GHG emissions from 2019 baseline › 10% reduction in energy intensity from 2019 baseline.	› 15% year-on-year reduction in energy intensity › 10% year-on-year reduction in GHG emissions.	› Continued with energy system optimisation (ESO) and energy management systems (EnMS) programmes › 20,4% year-on-year reduction in absolute energy use › 2,83% year-on-year reduction in energy intensity › 16% year-on-year reduction in absolute direct (scope 1) carbon emissions › 30% year-on-year reduction in GHG missions intensity.	◎			
Water and effluent › 25% reduction in total water consumption from 2020 baseline › Target percentage reduction in water intensity.	› 10% year-on-year reduction in water-use intensity.	› Industrial water efficiency (IWE) assessments conducted at most water-intensive operations › 13% year-on-year reduction in absolute water use › 6% increase in water-use intensity.	◎			
Plastic packaging › Source 2 000 tonnes of recycled plastic from recycling hubs for use in manufacture of plastic packaging › Plastic recycling facility fully functional.	› 10% to 15% of plastic packaging recyclable › Define plastic usage baseline.	› Baseline assessment of packaging footprint completed representing 80% of volume and sales › Lightweighting optimised across portfolio › Committed to the SA Plastics Pact targets › At least 70% of plastic packaging is recyclable, in line with the SA Plastics Pact 2025 target, which is making all the plastic packing recyclable.	◎			
Circular economy › Zero waste to landfill › Deliver waste recycling hubs › Use of by-products to generate energy › Implement at least two by-product beneficiation projects › 50% reduction in food waste.	› Set baseline and KPI for food waste reduction.	› Continue to work through CGCSA to develop a voluntary industry food-waste reduction framework for South Africa.	◎			



HEALTH AND NUTRITION

WE ENABLE CONSUMERS TO IMPROVE THEIR HEALTH

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, exacerbated by Covid-19.

Our health and nutrition agenda is integral to our corporate purpose of nourishing and nurturing more lives every day. Health and nutrition has been identified as one of three key strategic innovation growth drivers in the business. While remaining responsive to other key market trends, we can both grow our business and contribute meaningfully to the achievement of our priority SDGs 2, 3 and 12.



Covid-19 has focused even more attention on health and wellness, as well as the value of a healthy lifestyle, but the economic fallout from the pandemic means that South Africans are likely to have less disposable income in the coming years. Middle and higher-income consumers will continue to shape more of their purchasing around health concerns, but it is likely that value purchasing behaviour will predominate across most income groups (see IR pages 35 to 37). The opportunity for Tiger Brands is to improve the accessibility and affordability of its healthier products for those with lower disposable incomes but who are nonetheless health conscious.

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

- 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.

We provide affordable nutritious products

DEVELOPING NUTRITIONAL STANDARDS FOR OUR PRODUCTS

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 monitor advances in nutrition and broader public health issues, including through the World Health Organisation (WHO) and South African Department of Health (DOH), and regularly review our nutritional standards, so that our products meet or exceed globally recognised guidelines.

In 2020, we refreshed the EWLW programme and updated the EWLW nutritional standards to align with globally recognised guidelines. These updated standards have since been formalised through the NICUS, and we have arranged to have these standards reviewed through NICUS every three years. We have introduced a three-tier approach to categorising the nutritional value of our products: indulgent; improved-for-you; and good-for-you, and have begun to assess our product range against the set criteria.



Health and nutrition continued

Developing more nutritious, affordable products

Consumer-based innovation is a core priority for growing our business (see IR page 36), 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 has been in play for more than 18 months and remains highly relevant given the state of nutrition in South Africa (see above) and the pending labelling and marketing regulations (see below). We have recently revised the strategy to include a stronger focus on commercialisation, and expanded our management framework, to drive stronger execution on this portfolio and provide clear internal protocols for developing healthier products (see IR page 36).

We have taken deliberate steps to prioritise health and nutrition in our programme to deliver growth through innovation (see IR page 36). Innovation processes have been synced to sales and operations processes, and we are targeting innovations with the greatest potential for impact. Health and nutrition impact is a priority focus of our innovation activities, and we have developed new product-design standards, including an R&D health and nutrition by design framework, fortification decision toolkit and updated EWLW nutrition criteria. We have commenced implementation of a new PLM system, which will help us track the design and development of products and monitor their performance. The data captured through the PLM will enable us to establish a 2021 baseline and set a 2030 target for nutritious products as a percentage of our portfolio.

We remain in full compliance with the latest sodium reduction regulations and health promotion levy in South Africa. We have implemented sodium and sugar reductions in alignment with national regulations across the majority of our product portfolio, including significant sugar reductions in products across Bakery, Cereals and Beverages. While chocolate products need fat and sugar as necessary ingredients, there are opportunities for reductions in sodium, sugar and saturated fats across our Culinary category. In 2021, we focused on identifying these opportunities, with the priority on addressing the nutritional profile of our top-selling products in this category.

We have commenced with several health and nutrition product renovations in 2021 and anticipate becoming more active in this space as the front-of-pack labelling regulations in South Africa near approval.

In 2021, we launched the following nutritious and affordable products:

- › In January 2021, we launched Purity Junior Smoothies to support toddler nutrition
- › In March 2021, we relaunched Brookes Low-Cal Fruit Squash Concentrate, which contains on average 95,6% less kilojoules than 100ml of Brookes Oros Original Orange Squash
- › In March 2021, we launched Ingram's Hand Sanitisers to maintain hygiene in the face of Covid-19.

Fortification of new and existing products

We fortify staple products like maize meal and certain flours (and therefore certain breads) in alignment with SA 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 micro-nutrients commonly deficient in South African diets. We also develop fortified products that target a specific nutritional health improvement, such as Purity Junior snacking cereals and biscuits, which are enriched with B-vitamins to assist in releasing energy, and which have been specifically developed to provide micro-nutrients that support immune function. Currently, we have delivered micro-nutrient enrichment across >30% of our portfolio (as measured by net sales), predominantly in our Grains products.

In addition to the inclusion of micro-nutrients in foods, we are continually looking for ways to improve our product recipes. We have relaunched products in our baby portfolio where citric acid is replaced with lemon juice concentrate, and chemically modified maize is replaced with tapioca flour.

WE LEAD ON 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 are 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 our Jungle Oats, Jungle Oats Instant and Jungle Oats Bran cereals in relation to heart-health benefits, and label the glycaemic-index (GI) and glycaemic-load (GL) of Albany Low-GI breads in relation to sustaining energy levels. We declare GI and GL for all formulated products where a low GI claim is made.

INSIGHT

THE EAT WELL LIVE WELL PROGRAMME

www.ewlw.co.za

Tiger Brands launched the Eat Well Live Well (EWLW) programme in 2009 to help South Africans make healthier food choices for a better life on any budget.

The EWLW brand is committed to providing consumers with easy-to-understand nutrition information, and wholesome recipes, using EWLW-endorsed products to support government's efforts of reducing the prevalence of non-communicable diseases. Making healthy, or healthier, choices is often difficult, expensive and time consuming. Eat Well Live Well seeks to solve this tension by making consumers' journey less confusing and more empowering, so that a healthy lifestyle becomes an internalised part of their lives.

Tiger Brands was the first South African company to voluntarily make nutrition information available on the back-of-product labels. We designed and implemented the EWLW nutrition-labelling system that includes the guideline daily amount (GDA) now familiar on a number of Tiger Brands products. In FY15, we started to introduce the Be-Nutrient-Wise GDA system which appears on the front of some of our product labels. This newer logo alerts consumers to be mindful of the five key nutrients that have a proven impact on non-communicable diseases, such as heart disease, type 2 diabetes, obesity and some cancers.

The EWLW programme was refreshed and relaunched in 2020. We continue to develop and evaluate "good for you" products that carry the EWLW logo, and maintain full adherence to our EWLW nutritional profile criteria across more than half of our portfolio (when measured against net sales values). Current examples of products that meet the nutritional criteria of the

programme, include: Albany: low GI variants, and 100% smooth wholegrain brown bread; KOO: Baked Beans Lite; All Gold: Tomato Sauce Light; Black Cat: no-sugar, no-salt variants; Tastic Wholegrain Brown Rice; and Jungle Oats. All the EWLW endorsed products are listed online at www.ewlw.co.za/products.

The relaunch of the programme has been followed by the release of two **State of Nutrition** reports in the financial year, commissioned by the EWLW Institute. The State of Nutrition Report 2020 helps build understanding of what constitutes balanced nutrition and a healthy lifestyle. **The State of Nutrition in South Africa Report 2021** (<https://www.ewlw.co.za/research>) highlights improvements and challenges to our national health and wellbeing in South Africa, with an emphasis on youth. Both reports make a valuable societal contribution in communicating how the foods we eat affect our health, development and functioning throughout life. The report launch events received support from the Department of Health (DOH) and Department of Forestry, Fisheries and Environment (DFFE), and the initial announcement reached over 11 million people through traditional news media, healthy lifestyle publications, paid digital and social media.

The EWLW website provides a digital reference for healthy living, and a portal for interacting with others and accessing support from our nutritionist. The brand is active on Facebook and Instagram, and we have approximately 130 000 followers to date, at www.facebook.com/EatwellLivewellSA.

Moving into 2022, we aim to build on this year's momentum in the EWLW programme and target meaningful developments that will raise the visibility of nutritional information and the health benefits of our products.



Health and nutrition continued

New front-of-pack nutrition labelling regulations are forthcoming in South Africa, and we plan to fully comply with these requirements. In preparation, we have set an internal target to maintain full adherence to the on-pack nutrition labelling requirements of our EWLW and Be-Nutrient-Wise initiatives. Under the EWLW programme, we continue to re-structure label architectures and artwork across various brands to accommodate more nutrition information. We have launched back-of-pack portion-control messaging on Jelly Tots, mmmMalloWS and Allsorts products in our Snacks & Treats category, and are exploring the same for chocolates.

WE LEVERAGE OUR BRAND TO INSPIRE CHANGE

As Africa's biggest food company, we are aware of the power of our brand, and the significant role that our products play in the everyday nutrition, health and wellbeing of people. With many historic and well-loved household brand names in our portfolio, we are also aware of the unique position we are in, to leverage these brands to inspire positive behaviour change among consumers. We are committed to building the integrity of our brands, prioritising the delivery of healthier product options, and to helping consumers make healthier food and product choices.

We are working in partnership with key stakeholders, including government, academia and NGOs, to leverage our brands for positive change through the EWLW programme. We are building brand-value and trust by making healthier choices easier for the consumer to make. We provide healthier food options, take a lead on national nutritional guidelines, and drive health and nutrition awareness and education through on-product activations in schools and communities.

We have begun to re-position key brands and products in relation to their flagship health and nutrition attributes. We have introduced clear and simple on-product health claims for Jungle (for heart health), Ace maizemeal (for fibre), Morvite (for immunity) and Albany (for enhanced on-pack communication of nutritional benefits). In 2021, we introduced the KOO Colour Your Plate initiative to promote the health benefits of eating more fruit and vegetables.

We are working towards setting a 2030 target for health and nutrition marketing activations and measurement of impact. We made some progress this year, with the launch of two Eat Well Live Well State of Nutrition in South Africa reports (see below). We do not currently track the proportion of our marketing spend that goes towards the promotion of healthier products, but we are looking to track this in future. We spent a total of R3,3 million on EWLW marketing activations.

INSIGHT

GETTING SOUTH AFRICAN'S HEALTHY WITH "COLOUR YOUR PLATE WITH KOO"

KOO has launched a new TV show in partnership with SABC 2 to jumpstart their KOO 5-A-DAY Campaign, which aims to get South Africans eating more balanced and healthy meals through the inclusion of at least five servings of fruit and vegetables per day.



Colourful fruit and vegetables are not only beautiful – bringing pleasure to the experience of a meal – but informative. The colours of fruit and vegetables are indicative of the nutrients, vitamins and minerals they contain. This is the premise of the new campaign.

The new 30-minute weekly reality TV show, Colour Your Plate with KOO, covers the search to find South Africa's next cooking star, whose culinary skills inspire you to brighten your plate and balance your health. Each week the show features five amateur chefs participating in a cook-off to produce a 10-course menu featuring a hero fruit or vegetable.

The contestants' healthy and balanced meals are judged by award-winning local celebrity chef Reuben Riffel; media personality and businesswoman Basetsana Kumalo; and KOO's nutritionist Arthur Ramoroka.



WE ENHANCE THE LIVELIHOODS OF THOUSANDS OF PEOPLE

South Africa is one of the most unequal countries in the world, with extremely high levels of unemployment and poverty, and a persistently underperforming economy where households are under significant pressure. The economic impact of Covid-19 has exacerbated this situation, and amplified the need for inclusive economic empowerment, economic and social redress.

We depend on a strong economy and healthy consumer demand to drive sales of our premium branded products. By driving economic inclusion and empowerment through our supplier network and procurement practices, and through investing in community development, we can grow our business through driving social and economic transformation.

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

Our key initiatives to deliver on this commitment:

- › Support new black/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.

We focus significantly on economic transformation in South Africa through the transformation of our own supply chain. In 2021, we procured close to 1,3 million tonnes of grain, of which 57% was procured locally. We procured 310 000 tonnes of fruit and vegetables, of which 90% was procured locally. Currently, 10% of our locally-procured fruit and vegetables are from verified BBBEE suppliers, with grains remaining more of a challenge at less than 1% procured through BBBEE suppliers. We are working to improve our performance in this regard through our Enterprise and Supplier Development (ESD) and preferential procurement programmes.

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.

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.

Our Dipuno ESD Fund is the primary mechanism through which we finance and provide liquidity to black/black women-owned small enterprises, as well as post-investment, non-financial support to build knowledge, skills, capacity and quality. In 2021, we further capitalised the ESD fund with R20 million on top of the R65 million cumulatively invested since 2019. This brings the total capital investment to R85 million, and sets us on-course to achieve our milestone target of an ESD fund of R100 million by 2025. To date, the Dipuno Fund has approved ESD projects to the value of R28,6 million for agriculture initiatives, with a further R10 million set-aside for a stock credit guarantee that supports black-owned food distributors to buy stock from Tiger Brands.

Our key achievement was the successful onboarding of two black female-owned aggregators, which supply Tiger Brands with groundnuts and small white beans. The inclusion of these two new aggregators in our supply chain has expanded the farmer-support we provide through the aggregator programme to include 157 farmers, and expanded our job-creation impact to over 834 jobs in the small farmer sector.

2021 ESD AWARDS

We were pleased once again to receive a number of ESD related awards in 2021.

In the listed company category at the annual Gender Mainstreaming Awards held on 9 September 2021, Tiger Brands received the following honours:

- ✓ **Southern Africa Gender Mainstreaming Champion:** This award recognises the contribution we have made towards creating sustainable income-generating opportunities for women and rural communities
- ✓ **Empowerment of Women in the Community Award:** This award recognises the contribution we have made to women empowerment, through the requirement that 40% of participant enterprises in our smallholder and aggregator programmes have to be 100% black female-owned
- ✓ **Economic Empowerment Award:** This award recognises the contribution we have made to black economic empowerment through the business development support and capacity building we provide to black entrepreneurs through our agricultural aggregator programme.

In the fourth annual Absa Business Day Supplier Development Awards, in partnership with Arena Holdings, Fetola and Cold Press Media, Tiger Brands was announced the winner in the Collaboration Award sponsored by Fetola, and overall winner of the Supplier Development Award, sponsored by Absa.

WE PRACTICE PREFERENTIAL PROCUREMENT

Tiger Brands is committed to supporting black economic empowerment and prioritises procurement awards in South Africa to suitably qualified suppliers in line with the Broad-Based Black Economic Empowerment Act, No 53 of 2013 (BBBEE Act). Approved BBBEE suppliers will be given preference among competing bidders where all other selection criteria are met. Tiger Brands reserves the right to restrict any business with suppliers suspected of BBBEE fronting.

This inclusive approach also ensures our requirements 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 Tiger Brands and meet transformation obligations. This includes ensuring that suppliers improve their BBBEE credentials.

In 2021, we achieved our annual target to reach a cumulative preferential procurement spend of R1 billion. We reached an accumulated spend of R1,089 billion in 2021, an increase of R273 million from a total of R816 million in 2020. Since 2020, we have had import-replacement plans in place to drive

2021 procurement highlights:

TOTAL SPEND WITH BBBEE-VERIFIED SUPPLIERS

R13,5 billion
(2020: R12,3 billion)

(2020: R12,3 billion)

SUPPLIERS THAT QUALIFY AS BLACK-OWNED

R5,6 billion
(2020: R3,7 billion)

(2020: R3,7 billion)

SUPPLIERS THAT QUALIFY AS BLACK WOMEN-OWNED

R4,3 billion
(2020: R3,4 billion)

(2020: R3,4 billion)

SUPPLIERS THAT QUALIFY AS SMALL ENTERPRISES OR EXEMPT MICRO-ENTERPRISES

R1,4 billion
(2020: R1,6 billion)

(2020: R1,6 billion)



Enhanced livelihoods continued

implementation of our BBBEE procurement policy. In 2021, we slightly increased our local procurement from BBBEE-verified suppliers across groundnuts (900 tonnes), small white beans (1 000 tonnes), and wheat (2 466 tonnes), procuring a total of 4 366 tonnes compared to a total of 4 236 tonnes in 2020. A 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 and amplifying our investment commitments so that we can address these challenges and achieve our ambitions for black economic empowerment. We are actively engaging with external stakeholders and suppliers to facilitate and encourage transformation, and intentionally identify suitable BBBEE candidates for participation in our ESD programmes (see page 33).

BBBEE

Our BBBEE scorecard as at December 2020, as verified by EmpowerLogic, is in the table below. We disclose our 2020 scorecard, as the 2021 results will only be available after the publication of this report. Our BBBEE score at present is level 3, an improvement from level 4 in 2019, against the amended agriculture sector (agri-BBBEE) codes gazetted in December 2017. 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 BBBEE scorecard. The 2021 scorecard will be posted at www.tigerbrands.com when available.

Tiger Brands' BBBEE scorecard 2020

	Available points 2020	2020
Ownership	25	20,9
Management control	19	13,22
Skills development	25	9,6
Enterprise and supplier development	44	33,91
Socio-economic development	15	15
Total	128	92,63
Level	Level 3	

BBBEE ownership 2020

	% held by black people
Thusani Trusts (beneficiaries are children of black employees)	1,89%
Tiger Brands Black Managers Trust	0,58%
Tiger Brands Foundation Special Purpose Vehicle (SPV)	4,80%
Tiger Brands General Staff Share Trust	0,07%
Mandated investments	7,90%
Total	15,23%

WE INVEST IN SUSTAINABLE COMMUNITIES

The BBBEE codes for the agri-sector stipulate that companies spend 1,5% of net profit after tax (NPAT) on SED that facilitates sustainable economic inclusion, with a requirement for at least 75% of black beneficiaries. Tiger Brands fully aligns with these national requirements, spending 1,5% of NPAT through our SED activities. In 2021, we spent a total of R22,9 million on SED, compared to R22,4 million in 2020.

Our SED strategy resonates strongly with our purpose and aligns closely with our business and sustainable future strategies. We are fully committed to using our resources to promote food security. Many of the communities in which we operate face significant health and nutritional challenges, which have been exacerbated by Covid-19. Given our scale and the nature of our business, working to improve food security makes sense for our business.

Building on past experience and looking to be more responsive to the real and changing issues impacting communities in South Africa, our SED strategy focuses on longer-term socio-economic impact in the communities surrounding our sites. Our focus is on local economic development, community food and nutrition, and capacity building. The aim is to support long-term food resilience in the communities around our sites, through projects that have a stronger focus on empowerment and make a more meaningful contribution to our priority SDGs 2, 3, 8 and 10.

In response to the impacts of Covid-19, we expanded our SED strategy in 2021 to include a focus on supporting soup kitchens and feeding schemes, particularly in communities where we experience market access challenges. Through a partnership with SA Harvest, we make monthly food donations to feeding schemes, early childhood development (ECD) centres and vulnerable communities across the country.

To monitor the impact of our SED activities, we host annual workshops with all our non-profit organisation (NPO) partners to share and discuss challenges, insights, and ideas for improvement. In 2020, we commissioned a social return on investment (SROI) study, to track and measure the impact of some of our key SED activities across food and nutrition, community-based enterprise development and community skills development. The results of the 2020 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. The food hampers we distribute to university students through the Plates4Days programme yielded the highest return on investment.

Plates4Days targets the most vulnerable students. 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. We plan to build on the insights of this SROI study, and continue to monitor and measure the impact of our SED activities going forward.

INSIGHT

AGGREGATING SUCCESS: ONBOARDING FEMALE-OWNED AGRICULTURAL ENTERPRISES

Some of the greatest challenges facing black smallholder farmers include access to funding, infrastructure, technology, and business networks. Tiger Brands is transforming its supply chain and supporting inclusive growth by developing and supporting nascent black and female-owned small, medium and micro-enterprises (SMMEs) within the agriculture sector, as part of its ESD programme.

Lusanda Moletsane is the owner of Khumo Ea Tsabo (KET), an agricultural company that was recently onboarded to Tiger Brands' agriculture aggregator programme. Through the programme, Lusanda has accessed R10,5 million in financial support, including funding for technical support and a low-interest loan, to further develop her enterprise to meet the scale and quality required of a Tiger Brands supplier.

With technical support from Nic Basson, an agronomist adviser and mentor working with the farmer support programme, Lusanda has been able to improve yields and quality, and build an agricultural business model that really works. Lusanda has aggregated ten smallholder farmers – four of whom are black women – on 10 000 hectares across two farming clusters in Nigel and Bronkhorstspuit. Through the collective working of two farm clusters in Nigel and Bronkhorstspuit, Lusanda's business will supply Tiger Brands with two tonnes per hectare of small white beans.

"My motivation is to help others build sustainable businesses and join the mainstream economy within the agricultural sector. I have seen the struggle to commercialise land that has been transferred to previously disadvantaged South Africans. I want to help these farmers run lucrative farms that generate enough money to cover their operating expenses and become profitable businesses that will grow in the future." – Lusanda Moletsane.

When civil unrest and looting broke out across KwaZulu-Natal and parts of Gauteng in July 2021, many people and households were left unable to buy bread, rice, and other daily essentials, with vulnerable communities most heavily impacted. Working with NGO partners such as SA Harvest, Food Forward, and Gift of the Givers, the Foundation provided additional food relief to communities, including remote rural areas, to the value of R3 million. Our disaster relief efforts aim to respond rapidly in crisis situations where urgent intervention to secure food supply is needed.

To build, nourish and nurture sustainable, food secure and healthy communities



Providing nutritious food to thousands of beneficiaries across South Africa is a significant responsibility and requires strong relationships with external stakeholders. We have built strong partnerships with various local NPOs to address food security in our host communities.

- THROUGH THESE PARTNERSHIPS, WE HAVE:
- Established the family food programme, which provides food to approximately 30 000 people every month and supports other South Africans in need on a weekly basis with food donations in partnership with organisations such as Food Forward, SA Harvest and Gift of the Givers.
 - Established the Plates4days programme, which currently provides monthly food hampers to 5 200 university students at seven universities, across nine campuses. In 2021, we welcomed the University of Pretoria as a new participating institution.
 - Adapted the above programmes to continue, and where possible extend, our community food support during the Covid-19-related national lockdown.
 - Provided disaster food relief during the recent civil unrest in South Africa to the value of R3 million.

WE DEVELOP COMMUNITY SKILLS

Our SED strategy is guiding us away from traditional philanthropy towards a more sustainable approach to community-investment, which prioritises community empowerment through development partnerships. In accordance with our strategy, a key focus of our investment activities is to support capacity building at our partner organisations so that these organisations can become self-reliant over the longer term.

We have begun to introduce a range of interconnected programmes aimed at developing the capacity of our partners. This initiative is being driven through our NPO accelerator programme which supports NPOs with business development and management skills. We have commissioned Zevoli Growth Partners to assess the organisational development needs and opportunities for all our current food and nutrition partners, and to assist these organisations in developing growth plans. These growth plans will guide our investment activities in these organisations to ensure their continued community impact.

WE DEVELOP COMMUNITY ENTERPRISES

The core focus of our community enterprise development activities is the establishment of community food gardens and related micro-enterprises. We see community and home food gardens as vital assets in building food-resilient communities, and as an essential aide to our family food programme. We work with partner organisations to design and build sustainable food-growing initiatives and micro-enterprises. We complement these opportunities with training workshops on organic farming and gardening practices, and provide material support to modernise and enhance the productivity of existing community food gardens.

INSIGHT

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. An external evaluation of the programme found that 60% of learners and community members involved in EduPlant workshops, implement the practices learnt at home.





Priority SDGs



INSIGHT

The Tiger Brands Jam Unit in Paarl produces all the jams for the group, as well as various other condiments. Historically, waste generated was mostly sent to landfill sites due to improper segregation, particularly from primary and secondary packing. The recycling rate for the site was as low as 23% in FY19. The site had to improve this performance to align with the Tiger Brands' strategy in terms of circular economy waste initiatives, and the commitment to reduce food loss and waste by 50% by 2030 (SDG 12.3).

Firstly, proper identification of all waste streams from the operational areas was completed and appropriate infrastructure resources were allocated. This ensured the waste streams were collected separately which resulted in zero contamination of waste streams.

Secondly, the site collaborated with external stakeholders to find beneficial offsets for the identified waste streams. Waste management companies were crucial in this partnership as the site required beneficial offsets rather than landfilling as a convenient way to discard waste.

As a result of these actions, the site managed a recycling rate (waste for beneficial use) of 83% for FY21. This would not have been possible without partnering with external businesses in the community immediate to the site.

Financial benefits of recycling are becoming more significant and makes good business sense. This is improved further due to the cost reductions associated with diverting waste from landfills to other industries where they can be valuably utilised.

CGCSA on 29 September 2021 launched the South African Food Loss and Waste Voluntary Agreement. The agreement is led by the CGCSA, in partnership with the DFFE and the Department of Trade, Industry and Competition. It commits food manufacturers and retailers to reducing food waste to achieve UN SDG 12.3 goal to halve per capita global food waste by 2030 at the manufacturing and retail levels and reduce food losses along production and supply chains, including post-harvest losses. Tiger Brands is a founding signatory of the Food Loss and Waste voluntary agreement.



ENVIRONMENTAL STEWARDSHIP

WE REDUCE OUR ENVIRONMENTAL FOOTPRINT

Healthy ecosystems are the foundation of a secure food supply. We rely directly on this natural capital to create value through our business, and are concerned about ecological decline in the food systems where we operate and from where we source agricultural commodities.

Addressing our environmental impacts is of vital importance to protecting the ability of our business to create value over the long term. Our aim is to better meet the needs of a more environmentally aware consumer, in line with our business strategy and growth agenda. By prioritising environmental stewardship in our manufacturing and sourcing programmes, we can reduce our impact on natural systems while achieving higher operational efficiencies and lower production costs.

We are committed to significantly reducing our environmental footprint through the development and deployment of innovative technologies, practices and products.

- Our key initiatives to deliver on this commitment:
- Optimise energy consumption through integrated and environmentally friendly energy options
 - Optimise water consumption through the evaluation of water reuse opportunities and responsible effluent discharges
 - Implement circular-economy initiatives that stimulate sustainable economic opportunities
 - Providing innovative packaging solutions that minimise environmental impact
 - Developing innovative products with reduced environmental impact
 - Leveraging our brand and marketing activities to inspire positive behaviour change in consumers.

We optimise our energy use and reduce our emissions

It is clear that the impacts of climate change pose significant risks to business and society. Urgent action is required from companies to take a lead in societal mitigation efforts, and adapt business models and operations for resilience in a low-carbon economy.

We are committed to optimising our energy use and reducing our GHG emissions through more efficient systems and technologies, as well as the prioritisation of renewable energy where possible.

Our key energy-efficiency installations this year included: Germiston bakeries: New air compressor installed, conversion of polyfuel to gas (oven heating); Roodekop beverages: power factor correction at substations; Culinary Boksburg: 5% improvement of condensate return (boiler efficiency); and Snacks & Treats (Jacobs): new energy-efficient chiller installed. We have also made light-emitting diode (LED) lighting substitutions at various sites across the group.

We continue to optimise our supply chain (see IR page 40) and are engaging with our suppliers to improve energy-efficiency and reduce GHG emissions. We have completed life cycle analyses (LCA), including product carbon footprint, across part of our portfolio and continue to expand on this. We are currently working with our logistics partners to reduce energy use and emissions through improved route planning. We are also investigating energy and emissions reduction opportunities in our distribution centres, including through LED lighting and renewable energy installations.

In 2019, we set targets to achieve a 10% decrease in energy intensity and a 25% reduction in GHG emissions by the year 2030 (from a 2019 baseline). We are also exploring the development of circular energy-generation initiatives that make use of renewable energy and our by-products. We have set a target to source 20% of our energy from renewable sources by 2030. This target is aligned with our targets to reduce energy intensity and emissions. The following facilities have been identified as pilot sites for our independent power purchase agreement (PPA) initiative: HPCB, Beverages, King Foods and Hennenman for 2022. This will also include solar installations at these units.



Environmental stewardship continued



WE OPTIMISE OUR WATER CONSUMPTION

Water scarcity is ubiquitous where we operate in South Africa. Approximately 74% of our facilities are located in water-stressed catchments in the country. Climate change is projected to increase water stress in many South African catchments that are of key importance to food production.

We recently experienced a severe water crisis in South Africa, where day zero scenarios were faced by many cities and towns across the country. This experience has sensitised us to the importance of water resilience for our operations, and we are actively working to identify and implement initiatives to reduce the water footprint of our operations, and reduce the potential impact of water risk across the business.

We are committed to optimising our water consumption through the evaluation of water reuse opportunities and responsible effluent discharges. In 2019, we set a target to achieve a 10% reduction in water-use intensity annually year on year, and have been implementing initiatives to meet or exceed this benchmark.

Our key water-efficiency initiatives this year included: Culinary Boksburg: improvement of condensate return by 5%; Snacks & Treats (Candy): installation of three dry vacuum systems in boiling area; HPC: recycling of treated effluent water to be used in ablutions around site; Baby: nutrition recycling of final washer water to be used for cleaning at waste area; and LAF: segregation of freshwater dam to prevent effluent seepage. The implementation of additional smart-metering for water and steam have been deferred to 2022.

We conducted an additional water overview assessment at one of our larger operations this year, Boksburg Culinary. We have more detailed assessments planned for this facility in 2022, including for other facilities that are located in water-stressed catchments and considered high water risk. We are also exploring water reuse opportunities and initiatives to improve our practice on responsible effluent discharges.

Our 2021 water consumption

	2021	2020
Total water consumption (kℓ)	3 271 342	3 791 666

In 2021, we recorded an absolute water-use reduction of 13% from the previous year, largely driven by lower levels of production. Disappointingly, our water-use intensity (kℓ/tonne) increased by 5,5% over the period. We will be looking to improve upon this next year through implementing a shorter interval for monitoring and reporting on water-use at our sites.

WE MINIMISE WASTE THROUGH CIRCULAR ECONOMY

We continue to explore opportunities to design and implement inclusive circular economy initiatives. An inclusive and circular approach to designing sustainability initiatives offers the potential to expand societal impact, gain production and resource efficiencies, and harness new business opportunities.

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.

In 2019, we conducted waste-stream mapping and waste-reduction assessments across a number of our operations, as part of our participation in the RECP programme. Through this process, we have identified the major waste and effluent streams arising from our production processes, and quantified the base volumes and current costs incurred for different waste streams.

To build on this baseline research, we have been working through the CGCSA to establish a coherent waste reduction programme and set waste reduction targets for our operations. We have committed to the SA Plastics Pact (see below) and have been working together with industry partners to set-up a voluntary industry food-waste reduction framework for South Africa. This work is in progress, with a baseline for the programme to be set in 2022.

A consistent part of our food-waste minimisation strategy is to make regular donations of near-expiry food to vulnerable communities. Since 2020, we have increased these donations in partnership with Food Forward SA, as part of our community response to Covid-19 (see page 36). We are a core signatory to the CGCSA Food Loss and Waste Voluntary Agreement. Through our participation in this initiative, we are developing a more coherent food waste and loss programme, including clear actions and targets. As a signatory, we have committed to halve our food loss and waste by 2030, in alignment with SDG 12.3. We are implementing measures across our sites to map our waste streams in order to identify further opportunities for addressing food waste.

Food Loss and Waste – Consumer Goods Council of South Africa (CGCSA) <https://www.cgcsa.co.za/service-offering/food-safety-initiative/food-loss-and-waste/>.

Our waste intensity remained relatively low at 0,09t/t for FY21, with a slight increase from 0,02t/t in 2020.

WE INNOVATE PACKAGING SOLUTIONS

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. Reducing packaging offers the dual benefit of lower materials costs and improved environmental performance.

We are committed to achieving the targets outlined in the SA Plastics Pact and have made progress in recent years, and during 2021, towards achieving our 2025 targets.

Our position on plastics is available at: www.tigerbrands.com/sustainability/ethicsgovernance.



The SA Plastics Pact

www.saplasticspact.org.za/roadmap-to-2025

2025 TARGETS

- Take action 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.



We continue to improve the efficiency and sustainability of our packaging management practices. We reduce, reuse, recycle and prioritise a circular-economy strategy in the design, development, and renovation of our product 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.

INSIGHT

OUR KEY ACTIVITIES TO DATE

- › **We are identifying innovation opportunities:** We completed a baseline-assessment of our packaging footprint (representing 80% of our volumes) 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
- › **We have optimised light-weighting:** Most of our packaging across all our categories is at optimum weight or thickness
- › **We are 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



- › **We specify the use of recycled plastics where possible:** We have migrated the majority of our Beverages and HPC products to reusable and recyclable plastic packaging. Our beverage bottles now use 50% 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

- › **We are 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 still remains a global challenge for industry
- › **We are testing biodegradable and compostable packaging materials:** We continue to test 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



- › **We are assessing reuse models:** We are exploring reuse models that include product-refills and digital-ordering solutions, yet solutions will require collaboration and collective impact. In total, 90% of the packaging in our Beverage and HPC businesses is reusable. An appropriate solution has not yet been identified
- › **We are piloting anti-microbial 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. An appropriate solution has not yet been identified.

On 5 November 2021, extended producer responsibilities (EPR) regulations came into effect in South Africa. We have been monitoring the development of this legislation, and are in compliance with the initial requirements. We are also well positioned to participate in the extensive discussions planned among producer responsibility organisations for each packaging format, and to comply with forthcoming requirements relating to on-pack recycling logos, use of recycled content and design for recycling. Packaging SA has developed a “design for recycling” guideline which is aligned to the EPR regulations, and we have shared this with our technologists. Tiger Brands have met the 5 November 2021 government compliance date for EPR. We are part of all the required Producer Responsibility Organisations (PROs) for all the packaging formats. We have registered with Department of Forest, Fisheries and Environment (DFFE) and have obtained an EPR registration number.

WE LEVERAGE OUR BRAND TO INSPIRE CHANGE

Influential brands are able to support positive shifts in consumer behaviour, and have a critical role to play in addressing plastics pollution and in deepening consumer awareness of the environmental impacts and opportunities of their purchases.

Plastic should not be landfilled nor littered. It is a valuable and potentially renewable resource, with a history of negative environmental implications that lend urgency to our innovation of new packaging solutions. In South Africa, where there is a viable market for plastics recycling, we are reviewing how we can most effectively use our brand, marketing, and labelling to encourage widespread recycling.

In 2020, we approved a policy for the on-pack communication of a product’s environmental footprint, and have established a standard practice for the on-pack labelling of a product’s recyclability. This approach is easy-to-understand and clearly informs consumers on what is recyclable and what is not. We continue with the implementation of this practice for all new products and existing products under renovation.



CRITICAL ANCHORS

We practice

ETHICAL BEHAVIOUR

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

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



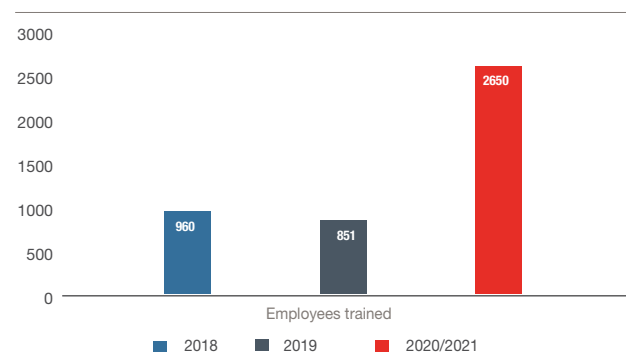
Our code, which was updated in 2020, represents a clear commitment to upholding good ethical practice in the workplace. The code clearly frames all aspects of workplace-related ethics and provides explicit guidance on practicing ethical conduct. Our code foregrounds respect for human rights, and encourages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

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

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

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

ETHICS TRAINING PERFORMANCE



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

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

ANTI-CORRUPTION AND ANTI-BRIBERY

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

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

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

WHISTLEBLOWING

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

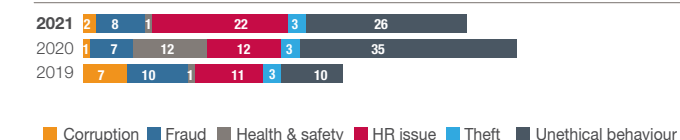
Tiger Brands uses the services of Tip-offs Anonymous (a division of Deloitte), to give all employees, suppliers, customers, consumers and members of the public, the opportunity to do the right thing and anonymously report any ethical transgression, dishonesty or fraud. The service excludes customer product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

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

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

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

WHISTLEBLOWING REPORTS BY CATEGORY



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

TAX STRATEGY

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

Tip-offs Anonymous

Toll free: 0800 80 80 80 Free fax: 0800 00 77 88

Website: www.tip-offs.com

Email: tiger-brands@ethics-line.com

Critical anchors continued

We continuously endeavour to align our tax objectives to our corporate values to ensure that we uphold and protect our corporate reputation. We will not enter into any transactions that will compromise our integrity, and strive for openness and transparency in all our dealings with tax authorities.

The average tax rate for the group for the year ended 30 September 2021 is 29,1% (before impairments, non-operational costs and income from associated companies), which is 2,9% lower than the 2020 average tax rate of 32,0% for continuing operations.

CYBER SECURITY

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 this security, as we adapt to keep pace with a rapidly evolving technology, digital and cyber security landscape.

In response to this fast-moving context, we are continuously and iteratively implementing plans to enhance our practices and build our cyber security capabilities over time. We are on-track and in-progress with implementing and enhancing our cyber security policies, processes and systems, and 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 board's 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.

We ignite

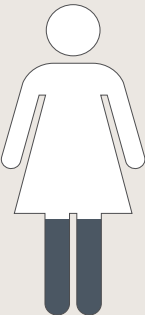
OUR PEOPLE THROUGH A PURPOSE-LED CULTURE

Our people strategy is designed to enable the execution of our business strategy and growth agenda. The three pillars of talent, leadership, and great place to work are geared to enable Tiger Brands to win in the market by igniting execution excellence, consumer obsession and agility. To this end, we are taking deliberate steps to instil a growth mindset that accelerates innovation across our organisation. We continue to build a diverse talent pipeline and core capabilities to deliver our growth strategy, develop our leaders to inspire winning performance, and create an engaging great place to work for all our people.

Our overall gender diversity profile

70%





30%



BUILDING A DIVERSE TALENT PIPELINE

In the last year, we have continued sourcing and developing a diverse talent pipeline to further enhance our ability to perform at our full potential. To improve diversity and inclusion across the company, we are executing our diversity strategy to meet our targets and strengthen our ACI representation, as well as improve diversity in terms of gender and people with disabilities across all levels. We are making progress in achieving our targets: over 94% of our workforce is ACI and 30% is female, with 50% of our South African managing directors being female. We are continuing to improve ACI representation at middle and senior management levels. The execution of our gender equity agenda through our targeted talent development programmes – Women in Customer, Women in Supply Chain and Women in Bakeries – also gained traction during the year. In 2021, our efforts to create a gender-equal workforce were recognised through winning four awards at the Africa Gender Mainstreaming Awards 2021, including that of Gender Champion for South Africa (see below).

Our employment equity profile

Occupational levels	Workforce profile as at 30 September 2021 (South Africa)										Foreign nationals		TOTAL	
	Band	Male				Female								
		African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female			
Top management	FL-FU	1	0	1	3	2	0	1	0	1	1		10	
Senior management	EL-EU	11	2	12	27	9	3	16	13	3	0		96	
Professionally qualified and experienced specialists and mid-management	DL-DU	75	23	50	101	77	16	45	44	4	0		435	
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	CL-CU	470	140	102	159	270	65	59	86	8	0		1 359	
Semi-skilled and discretionary decision making	BL-BU	2 260	167	127	22	634	124	73	73	5	0		3 485	
Unskilled and defined decision making	AL-AU	2 765	172	40	5	1 214	145	53	3	6	3		4 406	
Total permanent													9 791	
Employees with disabilities		9	0	1	0	2	0	0	0	0	0		12	



Critical anchors continued

INSIGHT

A SPOTLIGHT ON GENDER-EQUITY PERFORMANCE

In 2018, we launched the Tiger Women’s Network, designed specifically for women in our workforce to network, dialogue and have access to mentorship, coaching and development during their career at Tiger Brands. From 2019, we started implementing our integrated gender-equity strategy. In partnership with Henley Business School, we developed and implemented the Tiger Brands’ Rise Women’s Leadership Development programme which gave participants an opportunity to develop their leadership and strategic capability through action learning projects designed to solve real business challenges. We have also integrated dialogues about unconscious bias into our leadership development programme and culture transformation journey.

In 2020, we commenced with the development and execution of our Women in Tiger accelerated development programmes for Women in Supply Chain, Bakeries and Customer, as well as creating the conditions for women to succeed in the core of our business.

As a result of these focused efforts, we have grown our female representation at top management level gradually over the last three years, from a baseline of 20% in 2018 to 40% in 2021. Female representation at senior management increased to 44% in 2021 from a baseline of 40% in 2018; this includes our female managing directors, who are

leading four of Tiger Brands’ eight core businesses in South Africa. Our management trainee intake in the last year was 100% female for the first time.

We received public recognition for our progress with the execution of our gender-equity strategy at the Africa Gender Mainstreaming Awards 2021 developed by Business Engage, where we were judged as Southern Africa Gender Mainstreaming Champion in the South African listed company category.

In addition to the Champion Award, we were named the winner in a further three categories:

- › **Women on Boards** – recognising deliberate and targeted steps we have taken to increase the representation of women in senior leadership and decision-making roles. Currently, 54% of our board of directors, 40% of our group executive committee members, and 44% of our senior leadership roles are filled by women
- › **Empowerment of Women in the Community Award and the Economic Empowerment Award** – these awards recognise our contribution to sustainable initiatives that provide income opportunities to women and poor communities, as well as our enterprise development programmes such as the Dipuno Fund and Agricultural Aggregator Model, that empower women-owned and managed businesses
- › Tiger Brands was named second finalist in the **Equal Participation Award**.



Tiger Brands received a number of awards at the annual Accenture Gender Mainstreaming Awards including the Women on Boards award. Left to right: Deepa Sita (chief financial officer), Mahlape Sello (non-executive director), Maya Makanjee (non-executive director), Mary-Jane Morifi (chief corporate affairs and sustainability officer), Geraldine Fraser-Moleketi (chairman), Becky Opdyke (chief marketing officer), S’ne Magagula (chief human resources officer), Gail Klintworth (independent non-executive director), Emma Mashilwane (non-executive director) and Cora Fernandez (independent non-executive director).

CULTIVATING CORE CAPABILITIES

We continued to develop and grow core and future-fit capabilities. We have established a strong foundation for building our key talent pools by identifying the core commercial and specialised technical capabilities needed to execute our strategic agenda and business priorities. This has formed the basis for our sourcing, talent mapping and development actions. In line with our talent philosophy of “growing our own timber”, 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 get internal talent ready for opportunities. Over the last three years, we have improved our succession bench ratios from 0:1 to 2:1 on average; our goal is to achieve a robust succession bench ratio of 3:1 across the board. This year we refocused our Supply Chain, Marketing, Customer, Bakeries and R&D learning academies on building core capabilities that drive strategy execution in the business of today, as well as ensuring that Tiger Brands is fit for the future.

Talent – 2021 performance summary

45%	of South African employees participated in training (2020: 27%).
903	employees trained through our academy programmes.
✓	Competence frameworks established in Supply Chain, Bakeries, Marketing, Customer and R&D, and used to enable assessment and development of core capabilities.
227	learnerships in Supply Chain and Bakeries.
218	employees onboarded through the digital onboarding programme/platform and 86 employees onboarded through our SharePoint learning portal.
106	interns and workplace experience students.
32	apprentices in Supply Chain.
18	management trainees of which 56% are female.
R93,8m	spent on skills development (2020: R97,3 million).
✓	Rest of Africa resourcing ramped up and critical skills gaps closed.
✓	Launched our disability inclusion campaign to raise awareness; reviewed our group policies and procedures for disability inclusion; and conducted a site accessibility audit at our head office. In 2022, we intend to extend this to our manufacturing sites.

DEVELOPING INSPIRING, AGILE LEADERS

We continued to develop the leadership capabilities required to enable our leaders to engage our workforce and create the conditions for them to perform at their peak. We leveraged our targeted talent rotations and flagship development programmes Game Changer and LIFT to embed our leadership competences geared to improve our leaders’ ability to lead self, people, performance, innovation and partnerships.

We measure our leaders’ progress on acquiring these critical capabilities through our 360° MultiRater feedback platform that provides leaders with direct feedback from their teams, peers and line leaders on their behaviours and demonstrated ability to live the Tiger Values. We also recently launched mentorship circles for emerging leaders looking to learn from more experienced leaders.

Looking ahead, we will continue executing our fit-for-purpose leadership development programmes and rotations to strengthen our leadership pipeline, as well as to stimulate innovation and a growth mindset across our talent pool.

Critical anchors continued

Our leadership development programmes

INTERVENTION	TARGET AUDIENCE
LIFT leadership programme	Front line leaders
EDGE leadership programme	Emerging leaders
GAME CHANGER leadership programme	All leaders
SOAR leadership programme	Leaders of leaders
REIMAGINE Tiger leadership development programme	Enterprise leaders

Our leadership competences



LEADERSHIP – 2021 PERFORMANCE SUMMARY	
✓	318 leaders attended LIFT
✓	263 leaders have attended Game Changer
✓	Successfully completed annual talent reviews and identified key successors to key roles
✓	Launched our mentorship programme, and reviewed our leadership coaching approach
✓	Designed our Leader-as-Coach programme to be implemented in 2022
✓	Developed our WINGS high-potential accelerated development programme for launch in 2022.

CREATING A GREAT PLACE TO WORK

We are making progress on our culture transformation journey through our actions to create a great place to work and energise a consumer-obsessed and agile “one-Tiger team”. We recognise that building a consistent culture requires time and deliberate actions. We have established internal alignment on the desired culture and have built a foundation for this through our shared values and winning behaviours. Our focus now is on consistently infusing our values and winning behaviours in how we operate on a day-to-day basis, creating collaborative teams that are consumer obsessed, agile, risk-embracing and innovative.

In November 2020, we initiated our new Voice of Tiger process, a group-wide employee engagement and experience survey. The survey was conducted digitally and made available in six languages, and we achieved a 73% employee participation rate from across all our sites. Our overall employee engagement score was a positive 70 against a global benchmark of 74, indicating that the majority of employees who participated in the survey experience Tiger Brands as a great place to work, are fully committed to our goals and values, and are prepared to go the extra mile to deliver winning performance.

The survey results highlighted clear strengths – which we continue to reinforce and celebrate – and opportunities for improvement were also identified. We are implementing deliberate actions to address these to further improve our employee experience and ultimately our ability to execute with excellence, speed and agility. The strengths highlighted by the survey indicated that our people feel connected to our purpose and that they are making a meaningful contribution to the execution of our strategy. The survey indicated that employees were confident that the leaders in the organisation would take action to address gaps identified through the survey and work actively to remove barriers to creating a great place to work.



The opportunities identified and prioritised for action were clustered into priority areas for action, which included: visible recognition for a job well done; more visibility and equal access to career opportunities across the organisation; more opportunities to challenge the status quo and contribute to the innovation agenda; improvement in empowerment and speed of decision making; treating each other with care and respect; and enabling our people to balance their work and home lives.

Our key actions to address the Voice of Tiger survey insights:

- › We engaged all our teams on the outcomes and co-created solutions to address opportunities
- › We launched the Tiger Dojo in partnership with Deloitte to introduced AGILE capability in the business focusing on two innovation projects – which resulted in vastly improved consumer centric mix development and the launch of two pilots in a third of the time a typically project would take
- › We also utilised design thinking methodology to evolve our Tiger innovation governance process ultimately helping solve consumer pain points better in half the time
- › We refreshed our recognition platform, Tiger Stripes, and made it digitally available to facilitate recognition for a job well done in day-to-day operations
- › We held our annual Tiger Stripes awards ceremony virtually in December 2020. The awards recognise teams and individuals who have gone the extra mile and excelled in different categories. The categories of awards included: Innovation, Execution Excellence, Manufacturing Team of the Year, Customer Team of the Year, Brand Team of the Year, Leader of the Year, Covid-19 Heroes, and role modelling of the Tiger values and winning behaviours
- › We further simplified our STI scheme to ensure line of sight, and to stimulate excellent execution across our categories. We revised the sales incentive scheme which is designed to motivate our customer facing teams and designed a production incentive scheme for our manufacturing employees
- › We made progress on embedding our revised operating model and structure, through the revision of our organisation-wide delegation of authority (DOA). The new model liberates decision making at the frontline, and allows category teams to focus on the consumer, more consumer-centric innovation and delivery of results

- › We reinforced learnings from our Heart of Tiger dialogues and leadership development programmes to renew focus on our shared value of care and respect
- › We also improved communication and sharing of key career and development opportunities through our digital platforms and intranet
- › We have reprioritised our business imperatives, accelerated the implementation of our technology enablement strategy, and run an awareness campaign to support employees to integrate work and life more effectively, and to improve their ability to cope with stress
- › In November 2021, we will conduct our follow up Voice of Tiger Pulse to solicit further feedback from our people on how we are progressing in terms of opportunity areas identified in the 2020 survey.

GREAT PLACE TO WORK – 2021 PERFORMANCE SUMMARY

- ✓ Recorded an employee participation rate of 73% in the first Voice of Tiger survey
- ✓ Achieved an employee engagement score of 70 against a global benchmark of 74
- ✓ Voted number one employer of choice in manufacturing by graduates
- ✓ Voted number two employer of choice in FMCG by graduates
- ✓ Certified as Top Employer for 2021.

ENHANCING EMPLOYEE WELLBEING

Our employee wellbeing programme, THRIVE, has continued to play a critical role in enabling our people and their families to navigate the Covid-19 pandemic, and build the resilience required to deal with work-life integration issues, and physical, emotional, and mental-health challenges. During the year, we reviewed and re-engaged our people on our flexible working practices, seeking to continue and better enable effective work practice in a hybrid environment, as we continue to navigate the pandemic.

REWARDING WINNING PERFORMANCE

We reward winning employee performance to motivate excellence in the execution of 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 execution of our strategy, to align with market benchmarks, and meet the interests of our employees and shareholders.

We have enhanced our remuneration strategy to improve alignment with our KPIs used to measure and reward performance against our strategy. The REMCO approved the implementation of a revised STI scorecard that drives the achievement of KPIs, maintaining a balance between the focus on financial, strategic and sustainability measures. We also revised the STI weightings for the group and business units to

Tiger Brands Limited Sustainability report 2021 57

Critical anchors continued

Our product testing includes:

- Microbiological testing at our Central Micro Laboratory 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



We provide a dedicated explanation of our food safety standards online at: www.tigerbrands.com/sustainability/reporting.

In 2021, we have made the following progress at our sites:

- › We conducted quarterly self-assessments against the Global Food Safety Initiative (GFSI) protocol, and self-assessments against the Tiger Brands' quality standards for all our manufacturing sites
- › Most of our sites are certified against FSSC 22000, but we still have a few certified under HACCP. The audits were conducted by DQS, an international certification body
- › We completed audits for all our external warehouse facilities, including Tiger Brands facilities and third-party warehouses. Out of 22 warehouses, 11 have received certification, 10 have been recommended for certification and are awaiting certificates, and one will need to be re-audited due to the impact of the July 2021 civil unrest and looting in South Africa. The audits were conducted by DNV, an international accredited registrar and classification society. We maintained certifications against the FSSC 22000 or HACCP system for all our manufacturing facilities
- › We completed an audit of our Home and Personal Care (HPC) site against the ISO 9001 quality management system standard. ISO 9001 is the world's most recognised quality management system standard, and this has replaced our system based on the HPC 420 protocol. The site performed well in the audit, and we expect certification in November 2021. The audit was conducted by DQS, an international certification body
- › We have made good progress on implementing the ISO 17025 standard for laboratories at our Central Micro Laboratory, through which we conduct microbiological testing of our products from our inland factories. We expect certification from the South African National Accreditation System (SANAS) in 2022. This process was initially delayed in 2021 due to internal backlogs at SANAS
- › We initiated HACCP risk assessment reviews with the assistance of an industry expert and the Centre for Food Safety at Stellenbosch University
- › We remain a member of the European Hygiene Engineering and Design Group (EHEDG), and will use their guidelines as

the manufacturing hygiene standards across our operations from 2022

- › We completed the development of Manufacturing Excellence Customs and Practices (MECP) for quality, and our implementation of this initiative is largely on track. We have successfully launched the MECP for quality, including quality standard practices and quality assessment checklist, across 10 priority sites, and are nearing completion of the quality pillar book. The baseline assessments for these priority sites were conducted by our Quality Centre of Excellence (CoE).

The regular training of staff is a key part of our approach to ensuring effective food safety and quality management. We conduct ongoing quality and food safety-related training and refresher training at all our manufacturing sites, and conduct additional training as needed for quality and non-quality functions. To support our identification of training needs, we developed an online tool for conducting skills assessments of the quality functions that cover both technical and behavioural attributes. Together with Optimum, we successfully tested and piloted the tool this year, and will be rolling it out early in 2022.

In 2021, we delivered the following training initiatives:

- › Quality e-learning modules rolled-out across all relevant functions
- › A series of food safety lectures, delivered through Stellenbosch University
- › Microbiological training for quality and non-quality functions, delivered by Microchem
- › EHEDG hygienic design training for quality, maintenance and process engineering functions
- › EHEDG equipment certification training for quality, maintenance and process engineering functions
- › MEPPM quality training for selected production managers
- › FSSC 22000 internal auditor training for the Quality Leadership Team (QLT).

Our 2021 quality performance

KPI	2021 target	2021	2020	2019
Number of public recalls	0	1	0	0
Percentage reduction in market place incidents (%)	30	40	25	35
Percentage reduction in complaints (%)	12	25	5	18
Percentage reduction in foreign object complaints (%)	12	35	NR	NR
Percentage reduction in health-related complaints (%)	12	57		
Percentage reduction in insects complaints (%)	12	2		

NR – not reported.

We improved our quality performance significantly in 2021, achieving a 25% reduction in consumer complaints (2020: 5%) and a 40% reduction in marketplace incidents (2020: 25%). Additionally, we defined three new KPIs that focus on issues related to consumer complaints: foreign object complaints, health-related complaints and insects complaints. We reduced complaints in each of these areas by 35%, 57%, and 2% respectively, as indicated in the table above.

We will continue to raise the bar during 2022 under the guidance of our strategy and renewed annual targets. Assessments throughout the distribution chain will continue, with the inclusion of the return-centres and trans-shipment warehouses. These facilities start their certification cycle with gap audits aiming at certification in 2022.

Covid-19 response: Food safety and quality

We implement the following measures to ensure product safety during the Covid-19 pandemic

- › We make decisions using a decision-tree that takes into account product shelf-life
- › We implement a decontamination plan, to ensure a hygienic work environment
- › We provide facemasks to all factory personnel
- › We maintain a high level of response-readiness to ensure a quick response to the detection of a positive case
- › We conduct microbiological testing of products from our inland factories through our Central Micro Laboratory based at Tiger Brands Boksburg, and have contingency plans in place to ensure continuity of testing.

CANNED VEGETABLES RECALLED DUE TO CAN DEFECT

In July 2021, we recalled certain KOO and Hugo's canned vegetable products produced from 1 May 2019 to 5 May 2021, due to a small number of defective cans originating from a third-party packaging supplier. The cans potentially held a defective side-seam weld that could cause the can to leak. We identified the issue during routine quality control procedures.

While there was a low likelihood that illness or injury would result from the defect, we decided to respond in a precautionary manner, because ensuring high standards of food quality and safety are non-negotiable for our business. Therefore, in consultation with the National Consumer Council (NCC), we went ahead with the recall of all potentially affected cans. We worked with our retail and wholesale customers to remove all affected canned vegetable products from store shelves and replaced these with fresh stocks of quality-assured canned products. There have been no health issues reported to date relating to the affected product range.



Critical anchors **continued**

INSIGHT

UPDATE ON THE LISTERIOSIS OUTBREAK, FOOD SAFETY AND THE 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 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 Class Action is resolved expeditiously and fairly within the confines of the legal process, and that a conclusion is reached in the shortest possible time in the interest of all parties, particularly the victims of listeriosis.

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. 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 have appealed against the decision. Consequently, the epidemiological information available to them has not been provided to Tiger Brands. The Supreme Court of Appeal will hear the appeal on 5 November 2021. Pending the outcome of the appeal the parties are proceeding with pre-trial preparation including discovery.

Further advancing food safety and providing assurance of food processing

To certify our food safety efforts, all our manufacturing facilities are audited annually by an international certification body against the globally recognised FSSC 22000 or HACCP system. In 2019, Tiger Brands joined the European Hygienic Engineering and Design Group (EHEDG) to advance the hygiene standards across our facilities against these guidelines.

To show our commitment to strengthening food safety across South Africa, and to build a vehicle to solve shared food safety challenges, we partnered with Stellenbosch University in 2018 to launch the Centre for Food Safety. We continue to work with the Centre for Food Safety and collaborate on applied food safety research and training.



We promote

ETHICAL SUPPLY CHAIN PRACTICES

We are committed to building an ethical and responsible supply chain by championing human rights and establishing contextually informed, fair, just and responsible sourcing practices. We currently work with our suppliers to uphold fair labour practices, tackle plastic packaging waste, promote animal welfare, and source sustainable palm-oil and cocoa. Looking forward, we aim to engage our suppliers more consistently and work together more closely to advance and assure ethical and sustainable practices in our supply chain.

We drive improvements in our approach and practice through participating in dialogues and building relationship with potential partnerships. 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.

HUMAN RIGHTS

Human rights are key concerns for our business, particularly in regard to our exposure to potential risks in our supply chain. We are committed to securing and promoting human rights in our own operations, and through our supply chain, in the contexts where we operate. We believe strongly that doing so helps to foster societal conditions which are more conducive to business success and sustainability.

Human rights are issues of growing concern to business globally, with new legislation and initiatives emerging, including the UK's Modern Slavery Act, the EU Mandatory Human Rights Due Diligence Directive, and the sharpened focus on human rights in the newly updated GRI Universal Standards. 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. In this context, human rights is an issue of

growing importance to our stakeholder's, and thus of key importance to us, and we are strengthening our human rights approach, processes and practices. Towards this, we participated in the Child Rights Governance Roundtable hosted by UNICEF earlier in the year.

Our human rights policy was approved by the board in 2018, and establishes the principles and responsibilities for upholding, monitoring, reviewing and reporting on human rights performance within Tiger Brands and across our supply chain. The policy has been developed to uphold the inviolable rights of people and to protect the group, its employees, assets, information, operations and reputation. It applies to all employees, temporary employees, contractors, service providers and consultants.

Our human rights policy was implemented across our operations and supply chain, and human rights awareness is a regular feature of our annual internal communications programme. Any updates resulting from the review will be similarly implemented and communicated across the organisation. Training on human rights has been included in our induction programme for new employees, and a specific human rights module will be developed for our human rights e-learning, also upon completion of the policy review. All our employees have participated in human rights training each year since 2018.

Our ethics line and whistleblowing facility, www.tip-offs.com, is open and available across our supplier network, providing a channel through which human rights abuses and any other ethical concerns can be reported directly to the company.

We assess our human rights impacts on an ongoing basis, as part of our core business processes. We are committed to disclosing our actions to prevent and mitigate any human rights issues, should an alleged case be reported through our ethics line, or a specific risk be identified during internal auditing. In 2021, no specific human rights issues were identified, and no allegations were reported through our ethics line, the media or Human Rights Watch.

In accordance with our ethical sourcing policy (see below), we request that all suppliers sign a human rights declaration, through which they acknowledge our human rights policy, pledge their commitment to uphold the principles and conditions therein, and confirm that they are not complicit in any human rights issues.

Our human rights policy is available at www.tigerbrands.com/sustainability/reporting.



APPENDIX

We implement

SAFETY, HEALTH AND ENVIRONMENTAL SYSTEMS

Ensuring the safety of our people is a non-negotiable core value of our business. We look after the wellbeing of our people and the environment because it is core to our purpose, key to building a successful business, and foundational in creating a great place to work (see page 65).

A photograph showing three male workers in a warehouse setting. They are all wearing white full-body protective suits, white balaclavas, and red face masks. Each worker is holding a yellow and green disinfectant sprayer. They are standing in front of tall stacks of goods on pallets. An orange forklift is partially visible on the right side of the frame.

We continually implement and improve our programmes to detect issues early, manage risks, and to prevent and reduce harm to any of our employees, visitors, and contractors. Behavioural safety and exposure reduction are being addressed through employee engagement, capacity building and addressing any office and production ergonomic working conditions. We are building synergy between our safety management standards and operational discipline to achieve a level of operational effectiveness that enables an LTIFR improvement year on year. Our effective internal and external auditing programme provides assurance on our SHE systems, supports the monitoring of performance, and enables risk management and continual improvement.

CHANGE SAFETY CULTURE – ROLL OUT A BBS PROGRAMME	RISK MANAGEMENT	OPERATIONAL SAFETY MANAGEMENT PROGRAMME	COMPLIANCE MONITORING AND EVALUATION PROGRAMME	CAPABILITY AND COMPETENCE BUILDING
› Build sustainable and inspiring leadership › Define engagement processes › Create measurement and analysis tools › Set clear goals and define an aligned recognition programme › Conduct training.	› Standardise hazard assessment process › Standardise processes for managing high risks › Build capability and awareness › Define and implement group life-saving rules › Review effectiveness of controls and plans.	› Implement a fail-proof process safety management programme › Build contractor risk management programmes.	› A structured and consistent approach to incident management and focused improvement › Define and implement programmes to ensure continued legal compliance › Identify key skills/roles.	› Evaluate gap › Define licence to operate standards › Define training plan/ approach and implement.
>> FOUNDATION <<				
Behaviour-based safety	Demonstrated leadership	Effective communication	Responsibility and accountability	
← OWNERSHIP AND INVOLVEMENT AT ALL LEVELS →				



We practice



RESPONSIBLE MARKETING

We ensure that when our products go to market, they are aligned with appropriate responsible marketing and communication practices. We practice and promote transparent and responsible labelling of our food products, and play a leading role on nutrition labelling (see page 28). We remain in full compliance with national regulations requiring the labelling and declaration of certain ingredients, additives and allergens, and we ensure responsible marketing in regard to children.

We have various policies in place that responsibly steer our advertising and marketing communications practices. Our policy framework covers general marketing policy, marketing research, packaging design, and digital and social media marketing. We are also signatories to the South African Marketing to Children Pledge.

Our system for managing our advertising and marketing practices includes SOPs relating to television advertising production, marketing material approval, consumer services, and media procurement. Responsible marketing and communication is further built into our innovation process (see page 28). Our practices are also bound by the corporate delegation of authority protocol that is used across the business to ensure that roles and responsibilities are clearly articulated for key activities across the business, including advertising and marketing.

Our policies and operating procedures 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 advertising and marketing activities to ensure that practice is correctly managed and aligned to agreed principles, plans and budgets. 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

A young girl with dark skin and short, curly hair is shown in profile, drinking from a bright red plastic cup. She is wearing a dark green school sweater with a white collar and a green and white striped V-neck. The background is blurred, showing other people in similar uniforms, suggesting a school setting. The lighting is bright, indicating it might be outdoors or in a well-lit indoor space.

A laptop is shown from a slightly elevated angle, displaying the 'We Mean Business' website. The browser's address bar shows the URL 'https://www.wemeanbusiness.com/'. The website has a dark header with the logo 'WE MEAN BUSINESS' and a navigation menu with links: 'Progress', 'Business', 'Policy', 'Insights', 'About', and 'Contact'. Below the header, the main content area has a white background with the text 'WE ARE IN THE DECISIVE DECADE. NOW IS THE TIME TO ACCELERATE CLIMATE ACTION TO HALVE EMISSIONS BY 2030.' followed by a paragraph about seizing the opportunity to create an inclusive net-zero economy. At the bottom of the page, there is a green abstract graphic. The laptop's keyboard and trackpad are visible at the bottom.

Critical anchors continued

PARTNERSHIP WITH THE CENTRE FOR FOOD SAFETY AT 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 and Tiger Brands.

Established on the premise that collaboration enables innovation, the centre works together with external partners to build and share knowledge in food safety, food defence and food processing. The centre aspires to maintain the practice of high-quality science, respond to emerging risks and opportunities, and generate outputs that matter in practice. The activities of the centre focus

on scientific research and training, consumer engagement and awareness, and food safety policy.

The centre continues to partner with Tiger Brands on various projects, including support with microbiological risk assessments, and provides independent and credible food safety advice and input.

In 2021, the entire quality community of Tiger Brands received a series of lectures from Stellenbosch University covering the following topics:

- › Food safety management (including listeria and salmonella)
- › Cleaning and sanitation
- › Microbial criteria (including sampling plans and data interpretation).

INSIGHT



SUSTAINABILITY AT CHOCOCAM, CAMEROON

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

Chococam supports the Tiger Brands sustainable future 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 social investments in response to the needs of local communities, which in 2020 and 2021 have predominantly focused on supporting local resilience in the face of Covid-19.

CHOCOCAM 2021 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 donated a central oxygen supply-system to the Sanitary District of Logbaba in Douala, to ensure the hospital's resilience and efficacy in responding to Covid-19 infections
- ✓ **Environmental stewardship** – Chococam recycles all paper at their facilities into egg-trays and has reduced their plastic-packaging waste by a further 7% in 2021, on top of a 31% reduction in 2020. The company works continually to improve the chemical and biological oxygen demand (COD and BOD) ratios in the effluent produced and released from the factory
- ✓ **Food quality and safety** – Chococam retained their ISO 9001 quality management system certification and is 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.

PERFORMANCE DATA



NATURAL CAPITAL

ENERGY

	2021	2020	2019	2018
Energy intensity (kWh/tonne)	118,9	119,0	125,9	132,6
Increase/(decrease) in energy intensity	(2,7%)	(5,7%)	(5,0%)	3,4%
Increase/(decrease) in absolute energy use	(20,4%)	(5,3%)	(8,5%)	2,7%

EMISSIONS

	2021	2020	2019	2018
Scope 1 (direct) GHG emissions (tCO ₂ e)	210 042	350 143	NR	NR
Scope 2 (direct) GHG emissions (tCO ₂ e)	231 140	280 633	NR	NR
Total scope 1 and 2 (direct) GHG emissions (tCO ₂ e)	441 182	630 775	NR	NR
Total GHG emissions (tCO ₂ e)	441 182	630 775	NR	NR
GHG emissions intensity (CO ₂ e /tonne)	0,23	0,20	0,22	0,23
Increase/(decrease) in GHG emissions intensity	(14,5%)	(8,23%)	(4,34%)	NR
Increase/(decrease) in absolute scope 1 GHG emissions	(30%)	(4,18%)	(6,5%)	NR

NR – not reported.

WATER

	2021	2020	2019	2018
Water intensity (kl/tonne)	1,73	1,5	1,6	1,67
Increase/(decrease) in water intensity	5,5%	(5,9%)	(5,4%)	(21,2%)
Increase/(decrease) in absolute water use	(13%)	(8,8%)	(7,2%)	(19,3%)

WASTE (Intensity: tonne/tonne of production volume)

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

Performance data continued

HUMAN CAPITAL

WORKFORCE	2021	2020	2019	2018
Total number of permanent employees (SA only)	9 791	10 838	10 074	11 348
Total number of permanent employees (outside of SA)	367	350	571	1 426
Total number of contractors ¹	324	120	1 114	1 590
Total number of employees and contractors ¹	10 115	10 958	11 188	12 938
Percentage of employees who are “permanent” (SA only)	99,9%	99%	90%	87,7%
Percentage of employees who belong to a trade union (SA only)	57%	59,6%	61,0%	59,0%
Employee turnover ²	8,9%	9,1%	8,8%	11,0%
Total number of person days lost due to industrial action	132	0	43	0
Percentage of total person days lost due to industrial action – calculated or reported	1,12%	0	0,24%	0

¹ For 2020: This includes fixed-term contractors (FTC) employed for less than three months, and excludes seasonal workers.
² This figure is an annualised turnover rate, which includes all leavers, and not limited to resignations.

INCLUSION AND DIVERSITY	2021	2020	2019	2018
Percentage of employees who are deemed historically disadvantaged South Africans (HDSA) ³	95%	94,0%	93,4%	93,4%
Percentage of management deemed HDSA ³	15%	14,1%	13,8%	12,8%
Percentage of employees who are women	31%	30,2%	30,4%	29,6%

³ This excludes international employees and management.

SKILLS DEVELOPMENT	2021	2020	2019	2018
Total number of employees trained in South Africa	4 579	2 972	3 946	4 288
Percentage of employees trained in South Africa	45%	27%	39%	38%
Percentage employees trained in human rights	100%	100%	100%	100%
Average hours per FTE of training and development	10,4	8,9	NR	NR
Average spend per FTE on training and development (R)	9 160	8 978	12 607	5 331
Total spend on employee training (R'm) (SA only)	93,8	97,3	127	60,5
Percentage of total payroll part of training	3%	3%	4,2%	1,8%

NR – not reported.

HUMAN CAPITAL continued

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

NR – not reported.

WORKFORCE

Year	South Africa								Outside of South Africa			Total	
	African	Indian	Coloured	White	Foreign nationals	Disabled	Permanent	Temporary ⁴	Total South Africa	Permanent	Temporary	Total permanent	TOTAL
2021	8 450	588	1 458	546	32	13	9 791	3 648	13 439	367	39	10 058	13 845
2020	8 678	594	909	614	43	12	10 838	5 152	15 990	350	215	11 188	16 555
2019	8 920	642	890	677	59	14	11 188	5 032	16 220	571	297	11 759	17 088
2018	8 397	700	985	695	–	14	10 777	5 963	16 740	1 426	364	12 203	18 530
2017	8 485	701	1 083	780	–	37	11 049	5 246	16 295	2 012	4 664	13 061	22 971
2016	8 437	720	1 120	831	–	72	11 109	3 689	14 798	3 841	2 149	14 950	20 788

⁴ This number reflects our peak number of seasonal employees and our FTC employees as at 30 September 2021.

SOCIAL CAPITAL

BBBEE OWNERSHIP ⁵	2021	2020	2019	2018
Tiger Brands Foundation	4,8%	4,8%	4,8%	4,8%
Tiger Brands Black Managers Trusts	0,6%	0,6%	0,6%	1,9%
General staff share trust	0,1%	0,1%	0,1%	0,1%
Thusani trusts (beneficiaries are children of black employees)	1,9%	1,9%	1,9%	1,9%

⁵ The 2021 BBBEE results only become available after the publication of this report.

Performance data **continued****SOCIAL CAPITAL continued**

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

ENTERPRISE AND SUPPLIER DEVELOPMENT (ESD)	2021	2020	2019	2018
Black farmers supported through the aggregator programme ⁶	80	84	58	58
Jobs created in the small farmer sector	302	262	45	412
Total invested in ESD agriculture initiatives ⁷ (R'm)	27,2	13,2	10	11
Additional investment made in Khayelitsha Cookies (R'm)	0,96	1,0	0,7	1,3

⁶ For 2020: This includes 25 farmers through direct investment from Tiger Brands, and 59 through the Dipuno ESD fund.

⁷ For 2020: This includes R4,8 million through a direct investment from Tiger Brands, and R8,4 million through the Dipuno fund.

SOCIO-ECONOMIC DEVELOPMENT (SED)	2021	2020	2019	2018
High-quality, nutrient dense and fortified food packages distributed	105 148*	105 648	89 000	55 600
Direct and indirect beneficiaries reached monthly via the Tiger Brands food and nutrition support programme	51 368	30 000	42 000	30 000
Total number of people trained in food gardening and community education	699	596	396	204
Food and nutrition support programme (R'm)	15,5	15,4	13,7	20,6
Cause and brand-related CSI (R'm)	0,7	0,6	0,9	2,6
Employee volunteerism (R'm)	0,1	0,3	1,5	0,6
Community skills development (R'm)	5,5	5,5	9,5	6,0
Community-based enterprise development (R'm)	0[#]	2,0	1,8	1,0
Spend on bursaries for students (R'm)	6,1	6,1	7,0	6,3
Ad hoc SED spend (R'm)	0,56	1,0	1,0	1,8
Total ⁸ (R'm)	22,9	24,8	28,5	32,6
Total SED spend (R'm)	22,9	22,4	28,5	32

⁸ For 2020: An additional R7 million donations were made to Food Forward.

* This includes some ad hoc donations we made.

[#] We did not spend on community ED last year. Due to Covid-19 and the overwhelming requests for food support, we directed most of the budget to our Food and Nutrition programme.

**SOCIAL CAPITAL continued**

TIGER BRANDS FOUNDATION	2021	2020	2019	2018
Total programme spend since 2011 (R'm)	373	240	206	174
Number of "no-fee" schools across all nine provinces benefit	105	101	94	94
Number of regional coordinators that oversee smooth running at provincial level	10	10	10	10
Kitchens constructed/upgraded	57	51	43	38
Learners supported through breakfast programme	79 640	74 455	73 056	67 429
Number of breakfasts served since 2011 (million breakfasts)	99m	88m	78,5m	65,2m
Jobs sustained for the community as food handlers, monitors and regional coordinators	440+	430+	410+	390+
Food handlers and community stakeholders received culture, art, tourism, hospitality, and sport sector education and training authority accredited training in seven provinces ⁹	514	514	514	347

⁹ No training due to Covid-19 lockdown.

TCFD INDEX

TOPIC	RECOMMENDED DISCLOSURES	REFERENCE
Governance Disclose the organisation's governance around climate-related risks and opportunities	a) Describe the board's oversight of climate-related risks and opportunities	› Sustainability governance (see page 18)
	b) Describe management's role in assessing and managing climate-related risks and opportunities	› Sustainability management (see page 20)
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	› Initial work has been done to identify climate-related risks and opportunities. Further work needs to be done, the outcome will be communicated in due course
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	› Financial impacts of climate-related risks to the business are still be quantified for communication
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	› Science-based targets still to be quantified
Risk management Disclose how the organisation identifies, assesses and manages climate-related risks	a) Describe the organisation's processes for identifying and assessing climate-related risks	› Initial water risk assessments have been conducted and high-risk plants identified, mitigation plans are being developed for execution
	b) Describe the organisation's processes for managing climate-related risks	› Sustainability management (see page 20)
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	› Sustainability management (see page 20)
Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	› Still to be addressed
	b) Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks	› We optimise our energy use and reduce our emissions (see page 41) › Performance data (see page 71)
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	› Delivering on our strategy (see page 24) › We optimise our energy use and reduce our emissions (see page 41) › We optimise our water consumption (see page 44)

ADMINISTRATION

TIGER BRANDS LIMITED

(Tiger Brands or the company)
Incorporated in the Republic of South Africa
Share code: TBS
ISIN: ZAE000071080
Registration number: 1944/017881/06

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Rand Merchant Bank

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FORWARD-LOOKING INFORMATION

This report contains 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.



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